

Jacek Śliwak*
Aleksandra A. Bednarczyk
Daria Ziarkiewicz-Powolny

Mental Resilience and Employee Well-Being: The Mediating Role of Work Engagement

ABSTRACT

The well-being of employees in terms of eudemonia has recently gained popularity among researchers. The aim of the study was to verify the relationship between employee well-being and mental resilience. The study was conducted on 109 soldiers from the corps of privates and non-commissioned officers. The subjects were men aged 27 to 57 years (mean age: $M = 37.37$, $SD = 5.60$), mainly soldiers of the Polish Air Force (89%). The study used the Workplace Well-being Questionnaire (EWWQ), the Utrecht Work Engagement Scale (UWES-9) and the Psychoimmunological Structure Scale (SSP), which examined resilience. The results showed that there is a statistically significant relationship between employee well-being and mental resilience. The obtained results are in agreement with previous scientific reports. Engagement as a mediator between correlation mental resilience (will and desire for a meaningful life, coping in difficult situations and proactive behaviour) and employee well-being.

KEYWORDS: employee well-being; eudemonic well-being; mental resilience

* Correspondence regarding this paper should be sent to Jacek Śliwak (ORCID: 0000-0002-7695-4113), e-mail: jacek.sliwak@kul.pl; or Aleksandra A. Bednarczyk (ORCID: 0000-0003-1929-323X), e-mail: aleksandra.bednarczyk@kul.pl; Chair of Social Psychology and Psychology of Religion, John Paul II Catholic University of Lublin; or Daria Ziarkiewicz-Powolny (ORCID: 0000-0003-4720-2921), Szkoła Podoficerska Sił Powietrznych w Dęblinie, e-mail: da.ziarkiewicz-powolny@ron.mil.pl.

INTRODUCTION

Well-being at work and the Job Demands-Resources theory

As part of positive psychology, we have seen many studies on how humans function at work, both in the context of positive functioning, for example, linked to a sense of well-being at work (Czerw, 2014), passion for the profession (Vallerand, 2008; Czerw, 2017), commitment (Schaufeli & Bakker, 2004b; Bakker & Demerouti, 2017), and negative functioning linked to, for example, burnout (Maslach & Leiter, 2008). The contemporary trend of being healthier as a society is pushing organisations to take care of their employees' psychological health (Di Fabio, 2017) and well-being. While embarking on the subject of work-related well-being, we will focus on the military as a unique work environment. Every occupation or profession has specific occupational demands. In the case of military service, these would be: organisational structure, predominance of formal work relationships, as well as the priority of military goals over social ones, high discipline, time pressure, high levels of responsibility, life and health threatening tasks, etc. (Węliczko, 2007).

The theoretical framework for our research will be the Job Demands-Resources theory (JD-R; Demerouti et al., 2001; Schaufeli & Bakker, 2004b), which we believe aptly captures the functioning of the human being in a work environment. The theory encompasses job demands (JD) and job resources (JR), which can affect the health and well-being of the employee. The JR-R model presupposes a considerable involvement of personal resources, weighs up work demands and resources in both positive and negative terms, as well as indicating their mutual causal relationship (spiral of profit), all making it very flexible (Schaufeli & Taris, 2014). Its scope is very broad, so it can be applied to a wide range of work environments (Schaufeli & Taris, 2014), such as the military regarded as a profession. The authors of the model define job demands as physical, psychological, social or organisa-

tional aspects of work that demand effort and entail physical and psychological strain, which may lead to health deterioration, but not necessarily to lowered motivation as some employees may treat such demands as a challenge (Schaufeli & Bakker, 2004b; LePine et al., 2005; Schaufeli, 2017). Job demands include such aspects as work conditions, the work-home conflict, organisational restrictions, time pressure, or responsibility (Schaufeli & Taris, 2014). As regards job resources, they are defined by Demerouti et al. (2001) as physical, psychological, social or organisational aspects of work that reduce the impact of job demands and the related physiological and psychological toll, and which stimulate personal growth. They include, for example, transformational leadership (Breevaart et al., 2014; Schaufeli, 2017; Bakker & Demerouti, 2017), salary, opportunities for growth, sense of control, support of the superiors at work, or organisational atmosphere (Demerouti et al., 2001; Baka, 2013; Bakker & Demerouti, 2017). The JD-R model is extended to include personal resources as according to the authors their role is similar to that played by job resources (Bakker & Demerouti, 2017). Defined as psychological traits linked to mental resilience, they relate to the ability to control and effectively influence one's environment. Key to the JD-R model is the premise that health and psychological well-being rests on the balance between positive job resources, personal resources, and negative job demands (Schaufeli & Taris, 2014). Similarly to job resources, personal resources (e.g., optimism, low neuroticism or mental resilience) are important to the employee in their career goals attainment, while stimulating their personal growth (Bakker & Demerouti, 2017). Research using the JD-R model does not clearly indicate how significant personal resources are, but Schaufeli and Taris (2014) underscore that in line with social cognitive theory they influence how people understand and react to their environment (e.g., at work) and how they perceive job characteristics. Researchers do not specify the place and role of personal resources in this model (Schaufeli & Bakker, 2004b).

