



Self-Compassion as a Psychological Resource: Resilience and Emotional Regulation among Corporate Workers

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Abstract- In today's corporate work, there has been acceleration of technology development, organization reshaping, escalation of performance expectations, and the importance of psychological resources, the change of the psychological resource of employee, it required is required for them to keep the emotional state and regulate the function. They can create job stress, emotional burnout and emotional exhaustion, and lower resilience: it is why we are investigating psychological resources that might be in action in adapting to and dealing with the workspace. Self-compassion is also recognised as a key construct in the areas of positive psychology and organizational behaviour as it touches on emotional regulation, good coping and psychological health. The correlation between self-compassion and resilience and emotional regulation of the corporate employee of India had been the focus of few studies till now. The primary aim of the present study was to determine the positive effects of self-compassion on resilience and emotional regulation and to establish the association between self-compassion and resilience and emotional regulation of corporate employees. We used a cross-sectional quantitative research approach, and we explore the correlations between the social determinants of health and a well-being, including self-regulation. A survey with 29 employees of company using Self-Compassion Scale-Short Form (SCS-SF), Connor-Davidson Resilience Scale (CD-RISC-25) and ERQ (Emotion Regulation Questionnaire) was conducted. Simple linear regression, descriptive statistics, and Pearson product-moment correlations were performed. As the outcome, there was a positive, significant trend as compared to self-compassion and resilience ($r = .49, p = .006$). Self-compassion was further positively correlated with cognitive reappraisal ($r = .35, p = .065$) as well as general affect regulation ($r = .29, p = .129$), although less than statistically significant. Self-compassion predicted resilience with substantial results with approximately 24% of the variance of resilience scores expressed in the regression. According to these mechanisms, self-compassion could be considered as both a psychological factor or contributor to resilience, better adaptive behavior and wellness in the organisations and workplaces of corporate employees.

Keywords: Self-compassion_resilience_emotional regulation_corporate employees_positive psychology_workplace well-being.

1. INTRODUCTION

The modern commercial environment is characterized by the fast advancement of technology, rapidly developed, globalization, restructuring, reorganization and modernization, digital technology and expectation. Employees of all professions must be able to deal with high productivity, handle workplace-related issues and other workplace problems, interpersonal problems, workplace challenges, as well as in-conflict with internal conflicts, problems among others, conflicting roles, role inconsistency and social responsibility. In

organizations that constantly grow and change, employees are frequently thrust into stressful situations where flexibility of feeling and adaptation is necessary. Such demands are linked to occupational stress, burnout, emotional exhaustion, psychological distress, workplace pressure, and reduced workplace welfare for people. This, in turn, makes it a nascent area of research for organizational psychologists and researchers exploring the types of psychological resources available to employees so they can effectively cope with personal or job stress in a more holistic workplace environment, enabling them to flourish in the workplace and also in the home to deal with the stressors of life to remain mentally healthy as



well as emotionally so. Positive psychology has assumed a central role in this work, helping to recognize and evaluate strengths and resources for adaptive functioning resilience. For such young constructs, self-compassion has been receiving growing attention as it is related to emotional regulation, coping and psychological health. Self-compassion is how an individual (i) reacts to their own suffering, failures, deficiencies or negative experiences with compassion (kindness, insight and understanding rather than severe self-criticism), and (ii) accepts those experiences [1]. Self-compassion enables us not to dwell negatively about ourselves during difficult situations. Neff [1] introduced and formulated his construct and described self-compassion as self-care for the self in times of suffering. Self-compassion has three important dimensions (Neff [2]) self-kindness vs self-judgment, common humanity vs isolation and mindfulness vs over-identification. Self-Kindness is when you love yourself and use kindness, not cruelty. Common humanity knows that suffering and imperfection are in fact part of human experience, and not a part that is not tolerated by humans — especially Americans. Mindfulness is the ability to process the feelings so that you do not become overwhelmed or overstimulated. Collectively, however, these aspects challenge us to construct compassionate and balanced responses to painful experiences. On the one hand, self-esteem could reflect the fulfilment of external pressures (i.e. personal achievements), or comparative social circumstances [3], while when it is not appropriate, self-compassion supplies the psychological anchor when it comes to success and failure. Those with self-compassion acknowledge that they are not the ones holding all the cards, the realizations and mistakes are universal to every human experience. Earlier studies found that self-compassion improves psychological health. More self-compassionate people show less anxiety, depression, stress, shame and general self-critical views, as well as higher life satisfaction, optimism, emotional intelligence and psychological well-being. It is also related to adaptive coping mechanisms, emotional health, and resilience. The self-compassion is extremely relevant in a work place. criticism; competitive forces, organizational instability, interpersonal problems; and career failure. Poorly coping with these experiences could also lead to psychological distress, and as per excessive self-criticism, inefficiency of coping might lead to psychological suffering and less coping resources. Whereas on the other hand, self-compassion can help employees cope at work that could lead to more dynamic adaptation, more emotional stability, accepting mistakes (and learning from them), more rapid bounce back, better adapt to setbacks, and failure recovery, and adapt to changes at the workplace. Resilience and emotion regulation are two psychological

