

Exploring The Factors Of Employees' Resilience And Their Impact On Engagement Of Employees In IT Sector, Chennai

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Citation: B. Padmashree, (2023), Exploring The Factors Of Employees' Resilience And Their Impact On Engagement Of Employees In IT Sector, Chennai, *Educational Administration: Theory And Practice*, 29(4) 1212-1220, Doi: 10.53555/kuey.v29i4.6282

ARTICLE INFO

ABSTRACT

In the ever-evolving landscape of the Information Technology (IT) sector, the success of organizations relies not only on technological advancements but equally on the resilience and engagement of their workforce. This research aims to untie the complex interplay between these factors of Employees' Resilience and their impact on the engagement levels of IT professionals in Chennai. By comprehensively understanding the dynamics of resilience in the IT sector, organizations can formulate targeted strategies to enhance employee well-being, foster a culture of adaptability, and ultimately elevate workforce engagement to new heights. The findings of this study hold implications not only for the IT industry in Chennai but also for organizations navigating the challenges of the digital era globally.

This study adopts an exploratory and descriptive research approach, employing a mixed methodology that combines both qualitative and quantitative methods. Focusing on the workforce of IT/ITES companies in the Chennai district, the research considers this population as both the target and sample. Convenience sampling is employed for sample selection, with primary data collected through a structured questionnaire distributed to 160 employees within the IT industry in the Chennai district, India. The researcher utilizes a blend of descriptive and inferential statistical techniques to analyze the collected data. Statistical tools, including Mean Analysis, Independent Sample 't' test, Correlation Analysis, and Multiple Regression Analysis, are applied to scrutinize the primary data and draw meaningful insights.

The findings of the study highlight "Self-Efficacy" as the most influential factor shaping employee engagement, contrasting with "Proactive Behaviour," which demonstrated the least impact. "Social Support" did not significantly influence engagement. The study identified a positive relationship between Employees' Resilience and Engagement within the IT sector in Chennai, emphasizing the need for strategic interventions to strengthen employees' belief in their capabilities. This research contributes valuable insights to the organizational behaviour discourse, emphasizing the importance of fostering employee well-being for sustained success in the dynamic IT/ITES sector. The practical implications extend to HR professionals, leaders, policymakers, and researchers, providing actionable insights for cultivating a resilient and engaged workforce.

KEYWORDS: Resilience, Engagement, Adaptability, Self-Efficacy, Social Support, Proactive Behaviour, IT Industry.

INTRODUCTION

In the ever-evolving landscape of the Information Technology (IT) sector, the success of organizations relies not only on technological advancements but equally on the resilience and engagement of their workforce. Employees in the IT sector, especially in a dynamic city like Chennai, face a myriad of challenges ranging from rapid technological changes to demanding work environments. Recognizing the importance of employees'

ability to adapt and thrive in such conditions, this research delves into the multifaceted realm of Employees' Resilience and its profound impact on their engagement.

The concept of resilience, within the organizational context, encompasses a spectrum of psychological and behavioral attributes that empower individuals to navigate adversity, uncertainties, and continuous change. In this study, five critical dimensions have been identified as pivotal factors shaping Employees' Resilience in the IT sector: Adaptability, Coping Mechanisms, Social Support, Self-Efficacy, and Proactive Behaviour.

This research aims to unravel the intricate interplay between these factors of Employees' Resilience and their impact on the engagement levels of IT professionals in Chennai. By comprehensively understanding the dynamics of resilience in the IT sector, organizations can formulate targeted strategies to enhance employee well-being, foster a culture of adaptability, and ultimately elevate workforce engagement to new heights. The findings of this study hold implications not only for the IT industry in Chennai but also for organizations navigating the challenges of the digital era globally.

LITERATURE REVIEW AND RESEARCH GAP

Harter et al. (2002) discovered that one in five employees agrees that they have the opportunity to utilize their strengths every day, and companies scoring high on this aspect consistently exhibit superior performance. According to Saks (2006), the key antecedents of employee engagement include job characteristics, perceived organizational support, perceived supervisor support, rewards and recognition, procedural and distributive justice, while job satisfaction, organizational commitment, intention to quit, and organizational citizenship behavior are regarded as consequences of employee engagement. Gomide et al. (2015) explored the mediating role of resilience at work in the relationship between satisfaction with perceived organizational support and job well-being. Kuntz et al. (2017) utilized the nine-item EmpRes scale to measure employee resilience, examining how the independent and joint effects of regulatory foci (prevention and promotion) influence the relationship between workplace resources (support and feedback) and employee resilience.