Xanthopoulou et al. (2013) believe that the employee uses his or her personal resources as part of the coping mechanism, which is activated in tough and emotionally demanding situations. These assumptions are in keeping with Hobfoll's conservation of resources theory (2011), whereby individuals gather various resources to use in goal attainment. Thanks to those resources, they can fully meet job demands, become more resilient, committed and healthier, which ultimately benefits the organisation, such as enhanced employee productivity (Tisu et al., 2020) or low sickness absenteeism (Bakker et al., 2003; Soane et al., 2013). The research done by Bernales-Turpo et al. (2022) shows that work commitment mediates the relationship between the sense of self-efficacy at work, life satisfaction, and burnout. The mediating role of work engagement and purposeful work has also been demonstrated by Oprea et al. (2022), who saw a link between job crafting¹ and desire to quit the job. Van Wingerden and Poell (2019) confirmed the mediating role of work engagement in the relationship between meaningful work and mental resilience in teachers.

Mediating role of work engagement

Work engagement occurs when employees effectively cope with their job demands precisely because of their personal resources and the availability of organisational resources (Bakker et al., 2007). In our study, personal resources are represented by mental resilience, which we define as a personality characteristic or a relatively permanent resource enabling growth in the face of adversity and translates into individual functioning (Biela et al., 2015). Thus interpreted mental resilience is positively correlated

¹ Job crafting refers to changed job demands (e.g., seeking interesting and new challenges) and job resources (e.g., increased autonomy and diversity) which employees introduce proactively in line with their personal needs and interests (Tims et al., 2012).

with occupational well-being (Śliwak & Ziarkiewicz-Powolny, in print).

Drawing on Schaufeli and Taris, we assumed in keeping with the JD-R theory that commitment to work is a psychological state associated with vigour, dedication and absorption (Schaufeli & Taris, 2014). 'Vigor' is used by the author to refer to high energy and willingness to invest effort in work; dedication is taken to mean a sense of satisfaction and enthusiasm; and absorption stands for being focused, cognitively absorbed by and cheerful at work (Schaufeli et al., 2002; Szabowska-Walaszczyk et al., 2011; Schaufeli & Taris, 2014). Although Schaufeli et al. (2009) assume a 3-factor structure of work engagement, we are going to use the general score of the Utrecht Work Engagement scale (UWES-9) since research into factorial validity shows that the general score is more reliable (Szabowska-Walaszczyk et al., 2011; Kulikowski, 2017).

The JD-R theory posits that job demands and resources interactively affect employee (occupational) well-being. Our goal here is therefore to verify whether personal resources play a significant role in the appraisal of one's work environment or rather whether work engagement, which may be due to environmental influences, has a greater significance when analysing the career well-being of soldiers. Does work engagement mediate the relationship between personal resources, understood here as mental resilience, and employee well-being? The following hypotheses will be tested:

H1. Higher mental resilience implies higher employee well-being. High mental resilience is accompanied by a high level of employee well-being.

H2. Work engagement mediates the relationship between personal resources and employee well-being. Personal resources are understood as mental resilience.

Research proves that highly committed employees are twice as likely to enjoy well-being, they do better at work, are more focused on work and have stronger emotional ties with colleagues, all of which contributing to their greater chances for reaching their occupational goals (Rath & Harter, 2010; Szabowska-Walaszczyk et al., 2011; Christian et al., 2011). Bakker and Demerouti (2008), similarly to Adil and Kamal (2016), considered work engagement as a significant factor reflecting the well-being derived from working for others and an organisation.