constructs that are directly tied to workplace adaptation, and these constructs affect both resilience and emotion regulation. Resilience is the ability of the individual to adapt to adversity, adapting during that difficulty or to overcome that difficulty and recover from mental disorders. Modern views view resilient development as dynamic processes involving an adaptation, resilience, adaptation of the person, emotional adaptation, and positive adaptation. Organisational resilience, or “resilience” for short, is at once a subject of research and the agenda of policy makers because today in the modern workplace employees must maneuver between a variety of uncertainties, changes and stresses from organization. Staff resilience trains workers to stay productive, mentally healthy and competent in tough times. Emotional regulation is an important psychological resource. Emotional regulation is the ability to monitor, appraise and modify emotional expressions and experience to achieve desired outcomes while using this data as a framework to learn from experience and modify them for a new level of outcome [6]

Individuals regulate and appropriately manage emotion and cope with affect in the way the state of feelings so they can handle stress, maintain intimate and close personal relationships and withstand hardship. Gross and John [6] outlined 2 common ways people manage emotions, cognitive reappraisal and expressive suppression. Cognitive reappraisal, that is, taking on a new perspective which decreases psychological distress, is similar to expressive suppression; that is, suppression of emotion. In contrast to suppression of emotion, cognitive reappraisal consistently has a positive association to the more adaptive psychological outcomes. Self-compassion seems to relate to emotional regulation, in part because people who are self-compassionate are likely to acknowledge, take and work through negative emotions more than they permit them to flood their hearts. Mindfulness, a central element of self-compassion, promotes learning to accept and recognize feelings as experience, promoting adaptive emotional regulation. Self-compassion has been positively associated with resilience and self-compassion with emotion regulation, according to previous work. However, such considerations seem to have only recently been explored in the magnitude described for corporate employees and more specifically the Indian corporate community. Because of the importance of employee mental health and occupational wellness in contemporary times, knowledge of this relationship can help design interventions directed towards resilience, emotional flexibility and occupational adjustment. Therefore, the present study aims to explore the relationship between self-compassion and resilience and emotional regulation for corporate employees and to ascertain whether self-compassion

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is a positive predictor of resilience and emotionally regulated coping. The relationships do not necessarily exist in a vacuum. They may come from more data-driven approaches to organizing around employees' well-being, psychological adaptation and workplace productivity.

2. LITERATURE REVIEW

2.1 Self-Compassion.

Self-compassion was originated from Buddhist psychological thought, now adopted into modern psychology research by Neff [1]. In Neff's view, self-compassion has to do with loving oneself with kindness amid suffering, understanding what humans are like in their own way, and finding the balance necessary in knowing more about oneself and avoiding those bad feelings. Self-compassion leads to greater mental health, such as improved mood and general emotional adjustment through research which follows research into mindfulness. Brown and Ryan [3] demonstrated that mindfulness is related to the emotional well-being and adaptation in terms of performance. Mindfulness ensures emotional equilibrium and behavior adaptability across stress levels, consistent with the current study. Similarly, Leary et al. [7] reported that greater self-compassion also predicts more adaptive responses to negative life events, and decreased self-criticism and emotional suffering. One of the meta-analyses performed by MacBeth and Gumley [8] partially identified low self-compassion as having some associations with major depression and anxiety in several persons. Thus they demonstrated that self-compassion functions as a counter-compassant to panic, anxiety and distress. Neff [9] also said that self-compassion gives self-giving emotional security that is not in any way, as dependent on external validation as a measure of self-esteem. Germer and Neff [10] further added to the clinical relevance of self-compassion by showing how it underlies emotional retrieval, mental evolution, resilience and adaptability. The findings of these tests thus imply that an important psychological asset that is applied to emotional health to learn to adapt well in times of adversity in life is the ability to self-compassion.