Costa et al. (2019) investigated the impact of human resource management policies and practices on public servant resilience at work. Their findings indicated that only an involvement policy significantly predicted workplace resilience. Amir and Mangundjaya (2021) investigated the role of resilience in academic engagement, revealing that developmental persistency (DEV) and positive emotion (POS) influenced both work (WE) and organizational engagement (OE). Ojo, Fawehinmi, and Yusliza (2021) highlighted the significant impacts of self-efficacy, facilitating conditions, and family and friends' support on employees' resilience through path modeling analysis. However, the study suggested that management concerns may not necessarily enhance employees' resilience amid the COVID-19 pandemic.

Jegatheesparan et al. (2022) focused on employee resilience among librarians, observing resilience behaviours such as work collaboration, positive attitude, learning from mistakes, and proactive behaviour. Library Assistants and other staff categories demonstrated collaborative work and a proactive nature, contributing valuable insights for developing workplace resilience activities. Aman Khera (2023) examined the impact of employee resilience on organizational commitment in the banking sector in India, revealing a positive relationship between employee resilience and organizational commitment. Dharani et al. (2023) studied resilient behaviour in the dairy sector, finding that age and tenure significantly influenced employees' resilient behaviour, as determined through personal interviews and statistical analyses.

Despite the substantial body of literature investigating various dimensions of employee resilience and engagement across different sectors, there exists a noticeable research gap in the specific context of the Information Technology (IT) and Information Technology Enabled Services (ITES) sector in Chennai, India. Additionally, the majority of existing research has not thoroughly examined the sector-specific variations in employee perceptions, such as those observed between IT and ITES employees in Chennai, which could significantly impact the effectiveness of resilience-building and engagement strategies. Bridging this gap is essential for developing targeted interventions that align with the unique demands of the IT/ITES sector in Chennai and addressing the specific needs and perceptions of its workforce.

FORMULATION OF RESEARCH PROBLEM

The Information Technology (IT) sector in India particularly in Chennai operates in a highly competitive and rapidly evolving environment, demanding exceptional levels of resilience from its workforce. Resilient employees are better equipped to navigate challenges, adapt to technological advancements, and contribute to the innovative edge of the sector. Despite the critical role of employee resilience in shaping organizational outcomes, there is a compelling gap in our understanding of the specific factors influencing resilience and, more importantly, how these factors impact employee engagement. This knowledge void presents a formidable challenge for organizations striving to create a supportive work culture and ensure sustained productivity in the face of relentless industry dynamics.

The need of this study is underscored by the current organizational landscape, where the ability of employees to adapt to technological advancements and cope with constant change is integral to success. The lack of an understanding of the resilience factors pertinent to IT sector of Chennai impedes the development of targeted interventions and strategies. Given the heightened competition for top-tier talent, organizations urgently need insights into how fostering employee resilience directly influences engagement levels, affecting productivity,

innovation, and talent retention. This research is not merely an academic pursuit; it addresses a critical operational need by providing evidence-based solutions that organizations in Chennai can leverage to enhance the resilience and engagement of their IT workforce, ensuring their competitiveness and long-term sustainability in this demanding industry.

CONCEPTUAL FRAMEWORK EMPLOYEES' RESILIENCE

As described by Luthar, Cicchetti, and Becker (2000), resilience is characterized as a dynamic process involving positive adaptation in the face of significant adversity. In the context of the workforce, particularly within the IT sector, employees' resilience refers to their ability to endure and recover from challenges, setbacks, and stressors. Building on this concept, Lupsa et al. (2020) define employee resilience as the capacity to sustain and rebound from problems, conflicts, or situations that imply an increased level of responsibility. This encompasses the aptitude to adapt to changing circumstances, maintain a positive outlook, and adeptly navigate the demands of the workplace.

Naswall et al. (2015) extend the definition, framing 'employee resilience' as the capability to thrive in a dynamic environment, with the organizational framework, including leadership and organizational culture, playing a crucial role in facilitating this capability. Additionally, McCubbin (2001) classifies resilience outcomes into poor and positive outcomes, observing that vulnerable groups tend to exhibit poor outcomes, while invulnerable groups demonstrate positive outcomes. Schoon (2006) further conceptualizes resilience as a dynamic process where individuals exhibit adaptive functioning in the face of significant adversity. The sub-factors contributing to employees' overall resilience, namely Adaptability, Coping Mechanisms, Social Support, Self-Efficacy, and Proactive Behaviour, form integral components of this dynamic and multifaceted construct.