In the presented study, occupational well-being will be interpreted as an appraisal of one's work career, both in terms of job type and the social working environment. The measurement relates to, among other things, servicemen's acceptance of their specific organisation, their satisfaction with the roles assigned to them and awareness of their own growth in those roles, as well as their perception of the quality of their relationships with fellow servicemen (Czerw, 2017). Accordingly, our understanding of employee well-being is close to eudemonic, that is, based mainly on making sense of one's job, accepting the difficulties one encounters and treating them as challenges, rather than simply having positive emotions about functioning in a particular organisation.

Subjects

The research covered 118 soldiers. The subjects were men ($n = 110$) and women ($n = 8$) aged from 27 to 57 years ($M = 37.37$, $SD = 5.60$), most of them serving in Air Force (89.8%), the rest in Land Forces (8.5%), and Navy (1.7%). 49.2% were NCOs and 50.8% were in the private corps. The subjects held different positions in the military hierarchy and had different ranks.

Research tools

The Well-Being in the Workplace Questionnaire (Kwestionariusz Dobrostanu w Miejscu Pracy, KDMP) by Agnieszka Czerw (2017) contains four subscales: (1) positive organisation (e.g., "The or-

ganisation that I work for has more pros than cons”), (2) fit and development (e.g., “Thanks to my job I can achieve my personal goals and realize values that are important to me”), (3) positive interpersonal relations (e.g., “I see my organisation as a community of which I am a part”), and (4) contribution to organisation (e.g., “I believe what I do for my organisation is important”). The measure contains 43 items, to which the surveyed person responds on a Likert scale, from 1 (*I totally disagree*) to 7 (*I completely agree*). The reliability coefficients (Cronbach’s α) for the four scales range from 0.91 to 0.94.²

The Psychoimmunological Structure Scale (Skala Struktury Psychoimmunologicznej, SSP) by Adam Biela et al. (2014) was used to test mental resilience. It comprises seven dimensions: (1) will and desire to live a meaningful life (e.g., “I enjoy my life; I want to live”), (2) experience of social support (e.g., “There are people whose advice and opinions give me a lot of support”), (3) health responsibility and control (e.g., “I can greatly increase my immunity”), (4) coping in difficult life situations (e.g., “I know how to cope with most of my problems”), (5) proactivity (e.g., “I seek new methods of coping with problems”), (6) autonomous goals (e.g., “The goals I set myself give my life direction”), (7) spiritual/religious support (e.g., “I feel loved by God/Higher Being”). The SSP measure contains 70 items, to which the subject responds on a Likert scale, from 1 (*not at all relevant*) to 7 (*completely relevant*). Cronbach’s reliability coefficients for the six subscales range from 0.67 to 0.89, while Guttman’s λ is from 0.75 to 0.92.³

The Utrecht Work Engagement Scale (UWES-9) by Wilmar Schaufeli and Arnold Bakker (2004a) was used to assess work

² Reliability coefficients in our study were from 0.86 to 0.93, so they were slightly lower than those in the original research.

³ Reliability coefficients in our study were from 0.61 for health control to 0.89 for spiritual and religious support, so they were slightly lower than those in the original research.

engagement. It features a 9-item scale that measures the general work engagement and three dimensions: (1) vigour (e.g., “At my work, I feel bursting with energy”), (2) absorption (e.g., “When I’m working, I forget everything else around me”), and (3) dedication (e.g., “I am proud of the work I do”). Cronbach’s α relating to different versions of the abbreviated UWES-9 is 0.93 on average.⁴

METHOD

The research was carried out in groups counting about 25 persons each, in turns, during scheduled courses of study, at times specified in the *Core Tasks Schedule for 2020 of the Air Force NCO Academy in Dęblin*. The soldiers were from various military units in the country. Participation was voluntary and fully anonymous. Each group was informed of the purpose and the possibility of opting out, and that participation in the survey had no consequences whatsoever for the subjects. The questionnaires constituted a battery of tests: (a) a demographic survey, (b) a well-being at work questionnaire (KDMP), (c) a psychoimmunological resilience questionnaire (SSP), and (d) a work engagement questionnaire (UWES).