2.2 Self-compassion and Resilience.

Resilience means the ability to adapt successfully to hardship, trauma, stress, or major life obstacles. Modern resilience theories view resilience as a dynamic process, encompassing psychological flexibility, adaptive coping, and positive adjustment [11]. Instead of being the reflection of a fixed personality, resilience emerges as psychological resources and environment combine. A rapidly emerging corpus of literature, however, indicates that self-compassion is such a crucial

predictor of resilience. Self-compassion is characterized by a tolerance for our own struggles, encouraging a less pessimistic reaction to disappointment and a better ability to bounce back following negative life events. Self-compassion decreases maladaptive rumination and facilitates emotional equilibrium, thereby enhancing resilience [12]. Neff and McGehee [13] found a very positive correlation between self-compassion and resilience in adolescents and young adults. People with higher self-compassion were able to withstand a variety of emotional factors and challenges with more emotional reserve. A similar finding was in Tugade and Fredrickson's [14] finding that resilient individuals turn to positive emotions in order to recover from adversity and keep their level of psychological functioning high. Recent research continues to back up the above findings. Li et al. [15] in a systematic review and meta-analysis confirmed that self-compassion is consistently associated with resilience in a broad cross-section of human populations. Similarly, Park [16] demonstrated that self-compassion builds resilience through promoting adaptive stress reactions and increasing psychological flexibility. Resilience, especially in the workplace settings, is particularly important since individuals often face organizational changes, uncertainty, work stress and social/emotional difficulties. Self-compassion also leads to more resilience among corporate employees.

2.3 Self-Compassion & Emotional Regulation.

Emotional regulation is defined as the ability to manage the processes of controlling the way one behaves and responds to emotional information; in short, when, in the environment, when, how an individual manages their emotions and the expression of those feelings that happens [17]. It helps one handle stress, build relationships, balance them and adapt to difficult situations without losing face and with good emotional regulation. Emotion regulation strategies Two main emotional regulation tools were previously described by Gross and John [6], namely cognitive reappraisal and expressive suppression. Cognitive reappraisal refers to changing one's way of interpreting a situation before feelings are all triggered while expressive suppression is related to bottling up feelings after they have actually occurred. Studies show that cognitive reappraisal is linked to more favorable psychological outcomes than expressive suppression. A significant contributing factor to effective emotional regulation has been found in the form of self-compassion. Self-compassionate people often recognize difficult emotions but do not become overwhelmed. Self-compassion consists of the mindfulness component that fosters and accepts to be with emotional experiences rather than avoiding them and reactivity to them [10]. Diedrich et al. [18]



showed that self-compassion serves as an effective emotion regulation strategy among individuals who are experiencing depressive symptoms. According to their findings, self-compassion supports emotional acceptance and decreases maladaptive emotional reactions. Likewise, Germer and Neff [10] argued that self-compassion enhances emotional healing because it promotes balanced emotional awareness, which aids in less self-judgment in oneself. Studies suggest that self-compassion in turn corresponds to more positive cognitive reappraisal as well as less emotional suppression. People who have self-compassion (compassion towards themselves) tend to have more flexibility and adaptive coping mechanisms. Such variables might aid in psychological health and function in the workplace.

2.4. Resilience and Emotional Regulation.

Resilience and emotional regulation are closely related psychological constructs. Emotional regulation makes it possible to handle distress, to preserve cognitive structure, and to have a degree of adaptive coping ability under stress. As a result, emotion regulation is frequently considered as a means of fostering resilience [19]. Resilient people are more likely to implement adaptive emotional regulation strategies (including cognitive reappraisal), as suggested by studies. They allow people to think from a different angle about difficult moments, promote emotional stability and handle life more effectively. Therefore, employees with appropriate emotion regulation may thus exhibit greater resilience and psychological well-being. Troy et al. [20] demonstrate that cognitive reappraisal moderates the association between stress and depressive symptoms, which supports resilience. Similarly, Wang et al. [21] suggested that emotional regulation could be one of a critical routes through which self-compassion shapes resilience and generalized psychological outcomes. Thus, at the organisational level, employees who display emotional intelligence were more likely to build good relationships, deal with the challenges in work as well as their performance in the face of uncertainty. Thus, the associations of self-compassion, resilience, and emotional regulation have potential to be examined in relation to employee well-being and adaptation at work.