ADAPTABILITY

Adaptability refers to an employee's capability to adjust and thrive in changing and dynamic work environments. It involves the ability to embrace and navigate new technologies, methodologies, and responsibilities effectively. An adaptable employee remains open to innovation, responds positively to changes, and can seamlessly integrate new practices into their workflow. Adaptability is fundamental in an industry where technological paradigms shift rapidly. Employees who can seamlessly integrate new technologies and methodologies into their work routines are not only better equipped to thrive in the IT sector but also contribute significantly to organizational agility.

COPING MECHANISMS

Coping Mechanisms encompass the strategies and techniques employees employ to manage stress, overcome challenges, and deal with adversity. Effective coping mechanisms enable individuals to maintain emotional well-being, make sound decisions under pressure, and handle work-related stressors in a constructive manner. Coping Mechanisms play a vital role in mitigating the impact of stressors and challenges commonly encountered in the IT workplace. The ability to manage stress effectively and employ constructive coping strategies is essential for sustaining long-term well-being and performance.

SOCIAL SUPPORT

Social Support refers to the network of relationships and the level of assistance employees receive from their colleagues, supervisors, and the broader work community. It involves the emotional, informational, and instrumental support available in the workplace. Strong social support contributes to a sense of belonging, teamwork, and a supportive work culture. Social Support is acknowledged as a cornerstone of resilience, particularly in a sector where collaboration and teamwork are integral. Strong social connections within the workplace, including supportive relationships with colleagues and supervisors, contribute to a resilient and engaged workforce.

SELF-EFFICACY

Self-Efficacy is the belief in one's own ability to successfully perform tasks, meet challenges, and achieve goals. In the context of employee resilience, high self-efficacy implies confidence in handling job responsibilities, solving problems, and facing uncertainties. Employees with a strong sense of self-efficacy are more likely to approach tasks with optimism and determination. Self-Efficacy reflects an individual's belief in their own capabilities to perform tasks and overcome challenges. In the context of the IT sector, employees with high self-efficacy are more likely to approach complex problems with confidence and proactively seek solutions.

PROACTIVE BEHAVIOUR

Proactive Behaviour involves an employee's inclination and initiative to take charge of situations, anticipate challenges, and actively seek opportunities for improvement. Proactive employees are forward-thinking, identify problems before they arise, and contribute positively to the organization's adaptability and innovation. This behavior reflects a willingness to go beyond assigned duties to drive positive change. Proactive Behaviour is a catalyst for resilience, embodying the inclination to take initiative and anticipate challenges. In an industry where innovation and foresight are highly valued, employees who exhibit proactive behaviors contribute not only to their own resilience but also to the overall adaptability and success of the organization.

The above-mentioned factors collectively contribute to the overall resilience of employees, influencing their ability to cope with workplace demands, adapt to change, build supportive relationships, maintain confidence, and exhibit proactive problem-solving behaviors. Understanding and fostering these elements are crucial for organizations aiming to cultivate a resilient and engaged workforce.

EMPLOYEE ENGAGEMENT

Employee engagement is a complex concept encompassing emotional, cognitive, and behavioural commitment to work and the organization. It is defined by various scholars, including Sanchez (2007), as an outcome influenced by how employees perceive their work, leadership, recognition, rewards, and communication within the organization. Cook (2008) emphasizes employee passion and energy in giving their best to the organization, while Shaw (2005) views engagement as intellectual and emotional commitment. Engaged employees exhibit high motivation, job satisfaction, and a willingness to go beyond prescribed duties, contributing to increased productivity, innovation, and employee retention.

The COVID-19 pandemic heightened the importance of employee engagement as remote work became prevalent, necessitating efforts to maintain a sense of belonging and motivation. Stairs et al. (2006) and Truss et al. (2009) highlight engagement as thriving at work, commitment, and motivation, emphasizing connections within the organization. Kim and Maurborgne (2005) view engagement as involving employees in strategic decisions, emphasizing a fair process, clarity of expectations, and mutual respect, ultimately contributing to effective strategy implementation. Overall, employee engagement is crucial for organizational success, requiring tailored approaches and flexibility to address individual and organizational needs.