RESULTS

For the purpose of analysing the data collected, the statistical package IBM SPSS v. 27 was used. Descriptive statistics were computed for mental resilience, work engagement, and occupational well-being. Next, a correlation was calculated between these variables and a stepwise multiple regression analysis was performed. Further, the mediation of the link between mental resilience and

⁴ The reliability coefficient in our research was 0.86.

occupational well-being was analysed, where work engagement acted as the mediating agent. Table 1 shows descriptive statistics concerning the variables under analysis: means, standard deviations, minimum and maximum values, skewness and kurtosis.

Table 1. Descriptive statistics of variables: engagement (UWES), employee well-being (KDMP) and mental resilience (SSP).

	Min.	Max.	<i>M</i>	<i>SD</i>	<i>Skew.</i>	<i>Kurt.</i>
Will and desire for a meaningful life	10	46	24.03	5.86	-0.64	0.53
Experienced social support	12	36	23.78	4.36	-0.31	-0.25
Resilience and health control	13	33	26.97	4.88	-0.39	-0.16
Coping in stressful situations	16	38	23.17	4.77	0.02	-0.39
Proactivity	11	32	31.40	5.72	-0.08	-0.60
Autonomous goals	20	48	22.75	4.64	0.41	-0.01
Except for spiritual/religious support	12	35	29.14	12.55	0.16	-0.22
Engagement	4	56	32.28	6.70	0.05	-0.63
Employee well-being	123	296	232.91	35.09	-0.66	0.21

The skewness and kurtosis results range from -1 to 1, which demonstrates a symmetrical distribution of the variable values. For further analysis, therefore, statistics based on Person's *r* were applied.

As regards the scales for mental resilience, the subjects achieved the highest mean for proactivity ($M = 31.40$, $SD = 5.72$), and the lowest mean was achieved for the autonomous goals scale ($M = 22.75$, $SD = 4.64$).

Table 2 presents Pearson's *r* correlations between work engagement and employee well-being.

Table 2. Correlation between engagement (UWES), employee well-being (KDMP) and mental resilience (SPP) ($N = 118$).

	Engagement	Employee well-being
Will and desire for a meaningful life	.62***	.38***
Experienced social support	.25*	.33***
Resilience and health control	.24*	.20*
Coping in stressful situations	.36***	.30**
Proactivity	.52***	.31**
Autonomous goals	.47***	.39***
Except for spiritual/religious support	.10	.08
Engagement	—	.49***

*** $p < .001$, ** $p < .01$, * $p < .05$.

Engagement is positively correlated to all factors on the mental resilience scale, except for spiritual/religious support. The following are positively correlated to higher engagement in the surveyed soldiers: the greater will and desire to live a meaningful life, sense of responsibility for health and its control, coping abilities used in difficult situations, proactivity and setting autonomous goals.

Also well-being is positively correlated with all factors on the mental resilience scale, except for spiritual/religious support. The results shown in Table 2 indicate a correlation between engagement and employee well-being. The occurrence of psychoimmunological resilience and engagement favours employee well-being. The scores shown above confirm Hypothesis 1, which assumes a positive relationship between mental resilience and employee well-being.

For better insight, a multiple regression analysis was performed of the relationship between the mental resilience and engagement, on the one hand, and employee well-being on the other. To compute this statistic, a smaller number of subjects was surveyed. Subjects who provided incomplete data were not in-

cluded, and seven respondents who significantly deviated from the study group were disregarded. A stepwise method of inputting predictors into the model was used. In both steps, the model has a statistical significance. In the first step, engagement is a significant predictor of well-being ($F[1, 83] = 27.19, p < .001$) and it explains 25% of the variance in the dependent variable represented by employee well-being. In the second step, the significant predictors are engagement and experience of social support. The model is statistically significant ($F[1, 82] = 20.97, p < .001$) and it explains 33.8% of the variance in employee well-being. Results of standardized predictor coefficients for both models are presented in Table 3.

Table 3. Multiple regression analysis. Standardized coefficients of predictors entering the model.