2.5. Research Gap.

Although research has established positive associations between self-compassion, resilience, and emotional regulation among corporate employees previously, only a handful of studies have attempted to combine these variables in various fields until date. A vast majority of this previous research has studied only student, healthcare professional, and general

public, so little is known about employees of companies. Moreover, studies examining these constructs in this Indian organizational setting are sparse. Due to the gradual shift from self-focused definitions of employee mental health and workplace well-being prior to the rise of newer organizational issues, knowledge of self-compassion as a contributor to resilience and emotional regulation can ultimately inform both the design of intervention strategies and organizational practice. The current study contributes to filling this gap by examining the link between self-compassion, resilience and emotional regulation in corporate employees as well as whether self-compassion serves as a precursor of resilience and emotional regulation in this context.

2.6 Theoretical Framework.

The present study is grounded in Positive Psychology and the Conservation of Resources (COR) Theory. Positive Psychology focuses on identifying strengths, resources and psychological factors that contribute to optimal functioning and well-being rather than merely reducing psychological distress. Within this perspective, self-compassion is regarded as a positive psychological resource that promotes emotional balance, adaptive coping and personal growth.

Conservation of Resources Theory proposes that individuals strive to obtain, preserve and protect resources that help them manage stressful situations and maintain psychological well-being. Psychological resources such as self-compassion may help individuals effectively cope with occupational stress, workplace uncertainty and emotional challenges. Employees who possess greater self-compassion may be better equipped to regulate emotional responses, recover from setbacks and maintain resilience when confronted with workplace adversity. Accordingly, self-compassion may function as an internal psychological resource that contributes to resilience and adaptive emotional regulation among corporate employees. The present study therefore examines these relationships within the context of modern organisational environments characterised by increasing demands and continuous change.

2.7 Problem Statement

Corporate members work in challenging working conditions with high performance expectations, organizational uncertainty, technology disruption, and occupational stress. In the organisational workplace, these challenges can also affect employees' psychological well-being, emotional functioning, and endurance ability. At the same time, resilience and emotion regulation are reported to have emerged as applicable psychological resources as coping strategies for dealing with



work-based pressures in the workplace, but little attention has been paid to the positive influence of self-compassion in relation to workplace stress coping, particularly among corporate employees – in Indian context. Although the literature has been clear for the positive effects of self-compassion on psychological well-being and adaptive coping, we have yet to show that self-compassion can be an effective predictor of psychological resilience and emotional regulation in workplace populations. It is this void that is preventing researchers from designing interventions based in evidence that promote both employee wellbeing and organizational effectiveness (see below for more details). Hence, this study aims to explore the extent to which self-compassion plays a role in terms of resilience, emotional regulation, and whether it is a significant predictor on this psychological capital among corporate workers

3. RESEARCH METHODOLOGY

3.1 Research Design.

In this study, we employ a cross-sectional quantitative correlational research design. For this study, we presented a design capable of assessing relationships among psychological constructs without the necessity of manipulation of the study data. The approach was thought appropriate to investigate the interrelationships of self-compassion, resilience, and emotional regulation.

3.2 Participants.

The sample of 29 corporate employees from the study consisted of participants selected as a group via convenience sampling. Participants from diverse organizations and occupations served in the research included **29 business workers**.

3.2.1. Inclusion Criteria.

- All individuals over the age of 21 from corporate employees,
- Workers currently in direct contact with either a private or public service organization.
- Someone who could comprehend and complete the survey questions.

3.2.2. Exclusion Criteria.

- The questionnaires are incomplete and not answered in full.
- Individuals not currently employed.

3.3 Scales.

3.3.1. Self-compassion measures, such as the Self-Compassion Scale (SCS-SF).

These were designed as short-term tools to measure self-compassion. There were 12 items measured for self-compassion [22]. Self-kindness, mindfulness, common humanity, self-judgment, isolation, and over-identification were evaluated by means of the scale. Higher scores indicate more self-compassion.

3.3.2. Connor-Davidson Resilience Scale (CD-RISC-25).

Connor and Davidson [11] evaluated the measures of resilience as represented with this scale. This scale assesses flexibility, persistence, self-confidence, emotional tolerance, and coping skills. A higher score signals resilience.

3.3.3 ERQ (Emotion Regulation Questionnaire).

Emotional regulation was assessed by the Emotion Regulation Questionnaire (Gross and John [6]) The instrument measures:-

- 3.3.3.1 Cognitive Reappraisal.
- 3.3.3.2 Expressive Suppression.

As a result, higher scores indicate more use of the corresponding emotional regulation strategy.

3.4 Procedure.

We described our ethical considerations with regards to consent, anonymity, confidentiality, and voluntary participation throughout the study. Data collection occurred electronically. Participant information was evaluated for completeness before analysis.