METHODOLOGY ADOPTED

This study adopts an exploratory and descriptive research approach, employing a mixed methodology that combines both qualitative and quantitative methods. Focusing on the workforce of IT/ITES companies in the Chennai district, the research considers this population as both the target and sample. Convenience sampling is employed for sample selection, with primary data collected through a structured questionnaire distributed to 160 employees within the IT industry in the Chennai district, India. The researcher utilizes a blend of descriptive and inferential statistical techniques to analyze the collected data. Statistical tools, including Mean Analysis, Independent Sample 't' test, Correlation Analysis, and Multiple Regression Analysis, are applied to scrutinize the primary data and draw meaningful insights.

DATA ANALYSIS AND RESULTS

EMPLOYEES' PERCEPTION ON FACTORS OF EMPLOYEES' RESILIENCE – MEAN ANALYSIS

In order to identify the employees' perception on the factors of Employees' Resilience, 15 Questions relating to the five factors i.e., Adaptability, Coping Mechanisms, Social Support, Self-Efficacy and Proactive Behaviour (3 Likert Scale Sentences for each factor) are questioned from the employees working in IT Industry through the structured questionnaire and the results are as follows.

Table 1 EMPLOYEES' PERCEPTION ON FACTORS OF EMPLOYEES' RESILIENCE
Descriptive Statistics

S. No.	FACTORS OF EMPLOYEES' RESILIENCE	N	Mean	RANK
1.	Adaptability	160	12.54	II
2.	Coping Mechanisms	160	11.77	III
3.	Social Support	160	10.42	V
4.	Self-Efficacy	160	13.36	I
5.	Proactive Behaviour	160	11.19	IV
EMPLOYEES' PERCEPTION ON FACTORS OF EMPLOYEES' RESILIENCE		160	59.28	

Source: Primary Data

From the above table 1, based on the Mean score, it is inferred that employees perceived more on 'Self-Efficacy' (M = 13.36) and perceived lesser on 'Social Support' (M = 10.42) when compared with other factors of Employees' Resilience in IT Industry. It is also inferred that the Employees' Perception on the factors of Employees' Resilience is above the average level since the all the Mean values are above 10 out of 15 (two-third). The Overall Mean Score of the employees' Perception on the factors of Employees' Resilience in IT Industry is 59.28 which is 79.04% ($59.28/75 \times 100$) which indicates the above the average level and appreciable.

INDEPENDENT SAMPLE 't' TEST – ANALYSIS

H₀: There is no significant difference between the employees belong to IT and ITES Companies with respect to the Perception on the Employees' Resilience factors.

An independent-samples t-test was conducted to compare the difference between the employees belong to IT and ITES Companies with respect to the Perception on the Employees' Resilience factors.

Table 2 TYPE OF COMPANY – EMPLOYEES' PERCEPTION ON THE FACTORS OF EMPLOYEES' RESILIENCE

VARIABLE	TYPE OF COMPANY – EMPLOYEES’ RESILIENCE FACTORS						t - value	p – value
	IT			ITES				
	N	Mean	SD	N	Mean	SD		
PERCEPTION ON EMPLOYEES’ RESILIENCE FACTORS	87	60.22	3.114	73	56.38	4.695	6.331	0.000**

Source: Primary Data
(**1% Level of Significance)

As the P Value (0.000) is lesser than Sig. Value at 1%, the Null Hypothesis is rejected. Based on the Mean score, it is inferred that employees' perception on Resilience factors is more in case of employees belong to IT Companies (M = 60.22) than the employees (M = 56.38) belong to ITES Companies. Hence, it is concluded that there is a statistically significant difference between the employees belong to IT and ITES Companies with respect to the Perception on the Employees' Resilience factors.

ENGAGEMENT OF EMPLOYEES

H₀: There is no significant difference between the employees belong to IT and ITES Companies with respect to Engagement of Employees.

An independent-samples t-test was conducted to compare the difference between the employees belong to IT and ITES Companies with respect to the Engagement of Employees.

Table 3 TYPE OF COMPANY – ENGAGEMENT OF EMPLOYEES

Table 3 TYPE OF COMPANY – ENGAGEMENT OF EMPLOYEES								
VARIABLE	TYPE OF COMPANY – ENGAGEMENT OF EMPLOYEES						t - value	p – value
	IT			ITES				
	N	Mean	SD	N	Mean	SD		
ENGAGEMENT OF EMPLOYEES	87	21.37	3.657	73	19.54	4.555	3.443	0.000**

Source: Primary Data
(**1% Level of Significance)

As the P Value (0.000) is lesser than Sig. Value at 1%, the Null Hypothesis is rejected. Based on the Mean score of Engagement of Employees due to the Resilience, it is inferred that employees belong to IT Companies have perceived more on Engagement (M = 21.37) than their counter-part i.e., employees belong to ITES Companies (M = 19.54). Hence, it is concluded that there is a statistically significant difference between the employees belong to IT and ITES Companies with respect to the Engagement of Employees.

