

Role of Employee Resilience in Employee Engagement: An Investigative Study

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Abstract— The findings of The Achievers Workforce Institute's February 2021 survey are observing, Fifty-two percent of fully-employed employees said they intend to look for a new job this year, up from 35% in 2020. These numbers are especially concerning for the software technology industry which has the highest turnover rate of 13.2% rate. In this context there is a need to improve employee engagement in the IT sector. There are number of researches done to identify the variables impacting employee engagement but according to literature apart from the employee engagement variables there are also other factor which has impact on employee engagement; among them one important factor is employee resilience which also has impact on employee engagement according to the literature. But there are nominal investigations to validate the theory. Therefore, the current research examines the employee resilience impact on employee engagement in the study area.

Keywords— Employee Engagement, Employee Resilience, Employee's Contribution.

INTRODUCTION

Employee engagement has been a popular managerial construct over the last two decades. To remain competitive and improve performance, organizations use a variety of engagement-building strategies. Apart from other challenges like work-life balance and managing turnover, the most important challenge nowadays is getting your employees through employee engagement. Employee engagement is one of the most powerful tools for attaining long-term success through integrating with the organization's core tenants such as values, culture, and management philosophy. The linking of organizational members' selves to their working roles is also referred to as worker engagement.

(Sharma, 2015) Employee engagement is immensely important in today's world, where every employee's contribution is acknowledged. Employee engagement programmes would provide organizations with a stepping stone to success. Employee engagement is all about building in employees a good attitude toward the organization's goals. Employees should be happy and proud to work for the company like this. The engagement programmes will aid the firm in aligning its people activities with its strategic goals. It is more than just a method of productively engaging employees. It also paves the path for employees to be encouraged to give their all-in order to accomplish the organizations goals. Employees who are truly engaged reflect a company's value to its employees, which is seen in job satisfaction and pride in their work. Employee

engagement is the emotional attachment that develops between an employee and their employer - resulting in a willingness to put in extra effort at work.

It is important for an organization to engage an effective employee, but it is even more critical for the individual to remain with the organization. Therefore, it is crucial to understand what are the individual factor or qualities which are impacting engagement decision. The ability of adults in otherwise normal circumstances who are exposed to an isolated and potentially highly disruptive event such as the death of a close relative or a violent life-threatening situation to maintain relatively stable, health levels of psychosocial and physical functioning as well as the capacity for generative experiences and positive emotions to maintain relatively stable, health levels of psychosocial and physical functioning as well as the capacity for generative experiences and positive emotions is Adult resilience. For more than two decades, the term "resilience" has been used to describe how effectively individuals overcome with traumatic situations. Currently the world is in Covid-19 pandemic environment and in this environment, it is important to understand the resilience concept.

RESILIENCE

The term "resilience" originates from the realm of physics and refers to a material's capacity to return to its original shape after being disrupted. It's also used to describe a system's capacity to adapt to changes while continuing performing its essential functions. Resilience originates from the Latin word *resiliens*, which refers to

the pliant or elastic quality of a substance (R. R. Greene et al., 2002).

(Bonanno, 2004) However, over last decade, resilience has become a buzzword, advocated as a powerful antidote to the consequences of adversity that individuals, communities, and overall economy are driven to cultivate (Saner, 2020) Employee resilience, which is defined as "an employee's capacity to survive and bounce back from issues, conflicts, lack of success, or situations that entail an increase in responsibility". (Lupşa et al., 2020), has developed in the domain of management and organizations in the last decade. The term is widely extended in the workplace to encompass 'the ability to flourish, rather than merely survive, in high-stress circumstances' (Cleary M et al., 2018). Robert Mallet expanded on this concept of resilience four decades later, using it to measure and compare the strength of materials used in the building of the Royal Navy's war ships. Crawford & Holling was the first one to introduce the concept of ecological and environmental resilience. Resilience, thus, according to Holling (1973), is characterized by its ability to absorb changes and continue to exist.

REVIEW OF LITERATURE

Muhammad Taufiq AMIR, Wustari L. Mangundjaya (2021), in their study "How Resilience Affects Employee Engagement? A Case Study in Indonesia" suggested that managing the supervisor-staff relationship, as well as proper work design, may increase the level of engagement (Maslach & Leiter, 2008b). Furthermore, some individual conditions, which could be psychological, as in *meaningfulness, availability, safety, and efficacy* also significantly, play a role. Hence, resilience capacity is overlooked as a predictor of employee engagement. This study contributes to the concept and practice by managing engagement through the observation of the role of resilience, and subsequently, the production of its empirical evidence. Moreover, the results showed that developmental persistency (DEV), as well as a positive emotion (POS) is capable of influencing both work (WE) and organizational engagement (OE). The below sections give details on this involvement.