3.5 Statistical Analysis. The Statistical Procedures are mentioned as under:-

3.5.1. Descriptive Statistics.

3.5.2. Pearson Product-Moment Correlation Analysis.

3.5.3. Simple Linear Regression Analysis.

These analyses were conducted to evaluate associations of self-compassion, resilience, and emotional regulation, as well as tested the predictive power of self-compassion.

4. RESULTS



4.1. Descriptive Statistics for Variables in Study.

The descriptive statistics indicate that participants demonstrated moderate levels of self-compassion and resilience, along with generally adaptive emotional regulation patterns. Higher mean scores for cognitive reappraisal compared to expressive suppression suggest a greater tendency among employees to manage emotions through constructive cognitive strategies.

Table 1. Descriptive Statistics for Study Variables

Variable	N	Mean	SD	Mini	Maxi
Self-Compassion	29	2.99	0.61	1.78	4.44
Resilience	29	65.79	12.41	38	89
Cognitive Reappraisal	29	2.22	0.52	1.17	3.42
Expressive Suppression	29	1.9	0.65	1	3.75
Emotional Regulation Composite	29	2.06	0.52	1.21	3.18

Note. N = number of participants; SD = standard deviation. Cognitive Reappraisal and Expressive Suppression are ERQ subscales. Emotional Regulation Composite represents the overall emotional regulation score.

Table 1 indicates that corporate employees in the present study demonstrated moderate levels of self-compassion ($M = 2.99$, $SD = 0.61$) and resilience ($M = 65.79$, $SD = 12.41$). Participants reported greater use of cognitive reappraisal ($M = 2.22$, $SD = 0.52$) than expressive suppression ($M = 1.90$, $SD = 0.65$), suggesting a tendency to manage emotions through adaptive reinterpretation rather than emotional inhibition. The overall emotional regulation composite score ($M = 2.06$, $SD = 0.52$) reflects generally balanced emotional functioning. Collectively, these findings suggest that the participants possessed relatively favourable psychological resources that may support effective workplace adjustment, coping and good level for functioning in the workplace.

4.2 Conceptual Structure Model of Self Compassion as a Psychological Resource.

To better understand the relationships among the study variables, a conceptual framework was developed based on Positive Psychology and Conservation of Resources Theory. The model illustrates how self-compassion functions as psychological resource that contributes to resilience, emotional regulation and adaptive workplace functioning among corporate employees.

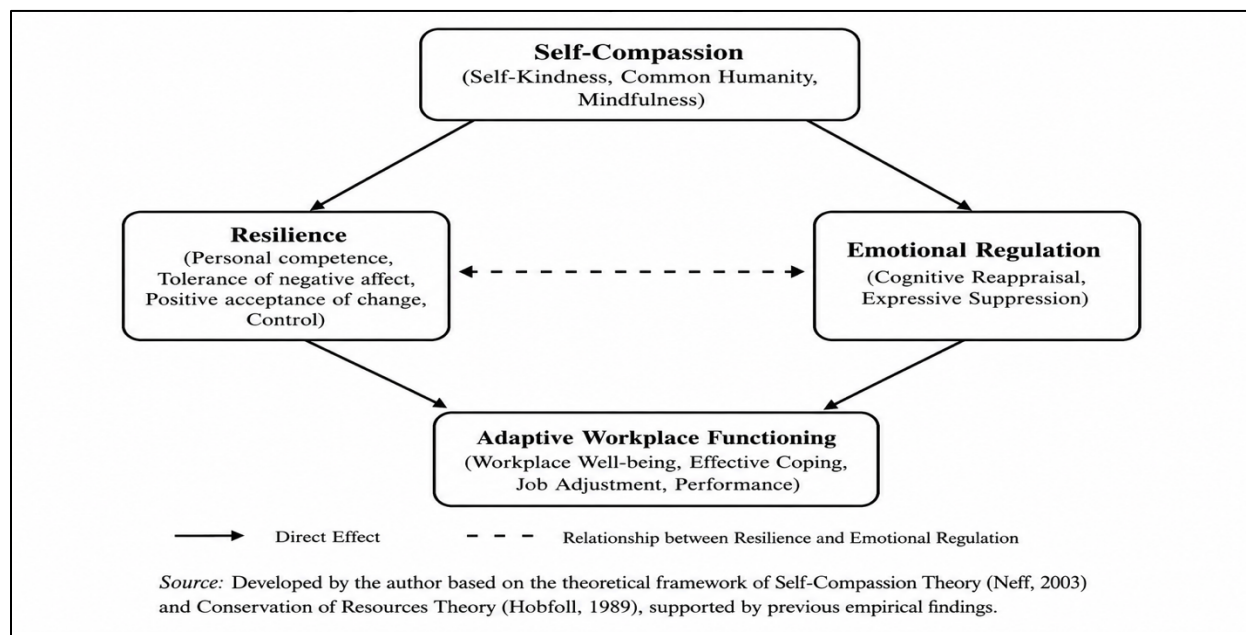


Figure 1. Conceptual Structure Model of Self Compassion as a Psychological Resource