	Predictor	β	t	p
Model 1 (step 1)	Constant		10.37	< .001
	Engagement	0.50	5.21	< .001
Model 2 (step 2)	Constant		6.45	< .001
	Engagement	0.42	4.56	< .001
	Experienced social support	0.31	3.37	.001

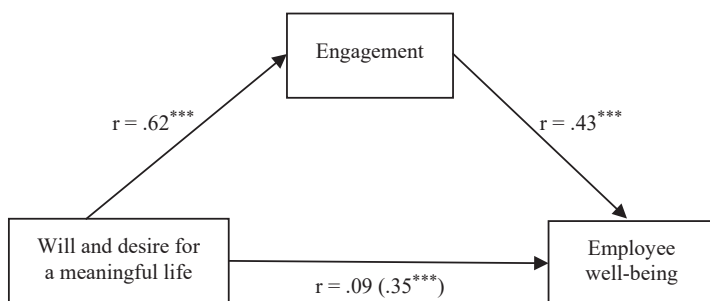
Engagement and the experience of social support significantly and positively predict the result of the employee well-being variable. Higher work engagement ($\beta = 0.42, p < .001$) and more social support the person receives ($\beta = 0.31, p = .001$) implies higher perceived employee well-being. With the help of engagement and experienced social support scores we can predict the scores on employee well-being.

The literature cited above suggests that work engagement can mediate the correlation between mental resilience and occupational well-being. To verify this suggestion, seven analyses of mediation were performed using the macro PROCESS 3.5 (Model 4,

Hayes, 2017) with a 5000 bootstrapping sample and 95% confidence interval. In the case of two models (spiritual and religious support; resilience and health control), mediation turned out to be statistically insignificant. In two further models, partial mediation was observed (experienced social support and autonomous goals). Here, we have presented three models where the relationship between the independent variables and employee well-being is fully mediated by work engagement.

On the first model, the engagement variable acted as a mediator between the independent variable represented – will and desire for a meaningful life – and well-being as the dependent variable. The analysis is shown in Figure 1.

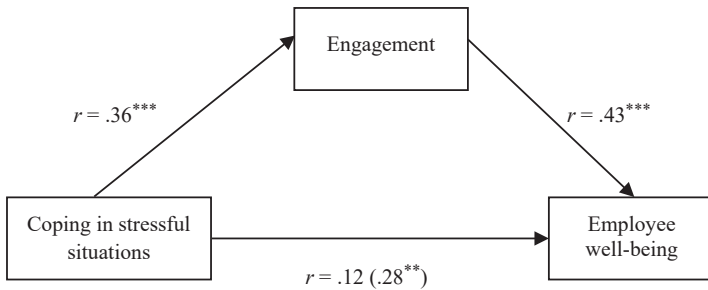
Figure 1. Engagement as a mediator between will and desire for a meaningful life and employee well-being.



The mediating role of engagement was confirmed in the relationship between will and desire for a meaningful life and employee well-being. We noted a statistically significant mediating effect: $\beta = 0.27$, 95% $CI[0.12-0.40]$. When engagement is used as a mediator, the relationship between will and desire for a meaningful life and employee well-being is weakened (from $\beta = 0.35^{***}$ to $\beta = 0.09$). The data thus obtained show that employee well-being can be reached through a greater commitment to one's work.

On the second model, the engagement variable acted as a mediator between the independent variable represented by coping in difficult situations versus well-being as the dependent variable. The analysis is shown in Figure 2.

Figure 2. Engagement as a mediator between coping in stressful situations and employee well-being.

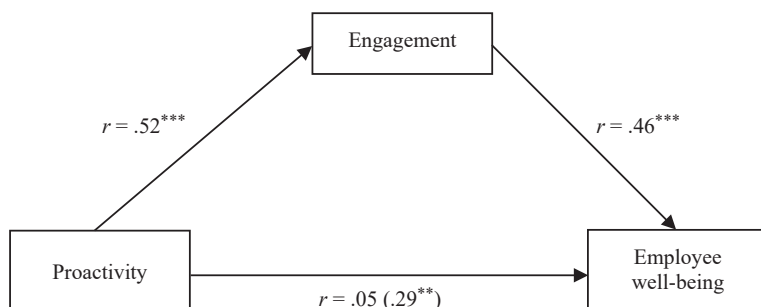


The mediating role of engagement was confirmed in the relationship between coping in stressful situations and employee well-being. We noted a statistically significant mediating effect: $\beta = 0.16$, 95% $CI[0.07-0.25]$. When a mediator is introduced, the relationship between coping in difficult situations and employee well-being is attenuated (from $\beta = 0.28^{**}$ to $\beta = 0.12$).