Ojo, A.O.; Fawehinmi, O.; Yusliza, M.Y. (2021) have done study by investigating the job, social, and personal resources underlying employees' resilience, and the impact of resilience in stimulating job engagement amid the COVID-19 pandemic. The model was tested using data collected from 259 employees in Malaysia. Results of path modeling analysis revealed significant impacts of self-efficacy, facilitating conditions, and family and

friends' support on employees' resilience. Besides, resilience was significantly associated with job engagement. Research findings suggest that management concerns for employees may not enhance employees' resilience amid the COVID-19 pandemic. Nevertheless, management could stimulate their employees' resilience by providing them with the flexibility to spend quality time with their loved ones and adequate support for enabling working conditions.

Hengki Degrafe Linggialloa et al, (2021) Employee performance in Mahakam, Indonesia's (Persero) Power Generation Unit was studied in the context of personality, motivation, job satisfaction, employee engagement, and organisational commitment. According to the results, employee engagement was positively affected by personality and work happiness. Employee engagement was unaffected by motivation. Organizational commitment was unaffected by personality or motivation. Job satisfaction has a positive and significant impact on employee commitment to the organization. Employee performance wasn't really influenced by personality, motivation, or work happiness. Employee engagement was high, and it influenced organizational commitment and performance enormously.

Jim Harter , (2021) According to Gallup, just 39% of Americans are actively engaged in their work, while 14% are "actively disengaged." Despite the fact that all these metrics have changed over time and seem to be all over the place in 2020, there will still be a lot of opportunity for improvement in terms of employee engagement.

Dinh, (2020) the impact of key factors on employee engagement in Vietnam's industries was explored in this study. The association between working conditions and employee engagement is influenced through work-life balance. Employee engagement and the supervisor-employee relation have been related. As a result, work-related stress serves as a link between the working environment and employee engagement. Finally, work-related stress has been identified as a mediating factor in supervisory relationships and employee engagement. Work-life balance and job stress, according to the results, have a major impact on employee engagement.

OBJECTIVES OF THE STUDY

- To study literature and find the factors influencing employee engagement and resilience in information technology sector.

- To examine the resilience impact on employee engagement in select information technology organisation in Hitech city, Hyderabad.
- To put forth suggestions based on the findings.

Sample and data collection

A quantitative approach was followed in this exploratory study. The participants selected for this

study consisted of select information technology organisation in Hitech city, Hyderabad employees. 1150 questionnaires were distributed among the select companies. Convenience sampling technique was deployed in sample selection. The respondents were solicited to complete the resilience and employee engagement questionnaire. The resultant response rate of useable questionnaires was 99.5% (1145).

Data Analysis

Table 1: Reliability Test

Reliability Statistics		
	Cronbach's Alpha	N of Items
Employee Engagement	.991	31
Employee Resonance	.986	18

(Source: Primary Data)

The Cronbach Alpha test is administered to examine the usability of the questionnaire in the study area and from the above table it is observed that the Cronbach Alpha

value for employee engagement and employee resilience is .991 and .986 respectively. These values are statistically significant and the questionnaire is usable for the study.

Employee Resilience Impact on Employee Engagement

Table 2: Regression model of Employee Resilience and Employee Mentoring among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 ^a	.494	.493	.98578

a. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .703 it indicates the relation between Resilience and Mentoring Parameter of Employee Engagement is constructive and both alter in the identical path. The coefficient of variance R² shows that 49.4% of the deviation in the dependant factor (Mentoring) is explained by the independent factor (Employee Resilience). The adjusted R² mentioned in the above table shows the generalisability of the model.

It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R² = .493 is close to the value of R² = .494. If the adjusted R² is expelled from the R² the value will be (.494-.493= .001). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.1% less difference in the outcome.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1081.801	3	360.600	371.082	.000 ^b
	Residual	1108.770	1141	.972		
	Total	2190.571	1144			

a. Dependent Variable: Mentoring
 b. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 371.082 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this

value would be occur only coincidentally. Since the P-value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Resilience affects IT employees Mentoring.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.867	.087		9.932	.000
	Growth	.358	.034	.365	10.607	.000
	Perseverance	.162	.069	.160	2.361	.018
	Positive Emotion	.221	.062	.226	3.594	.000
a. Dependent Variable: Mentoring						

(Source: Primary Data)

The result in the above coefficient table revealed that Resilience affects IT employees Mentoring.