The conceptual framework as illustrated in figure 1 proposes self-compassion as a central psychological resource that enhances both resilience and emotional regulation among corporate employees. Individuals with higher levels of self-compassion are more likely to respond to workplace challenges with self-kindness, balanced awareness, and acceptance, which strengthens their capacity to recover from adversity and regulate emotional responses effectively. Resilience and emotional regulation, in turn, contribute to adaptive workplace functioning, including improved coping, psychological well-being, and adjustment to organisational demands. The model is grounded in Positive Psychology and Conservation of Resources Theory, which view psychological strengths as essential resources for managing occupational stress and promoting employee well-being.

4.3 Pearson Correlation Matrix among Study Variables.

To examine the relationships among the key psychological variables, Pearson product-moment correlation analysis was conducted. The correlation matrix presented in Table 2 illustrates the strength and direction of the associations between self-compassion, resilience, and emotional regulation among corporate employees.

Table 2. Pearson Correlation Matrix among Study Variables

Variables	1	2	3
1. Self-Compassion	—		
2. Resilience	.49**	—	
3. Emotional Regulation	.29	.37*	—

Note. * $p < .05$; ** $p < .01$. Source: Author's calculations based on primary survey data using Pearson Product-Moment Correlation Analysis (N = 29).

The correlation analysis carried out in table 2. provides insight into the relationships among the major study variables. Self-compassion demonstrated a moderate positive and statistically significant association with resilience ($r = .49$, $p < .01$), indicating that employees who were more compassionate toward themselves tended to exhibit greater capacity to adapt to workplace challenges and recover from adversity. A positive relationship was also observed between resilience and emotional regulation ($r = .37$, $p < .05$), suggesting that emotionally regulated individuals may be better equipped to cope with occupational stress. Although self-compassion was positively associated with emotional regulation ($r = .29$), this relationship did not reach statistical significance, possibly due to the relatively small sample size.

4.4 Regression Analysis.

To evaluate the predictive contribution of self-compassion to resilience, a simple linear regression analysis was performed. Figure 3 presents the standardized regression coefficient and proportion of variance explained by the model.

($\beta = .49$, $p = .006$). The positive beta coefficient indicates that increases in self-compassion were associated with corresponding increases in resilience levels. Furthermore, the model accounted for approximately 24% of the variance in resilience scores ($R^2 = .24$), suggesting that self-compassion represents a meaningful psychological resource within workplace settings. Although additional factors may also contribute to resilience, the findings highlight the substantial role of self-compassion in fostering adaptive coping, psychological flexibility, and recovery from workplace challenges and organisational stressors.

4.5 Implications.

4.5.1. Organisational Implications. The findings suggest that organisations may benefit from incorporating self-compassion-focused interventions into employee development programmes. Training initiatives that promote mindfulness, emotional awareness, resilience, and self-compassion may help employees manage workplace stress more effectively and adapt to organisational change. Such initiatives could contribute to improved psychological well-being and