On the third model, the engagement variable acted as a mediator between the independent variable represented by proactivity versus well-being as the dependent variable. The analysis is shown in Figure 3.

The mediating role of engagement was confirmed in the relationship between proactive behaviour and employee well-being. We noted a statistically significant mediating effect: $\beta = 0.24$, 95% $CI[0.14-0.34]$. A mediator weakens the relationship between coping in difficult situations and employee well-being (from $\beta = 0.29^{**}$ to $\beta = 0.05$).

Figure 3. Engagement as a mediator between proactivity and employee well-being.



DISCUSSION

Our objective was to find out whether mental resilience favours well-being at work and whether work engagement mediates the relationship between mental resilience and occupational well-being seen in eudemonic terms. Correlations and mediating effects were sought by analysing data provided by full-time servicemen in NCO and private corps. Given our research results, we demonstrated that correlations at a statistically significant level occur between mental resilience and well-being in the workplace; further, we showed the mediating role of work engagement in this correlation.

When correlations between mental resilience and occupational well-being are considered, the strongest relationships were found between employee well-being and will and desire for a meaningful life. Equally high correlation coefficients were noted for the remaining dimensions of mental resilience, such as experience of social support, coping in difficult situations, proactivity, and autonomous goals. A weaker link was found with responsibility and health control. As for the other results, there was a strong link between employee well-being and spiritual/religious sup-

port. This dimension of mental resilience was not found to have a statistically significant connection with employee well-being.

In an attempt to interpret the data gathered in this project, we can say that they seem to correspond well with research to date, since already in the 1950s Marie Jahoda (1958) affirmed the importance of meaningful work and close social ties for subjective and psychological well-being (Jahoda, 1958, as cited in Keyes, 2006). The presented research also confirmed the thesis that better well-being in military service is accompanied by a stronger need for a meaningful life and good relationships with others. The servicemen who score better on these dimensions of mental resilience experienced greater satisfaction and were more approving of their organisation and its objectives. They underscored the importance of their career role and valued more highly cooperation and relations with their fellow servicemen. These results indicate that greater mental resilience is accompanied by a greater awareness of one's responsibility, efficacy and contribution to the attainment of the objectives of their military institution. The connection that we found between mental resilience and occupational well-being chimes with Taheri's research, who demonstrated a positive link between mental resilience and well-being in the workplace (Taheri et al., 2019). Robertson and Coope (2011) highlight personality traits that play a considerable role in determining those feelings, emotions and ways of thinking that are crucial for psychological well-being. They determine people's proneness to certain experiences or psychological behaviors in stressful situations (Ryan & Deci, 2001; Robertson & Coope, 2011). In this context, research by Nowicka-Kostrzewska and Rożnowski (2022) can be cited, who examined prison staff and demonstrated a statistically significant correlation of personality traits, such as extroversion and conscientiousness, with more work engagement and employee well-being. Other research suggests that employees with a great deal of mental resilience fare better in difficult work conditions (Shatté et al., 2017). Our research, too, demonstrates a significant

correlation between perceived social support (an SSP dimension) and perceived employee well-being. This corresponds to research indicating that being active interpersonally (i.e., having positive a positive relationship with colleagues) improves general well-being and predicts psychological health (Rousseau et al., 2008). It should be emphasized that proactivity and autonomous goals are significantly correlated with occupational well-being. Proactivity, as an ability to notice and seize opportunities (Bańka, 2005), and attainment of one's goals are linked to psychological and physical health (Weinstein et al., 2019). Soldiers with higher mental resilience, while functioning in an organisation such as the military, enjoy stronger feelings of personal growth with respect to the tasks they discharge in a specific military position, as well as realising their own potential and career advancement. Seligman (2011) suggests that resilience should be promoted as conducive to well-being, because psychological resilience, as a response to adversity, enables us to revert to our optimal functioning prior to the traumatic event (Seligman, 2011). The research of Bartone and Bowles (2020) done among military recruiters showed that stress resilience (toughness) predicts psychological well-being and co-occurs with problem-coping, both in order to predict psychological well-being. This research also demonstrates the mediating role of coping in the above configuration (Bartone & Bowles, 2020). The results we obtained confirm that mental resilience can increase the sense of well-being in the workplace as can be seen in the context of servicemen approaching hard tasks as challenges and taking stressful situations to be inherent in their service. The military is an organisation with some degree of stress involved. It calls for a higher level of mental resilience of its members, so that they may experience well-being while doing the service. The absence of links between the occupational well-being of servicemen with their mental resilience interpreted as spiritual and religious support can be explained by the fact that religious and spiritual matters, in the time of peace, do not

figure prominently in this environment. The case may be different when a soldier is faced with extreme danger and existential matters become fundamental. This suggestion, however, calls for further inquiry.