Table 3: Regression model of Employee Resilience and Employee Career Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.625	.624	.82784
a. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient $R = .791$ it indicates the relation between Resilience and Career Development Parameter of Employee Engagement is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 62.5% of the deviation in the dependant factor (Career Development) is explained by the independent factor (Employee Resilience). The adjusted R^2 mentioned in the above table shows the generalisability

of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted $R^2 = .624$ is close to the value of $R^2 = .625$. If the adjusted R^2 is expelled from the R^2 the value will be $(.625 - .624 = .001)$. This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.1% less difference in the outcome

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1305.955	3	435.318	635.200	.000 ^b
	Residual	781.955	1141	.685		
	Total	2087.910	1144			
a. Dependent Variable: Career Development						
b. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 635.200 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this

value would be occur only coincidentally. Since the P-value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Resilience affects IT employees Career Development.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.773	.073		10.551	.000
	Growth	.209	.028	.218	7.378	.000
	Perseverance	.388	.058	.391	6.729	.000
	Positive Emotion	.215	.052	.225	4.151	.000
a. Dependent Variable: Career Development						

(Source: Primary Data)

The result in the above coefficient table revealed that Resilience affects IT employees Career Development.

Table 4: Regression model of Employee Resilience and Employee Fun Atmosphere among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.600	.599	.86597
a. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient $R = .774$ it indicates the relation between Resilience and Fun Atmosphere Parameter of Employee Engagement is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 60.0% of the deviation in the dependant factor (Fun Atmosphere) is explained by the independent factor (Employee Resilience). The adjusted R^2 mentioned in the above table shows the generalisability of the model.

It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted $R^2 = .599$ is close to the value of $R^2 = .600$. If the adjusted R^2 is expelled from the R^2 the value will be $(.600 - .599 = .001)$. This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.1% less difference in the outcome.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1282.009	3	427.336	569.851	.000 ^b
	Residual	855.646	1141	.750		
	Total	2137.655	1144			
a. Dependent Variable: Fun Atmosphere						
b. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 569.851 and the P- value < 0.05 , this outcome indicates that there is less than 5% change that an F ratio of this

value would be occur only coincidentally. Since the P-value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Resilience affects IT employees Fun Atmosphere.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.788	.077		10.275	.000
	Growth	.223	.030	.230	7.526	.000
	Perseverance	.383	.060	.381	6.340	.000
	Positive Emotion	.200	.054	.207	3.697	.000
a. Dependent Variable: Fun Atmosphere						

(Source: Primary Data)

The result in the above coefficient table revealed that Resilience affects IT employees Fun Atmosphere.

Table 5: Regression model of Employee Resilience and Employee Job Autonomy among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817 ^a	.667	.666	.79927
a. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient $R = .817$ it indicates the relation between Resilience and Job Autonomy Parameter of Employee Engagement is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 66.7% of the deviation in the dependant factor (Job Autonomy) is explained by the independent factor (Employee Resilience). The adjusted R^2 mentioned in the above table shows the generalisability of the model.

It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted $R^2 = .666$ is close to the value of $R^2 = .667$. If the adjusted R^2 is expelled from the R^2 the value will be $(.667 - .666 = .001)$. This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.1% less difference in the outcome.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1459.156	3	486.385	761.360	.000 ^b
	Residual	728.914	1141	.639		
	Total	2188.070	1144			
a. Dependent Variable: Job Autonomy						
b. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 761.360 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this

value would be occur only coincidentally. Since the P-value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Resilience affects IT employees Job Autonomy.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.617	.071		8.723	.000
	Growth	.226	.027	.231	8.276	.000
	Perseverance	.397	.056	.390	7.121	.000
	Positive Emotion	.235	.050	.241	4.715	.000
a. Dependent Variable: Job Autonomy						

(Source: Primary Data)

The result in the above coefficient table revealed that Resilience affects IT employees Job Autonomy.

Table 6: Regression model of Employee Resilience and Employee Nature of Work Style among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^a	.746	.746	.68856
a. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient $R = .864$ it indicates the relation between Resilience and Nature of Work Style Parameter of Employee Engagement is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 74.6% of the deviation in the dependant factor (Nature of Work style) is explained by the independent factor (Employee Resilience). The adjusted R^2 mentioned in the above table shows the generalisability

of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted $R^2 = .746$ is close to the value of $R^2 = .746$. If the adjusted R^2 is expelled from the R^2 the value will be $(.746 - .746 = .000)$. This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.0% less difference in the outcome.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1591.776	3	530.592	1119.108	.000 ^b
	Residual	540.972	1141	.474		
	Total	2132.748	1144			

a. Dependent Variable: Nature of Work style

b. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 1119.108 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this

value would be occur only coincidentally. Since the P-value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Resilience affects IT employees Nature of Work style.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.369	.061		6.055	.000
	Growth	.372	.024	.384	15.772	.000
	Perseverance	.318	.048	.317	6.628	.000
	Positive Emotion	.212	.043	.219	4.923	.000

a. Dependent Variable: Nature of Work style

(Source: Primary Data)

The result in the above coefficient table revealed that Resilience affects IT employees Nature of Work style.