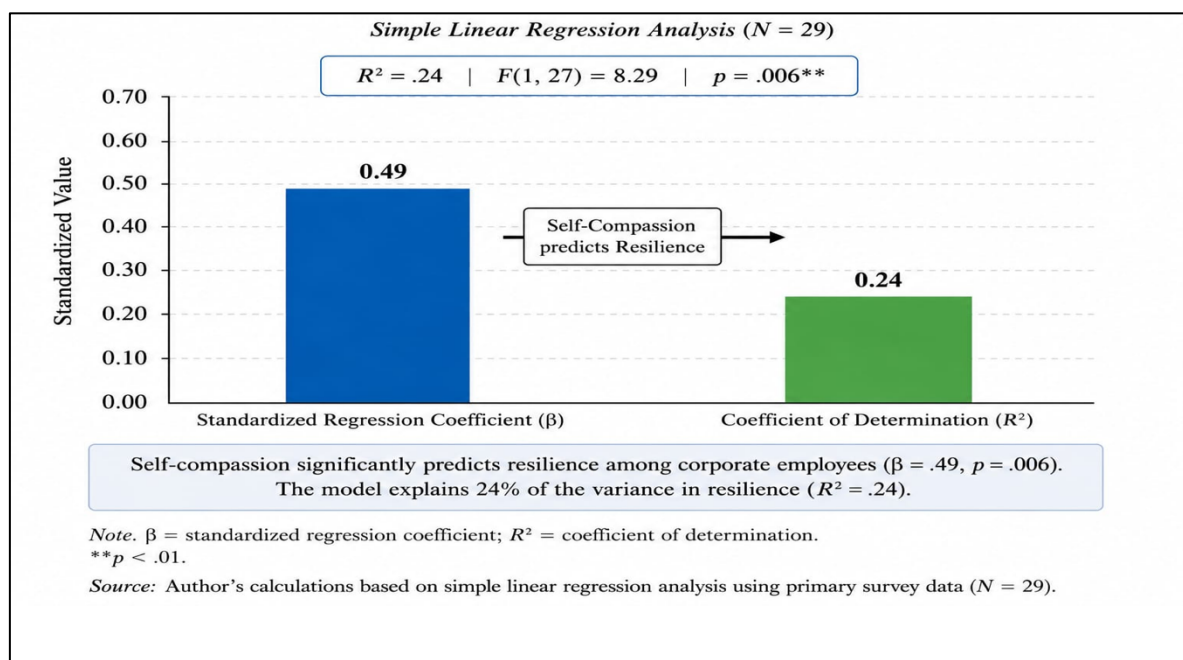


Figure 2. Regression Model Predicting Resilience.

The regression analysis demonstrated that self-compassion significantly predicted resilience among corporate employees

workplace functioning.

4.5.2. Human Resource Implications. Human resource professionals may utilise these findings when designing

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employee wellness programmes. Integrating psychological well-being practices into organisational policies may strengthen employee engagement, reduce burnout, improve job satisfaction, and support healthier workplace cultures. Encouraging adaptive coping strategies may further enhance employee retention and organisational effectiveness.

4.5.3. Implications for Mental Health Professionals.

Workplace counsellors, psychologists, and organisational consultants may consider incorporating self-compassion based interventions into employee support services. Previous research has demonstrated that self-compassion interventions can reduce anxiety, depression, and self-criticism while promoting resilience and emotional well-being [10]. These interventions may therefore serve as valuable tools for improving workplace adjustment and mental health outcomes.

4.5.4. Leadership Implications. Leaders who model self-compassion and psychological flexibility may contribute to the development of psychologically safe work environments. Such environments encourage learning from mistakes, open communication, and adaptive responses to challenges. Consequently, organisations may experience enhanced innovation, resilience, collaboration, and overall effectiveness.

4.6. Limitations of the Study. The study included only 29 corporate employees, limiting the generalisability of findings. The cross-sectional design prevents causal interpretations. Self-report measures may be subject to social desirability and response biases. Convenience sampling further limits representativeness. Additionally, participants were drawn from diverse organisational backgrounds, and industry-specific variables, organisational culture, and workplace characteristics were not examined.

4.7. Future Research Directions.

Future studies should utilise larger and more diverse samples across industries to improve generalisability. Longitudinal and experimental research designs may help establish causal relationships between self-compassion, resilience, and emotional regulation. Intervention-based studies examining workplace self-compassion training programmes would also be valuable. Future research may further extend the understanding of self-compassion by examining its relationship with a wider range of workplace and employee outcomes. In particular, researchers may investigate how self-compassion influences **burnout, work engagement,**

job satisfaction, organisational commitment, occupational stress, employee performance, psychological well-being, and work-life balance. Exploring these associations across diverse organisational settings, industries, and cultural contexts would provide a more comprehensive understanding of the role of self-compassion in promoting employee resilience, enhancing workplace effectiveness, and fostering healthier, more sustainable work environments. Such investigations could also help organisations develop evidence-based interventions that strengthen employee well-being and improve overall organisational performance.

Researchers may also investigate potential mediating and moderating variables such as mindfulness, social support, workplace climate, and emotional regulation to better understand the mechanisms through which self-compassion influences resilience and workplace outcomes.