Engagement and the experience of social support significantly and positively predict the scores for the employee well-being variable. It follows from our research that greater work engagement and more social support entails a higher occupational well-being. This tallies with the results of research on work engagement done by Schaufeli and Taris (2014): employees who invest more energy in their work are more likely to take further action to facilitate the work of their co-workers and the organisation. Gatling et al. (2016) stated that committed workers are more efficient and productive, but they also tend to overstep their line of duty. Committed subordinates are strongly connected with their organisation.

While mental resilience (will and desire for a meaningful life, coping in difficult situations, proactivity) was positively linked to employee well-being, engagement mediated the relationship between mental resilience and employee well-being. This discovery gives prominence to the fact that although mental resilience is an important factor accounting for occupational well-being, other factors must be considered, too. Work engagement can play a significant role in mediating the variables under analysis. The will and desire for a meaningful life, coping in adversity and proactivity lead to increased commitment to work, which in turn enhances employee well-being.

When work engagement was analysed for its role in the correlation between will and desire for a meaningful life and employee well-being, its mediating role was found to be statistically significant. One finds in literature studies where the meaningfulness of work is associated with the eudemonic indicators of well-being in the workplace, such as fit and personal growth, positive relationships at work, and contribution to the organisation (Puchalska-Kamińska et al., 2019). Research done among working

prisoners also confirmed a positive link between work engagement and the meaningfulness of work for both the person and the world (Lenart-Kłoś et al., 2021). Introducing a mediator attenuated the relationship between will and desire for a meaningful life and occupational well-being. According to Czerw (2014), employee well-being can be increased by specifying goals that will benefit both the employee (evoking a need for achievement in them) and the organisation. A manager who knows how to demonstrate the purposefulness and meaningfulness of the employee's work can significantly affect the organisational atmosphere and its positive perception. As shown in the research of Oprea et al. (2022), purposeful work and work commitment mediate the negative correlation between personalized work and willingness to quit. Moreover, work engagement fully mediates the relationship between meaningful work and resilience according to a study by Wingerden and Poell (2019). In a longitudinal study, they found that employees who took a proactive approach to build for themselves a work environment that would be full of resources and challenges added to their psychological capital (hope, resilience, self-efficacy, and optimism) and commitment to work (Bakker et al., 2012).

In summary, it should be noted that there is a significant, positive link between mental resilience and occupational well-being in servicemen. The positive direction of this correlation has been demonstrated. An increase in mental resilience entails an increase in service-related well-being. Occupational well-being was significantly correlated with the dimensions of mental resilience, apart from spiritual/religious support. This link suggests that mental resilience can be a factor that facilitates functioning in stressful circumstances and by making everyday service worthwhile it enhances the feelings of satisfaction and fulfilment as a professional. Engagement is important for predicting occupational well-being. The presence of commitment in employees and social support offered by the organisation has a positive influence on the em-

ployee's perceived well-being, which may translate into his or her productivity and taking on more responsibilities. This corresponds to Baka's findings (2016), in which high job resources (supportive superior and co-workers and work atmosphere) correlated with high job satisfaction and high positive affect at work, whereas work engagement mediated these relationships. Mental resilience, represented by the will and desire for a meaningful life, coping in adversity and proactivity lead to increased commitment to work, which in turn enhances employee well-being. Not much attention has been given here to partial mediation. Engagement partially mediates the relationship between autonomous goals and experience of social support and occupational well-being, which may prove the existence of factors other than engagement that affect the relationship between mental resilience and occupational well-being. We suggest, then, that such factors be sought in further research. They may be associated with, among others, the role and conduct of the leader towards those in his or her charge.

Finally, it should be emphasized that the research we have carried out is of a pilot nature. We wanted to indicate the direction and validity of our hypotheses for further studies, so our sample was not large. Moreover, it is important to note that our research must be interpreted in relation to the military, where the process of initial selection admits only persons with a specific psychological profile.

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