Table 7: Regression model of Employee Resilience and Employee Team Work among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.776	.776	.67453

a. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .881 it indicates the relation between Resilience and Team Work Parameter of Employee Engagement is constructive and both alter in the identical path. The coefficient of variance R² shows that 77.6% of the deviation in the dependant factor (Team Work) is explained by the independent factor (Employee Resilience). The adjusted R² mentioned in the above table shows the generalisability of the model. It enables

generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R² = .776 is close to the value of R² = .776. If the adjusted R² is expelled from the R² the value will be (.776-.776= .000). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.0% less difference in the outcome.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1801.982	3	600.661	1320.174	.000 ^b
	Residual	519.139	1141	.455		
	Total	2321.121	1144			

a. Dependent Variable: Team Work

b. Predictors: (Constant), Positive Emotion, Commitment to Growth, Perseverance

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio =

1320.174 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P-

value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is

accepted signifying that Resilience affects IT employees Team Work.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.236	.060		3.949	.000
	Growth	.699	.023	.693	30.287	.000
	Perseverance	.103	.047	.099	2.200	.028
	Positive Emotion	.132	.042	.131	3.141	.002

a. Dependent Variable: Team Work

(Source: Primary Data)

The result in the above coefficient table revealed that Resilience affects IT employees Team Work.

FINDINGS

- Among IT sector employee’s employee resilience impact on employee engagement practices are explaining 49.4% deviation in employee mentoring. From the ANOVA table it is observed that commitment to growth of employee resilience is significantly impacting employee mentoring as per employee’s perception.
- Among IT sector employee’s employee resilience impact on employee engagement practices are explaining 62.5% deviation in employee career development. From the ANOVA table it is observed that perseverance of employee resilience is significantly impacting employee career development as per employee’s perception.
- Among IT sector employee’s employee resilience impact on employee engagement practices are explaining 60.0% deviation in employee fun atmosphere. From the ANOVA table it is observed that perseverance of employee resilience is significantly impacting employee fun atmosphere as per employee’s perception.
- Among IT sector employee’s employee resilience impact on employee engagement practices are explaining 66.7% deviation in employee job autonomy. From the ANOVA table it is observed that perseverance of employee resilience is significantly impacting employee job autonomy as per employee’s perception.
- Among IT sector employee’s employee resilience impact on employee engagement practices are explaining 74.6% deviation in employee nature of work style. From the ANOVA table it is observed that commitment to growth of employee resilience is significantly impacting employee nature of work style as per employee’s perception.
- Among IT sector employee’s employee resilience impact on employee engagement practices are explaining 77.6% deviation in employee team

work. From the ANOVA table it is observed that commitment to growth of employee resilience is significantly impacting employee team work as per employee’s perception.

SUGGESTIONS

- From the findings it is understood that employee commitment to growth has significant impact on mentoring of employee engagement. The reason could be that in mentoring supervisors will be providing feedback to their subordinate but, the employee with commitment to growth only will be ready to accept the corrections in employee practices. The employee who does not have commitment to growth will not able to take feedback positively and starts developing negative emotions not only for supervisor but also for organisation as well. Therefore, organisation which would like to create a healthy mentoring practice should ensure commitment to growth among employees.
- According to findings perseverance has significant impact on career development of employee engagement. The reason could be that for the career development there is a need for multi skilled in present environment which needs mobility in early careers but, the mobility comes with the change and person who is ready to accept the change only can learn and sustain in different work frames; there lies the importance of perseverance of employee resilience comes. Therefore, people who want to ensure career development to practice perseverance of resilience.
- According to employee perception perseverance has significant impact on fun atmosphere in the organisation. In IT sector majority of the projects are challenging in nature but the person who can see the funny side of the challenge only can ensure the fun atmosphere in the organisation. The fun

atmosphere in the organisation is very important because, the fun atmosphere only will give potential to cope with stress accumulated due to the challenges of the work.

- The data analysis emphasises that commitment to growth has significant impact on the nature of work style of employee engagement. As mentioned earlier the IT sector jobs are challenging and they cause stress among employees. Because, the employees are not considering the challenging job as opportunity to learn. But the employee with commitment to growth will see the challenge as an opportunity to learn thus never undergo stress and he has satisfaction to learn and sense of accomplishment as well.

CONCLUSION

The Indian IT companies has given opportunity to do the work from home and now slowly companies are moving towards off line jobs. In this context to retain the skilled employees' organisations should focus beyond employee engagement. According to the literature resilience has significant impact on employee engagement but there are less researches to prove the same. Therefore, the current research is conducted to examine the resilience impact on employee engagement. From the research it is found that commitment to growth has significant impact on mentoring, nature of work style, team work and perseverance has significant impact on career development, fun atmosphere, job autonomy. Therefore, the research concludes that employee resilience has significant impact on employee engagement.

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