CORRELATION ANALYSIS

RELATIONSHIP BETWEEN EMPLOYEES' RESILIENCE FACTORS AND ENGAGEMENT OF EMPLOYEES IN IT INDUSTRY

H₀: There is no significant relationship between Employees' Resilience factors and Engagement of employees in IT/ITES Companies.

A Pearson product-moment correlation was run to determine the relationship between Employees' Resilience factors and Engagement of employees in IT/ITES Companies.

Table 4 RELATIONSHIP BETWEEN EMPLOYEES' RESILIENCE FACTORS AND ENGAGEMENT OF EMPLOYEES IN IT INDUSTRY

VARIABLES	N	r' VALUE	P VALUE	RELATIONSHIP	REMARKS	
					SIGNIFICANT	RESULT
Adaptability Engagement	160	0.775**	0.000	Positive	Significant	REJECTED
Coping Mechanisms Engagement	160	0.719**	0.000	Positive	Significant	REJECTED
Social Support Engagement	160	0.511**	0.000	Positive	Significant	REJECTED
Self-Efficacy Engagement	160	0.833**	0.000	Positive	Significant	REJECTED
Proactive Behaviour Engagement	160	0.687**	0.000	Positive	Significant	REJECTED
EMPLOYEES' RESILIENCE FACTORS ENGAGEMENT	160	0.784**	0.000	Positive	Significant	REJECTED

(Source: Primary Data) **. Correlation is significant at the 0.01 level (2-tailed).

As the P values are lesser than Sig. Value (0.01) in all the above relationships, the Null Hypotheses are rejected. There are moderate to high positive correlations between Employees' Resilience factors and Engagement of employees in IT/ITES Companies. Out of five factors of Employees' Resilience, "Self-Efficacy" ($r = 0.833$) has more relationship with Engagement of employees and "Social Support" ($r = 0.511$) has lesser relationship with Engagement of employees working in IT/ITES Companies when compared with others. Overall, the Employees' Resilience factors have strong, positive and high relationship ($r = 0.784$) with Engagement of employees in IT/ITES Companies. Hence, there is a significant relationship between Employees' Resilience factors and the Engagement of employees in IT/ITES Companies.

RELATIONSHIP BETWEEN EMPLOYEES' RESILIENCE AND ENGAGEMENT OF EMPLOYEES IN IT INDUSTRY

H₀: There is no significant relationship between Employees' Resilience and Engagement of Employees in IT/ITES Companies.

A Pearson product-moment correlation was run to determine the relationship between Employees' Resilience and Engagement of Employees in IT/ITES Companies.

Table 5 RELATIONSHIP BETWEEN EMPLOYEES' RESILIENCE AND ENGAGEMENT OF EMPLOYEES IN IT INDUSTRY

VARIABLE	N	r' VALUE	P VALUE	RELATIONSHIP	REMARKS	
					SIGNIFICANT	RESULT
Engagement of Employees – Work Performance	160	0.844**	0.000	Positive	Significant	REJECTED

(Source: Primary Data) **. Correlation is significant at the 0.01 level (2-tailed).

As the P value is lesser than Sig. Value (0.01) in the above relationship, the Null Hypothesis is rejected. There is a high positive correlation ($r = 0.844$) between Employees' Resilience and Engagement of Employees in IT/ITES Companies.

MULTIPLE REGRESSION ANALYSIS

Multiple Regression Analysis was conducted to determine the best linear combination of the Employees' Resilience factors for predicting Engagement of Employees working in IT/ITES Companies.