4.8. Comparative Analysis of Previous Studies on Self-Compassion, Emotional Regulation and Resilience

Table 3 presents a comparative overview of key empirical and review studies examining the relationship between self-compassion, Emotional Regulation and resilience across diverse populations and contexts. The reviewed literature consistently demonstrates that self-compassion is associated with enhanced resilience, improved psychological well-being, adaptive coping, and reduced stress. Several studies also identify the mediating or moderating role of self-compassion in promoting positive psychological and occupational outcomes. However, existing research is largely confined to specific groups such as entrepreneurs, teachers, military personnel, and older adults, highlighting the need for broader investigations among general working populations using longitudinal and comprehensive analytical approaches. [23–32]

Table 3 Comparative Analysis of Previous Studies on Self-Compassion, Emotional Regulation and Resilience

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Ref.	Author & Year	Methodology	Parameters	Key Findings	Limitations	Research Gap
[1]	Hirano, Ishii & Sato (2025)	Experience Sampling Method (ESM); cross-cultural studies	Self-esteem, self-compassion, stress, coping, affect	Higher self-compassion predicted positive affect, lower stress, adaptive coping.	Self-report measures; limited cultural contexts.	Need examination of self-compassion with resilience in diverse occupational groups.
[2]	Sotiriadis & Galanakis (2022)	Systematic Literature Review	Self-regulation, emotional resilience	Self-regulation contributes to workplace resilience.	Conceptual review; no primary empirical data.	Limited evidence on mechanisms linking self-compassion and resilience.
[3]	Coppens & Knockaert (2025)	Survey of 177 entrepreneurs	Self-compassion, learning, thriving	Self-compassion buffered venture distress and enhanced thriving.	Entrepreneurial sample only.	Validation needed in non-entrepreneurial populations.
[4]	Dodson & Heng (2021)	Systematic Review	Self-compassion, employee well-being	Self-compassion improves psychological functioning and workplace outcomes.	Study heterogeneity.	Need mediation/moderation models involving resilience.
[5]	Hu (2023)	SEM; N=711 EFL teachers	Self-compassion, emotion regulation, resilience	Self-compassion directly enhanced resilience.	Limited to Chinese EFL teachers.	Need broader occupational contexts.
[6]	İme, Akyıl & Çağlar (2025)	Longitudinal Cross-Lagged Panel Model	Psychological maltreatment, self-compassion, resilience	Self-compassion mediated resilience longitudinally.	Young adult sample.	Need studies across age groups.
[7]	Isichei et al. (2024)	Survey; SmartPLS; N=260	Entrepreneurial resilience, self-compassion	Self-compassion mediated resilience-business survival link.	Focused on Nigerian entrepreneurs.	Need evidence from employee populations.
[8]	Geh (2023)	Correlational study; N=60	Resilience, stress, self-compassion	Self-compassion negatively correlated with stress.	Small sample size.	Causal pathways remain unclear.
[9]	Othman et al. (2025)	Mixed Methods Systematic Review	Self-compassion education, well-being	Improved well-being and reduced anxiety.	Older adults only.	Need standardized interventions.
[10]	de Krijger et al. (2025)	Longitudinal survey	Work stressors, self-compassion	Self-compassion buffered work stress effects.	Military sample.	Need resilience-focused outcomes.

5. Conclusion.

The present study examined self-compassion as a psychological resource associated with resilience and emotional regulation among corporate employees. In contemporary organisational environments characterised by increasing workplace demands, uncertainty, and occupational stress, identifying psychological strengths that contribute to employee well-being has become increasingly important. The findings demonstrated a significant positive relationship between self-compassion and resilience, indicating that employees who exhibit greater self-kindness, mindfulness, and acceptance are more likely to adapt effectively to workplace challenges. Regression analysis further revealed that self-compassion significantly predicted resilience, accounting for approximately 24% of the variance in resilience scores. Although the relationship between self-compassion and emotional regulation

did not achieve statistical significance, positive associations were observed, particularly with adaptive emotional regulation processes such as cognitive reappraisal. These findings remain consistent with previous theoretical and empirical literature highlighting the role of self-compassion in facilitating adaptive coping and emotional adjustment. The study contributes to the relatively limited body of research examining self-compassion within the Indian corporate context and extends existing knowledge regarding its role in employee psychological functioning. The findings suggest that self-compassion may serve as an important internal resource that promotes resilience, emotional flexibility, and workplace adjustment. Employees who respond to personal and professional setbacks with understanding rather than self-criticism may be better equipped to maintain psychological well-being while meeting occupational demands. Overall, the study highlights the potential value of incorporating self-compassion into organisational wellness initiatives, resilience-building programmes, and employee mental health interventions. As



organisations increasingly recognise the importance of psychological well-being, fostering self-compassion may represent a practical and evidence-based approach for enhancing employee adaptation, resilience, and long-term workplace effectiveness. Future research employing larger samples and longitudinal designs will further clarify the mechanisms through which self-compassion contributes to resilience, emotional regulation, and workplace well-being.

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