Table 6 EMPLOYEES' RESILIENCE FACTORS – ENGAGEMENT OF EMPLOYEES REGRESSION COEFFICIENT

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.865	.715		1.996	.067
	Adaptability	.257	.182	.242	3.547	.000**
	Coping Mechanisms	.234	.186	.220	3.135	.002**
	Social Support	.033	.214	.046	0.642	.857
	Self-Efficacy	.552	.175	.294	4.568	.000**
	Proactive Behaviour	.108	.195	.123	2.401	.038*

Dependent Variable: Engagement of Employees
(1% and *5% Level of Significance)**

The combination of four out of five independent variables i.e., Employees' Resilience factors, significantly predicts the dependent variable i.e., Engagement of Employees, $F(5, 154) = 168.746$, p values are lesser than 0.01 and 0.05 (Sig. Value 2-tailed) and Adjusted R Square is 0.742 or 74% which is large effect according to Cohen.

Out of five Employees' Resilience factors, "Self-Efficacy" (0.294) is the strongest influencing strategy in predicting 'Engagement of employees.' From the unstandardized coefficient, it is found that the one unit increase in "Self-Efficacy" factor would increase the Engagement of employees by 0.552 units. Adaptability (0.242), Coping Mechanisms (0.220) and Proactive Behaviour (0.123) factors also influence the Engagement of employees significantly but lesser than "Self-Efficacy". However, 'Social Support' (0.046) factor does not predict the Engagement of employees significantly.

SUMMARY OF FINDINGS

The results of the study highlights that, among the factors investigated, "Self-Efficacy" emerged as the most influential in shaping employee engagement within IT/ITES companies, whereas "Proactive Behaviour" demonstrated the least impact on engagement. "Social Support" did not significantly influence employee engagement. Additionally, the research revealed a disparity in the perception of factors of Employees' Resilience and Engagement, with employees in IT companies showing a greater focus on these factors compared to their counterparts in ITES companies. Especially, the study identified a positive relationship between the factors of Employees' Resilience and Engagement within the IT sector in Chennai.

SUGGESTIONS AND RECOMMENDATIONS

The study underscores the pivotal role of "Self-Efficacy" in shaping employee engagement within the IT/ITES companies of Chennai. This result calls for strategic interventions aimed at fortifying employees' belief in their capabilities. IT Companies are advised to make targeted investments in professional development, training initiatives, and mentorship programs that are meticulously crafted to enhance self-efficacy. Moreover, cultivating a workplace culture that places emphasis on acknowledging and celebrating individual achievements can play a crucial role in fostering a positive and empowering environment. By doing so, IT Companies can effectively elevate levels of employee engagement, contributing to a work atmosphere where individuals feel confident and valued.

Simultaneously, the study indicates a need for a re-evaluation of approaches regarding "Proactive Behaviour" within the IT/ITES sector. Recognizing its limited impact on employee engagement, organizations should proactively cultivate a culture that encourages employees to take initiative, contribute innovative ideas, and actively participate in decision-making processes. Establishing clear channels for regular feedback and acknowledging proactive contributions will not only enhance engagement but also instil a sense of ownership and involvement among employees.

To improve the perception of factors influencing Employees' Resilience and Engagement in ITES companies compared to IT companies, companies should conduct sector-specific surveys and establish feedback mechanisms to understand and address unique challenges. It is suggested to implement customized training programs, leadership development initiatives, and recognition strategies tailored to the distinct needs of ITES employees and promote inclusivity in decision-making, enhance internal communication, and benchmark best practices to create a workplace culture that equally values and supports resilience and engagement across both sectors, fostering a positive and aligned organizational environment. Ultimately, acknowledging the positive relationship between factors of employee resilience and engagement emphasizes the holistic nature of organizational success, underlining the need for a comprehensive approach that prioritizes both individual well-being and overall organizational prosperity.

CONCLUSION

In conclusion, this research sheds light on critical factors influencing Employees' Resilience and Engagement within the IT/ITES sector in Chennai. Overall, the positive relationship identified between Employees' Resilience and Engagement emphasizes the interconnected nature of these factors and highlights the importance of a complete approach in creating a work environment that promotes both individual well-being and organizational success within the IT sector in Chennai. By exploring the multifaceted factors influencing these aspects, the research underscores the subtle nature of employee experiences in a rapidly evolving industry.

This study contributes valuable insights to the broader discourse on organizational behaviour, underscoring the significance of understanding and fostering employee well-being for sustained success in the dynamic landscape of the IT/ITES sector. The findings have practical implications for HR professionals, organizational leaders, policymakers, and researchers, offering actionable insights to create a resilient and engaged workforce. Ultimately, the results of the study can shape strategies that not only address the unique challenges of the IT industry in Chennai but also contribute to a broader understanding of how resilience influences employee engagement in dynamic and evolving professional environments.

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