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Research Paper

Resilience and Work Engagement among Employees

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ABSTRACT

It is the goal of this study to examine the relationship between resilience and work engagement among employees. The research is conducted with the intention of contributing to human resource development and enhances work life balance. Closed-ended questionnaires were presented to a variety of female and male employees who work in any private or public organization at any position. A sample of 100 employees was collected. The participants were instructed to respond to the items on the basis of their feelings of vigor and dedication. The sample age scale was between 25-55 years old. The sample consisted of 50 males and 50 females. Data was collected by the survey method; questionnaires were distributed. Resilience at Work scale (RAW) and Utrecht Work Engagement Scale (UWES-9) utilized to measure resilience and work engagement respectively. As per the findings, male employees scored higher in terms of resilience as compared to female employees. Additionally, male employees scored higher in work engagement whereas, female employees scored lower.

C hallenges in the work surroundings can influence individual employees and the entire organization negatively. According to the American Psychology Association (APA, 2009), more than half of the employees report unproductivity while at work due to stress; interestingly this problem is reported by young employees—mostly 6 in 10 millennial and Gen Xers report some amount of unproductivity. However, it is significant to reduce the causes of stress, but it is also equally important to enable employees in coping with the degree of stress that is unavailable. Studies also show that resilience is positively related to workplace engagement, meaning that employees who possess and demonstrate resilience are more likely to engage in their jobs.

Further, employees who are engaged tend to have greater levels of job satisfaction, perform better than their disengaged counterparts, and are less likely to experience burnout. Resilience is a key aspect of engagement, because it helps individuals rebound from negative events. For example, a poor performance review or an unexpected change in a project can figuratively derail the employee's momentum, thereby resulting in disengagement and reduced performance. However, resilience helps this employee bounce

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back from potential disengagement and either retain or recapture motivation, confidence, and enjoyment with unruly project.

Resilience

The concept of resilience was discussed years ago as a personality trait related to adaptability and coping (Block, 1961). The current concept of resilience as a state emerged in the 1970s from research done on the resilience of children of schizophrenic mothers (Garmezy, 1917), and a number of later studies confirmed that resilience is not a very rare phenomenon (Luthans, Vogelgesang, & Lester, 2006). Resilience has always been investigated in many other contexts, such as education, social policy, health care, including work environments.

Resilience when applied to the work-place would be defined as the ―positive psychology capacity to rebound, to _bounce back 'from adversity, conflict, uncertainty, failure or even positive change, increased responsibility and progression‖. Over a decade of research attests to the importance of resilience in the workplace for employees' well-being and performance. Many studies have confirmed a minor to moderate relationships of resilience and job performance.

Prominent models of resilience in current organizational studies originate from Positive Organisational Scholarship (POS) or Positive Organisational behaviour (POB) frameworks (Nelson & Cooper, 2007). Meanwhile, some authors tend to see the concept as a necessary response to an increasingly complex and dynamic organizational environment, which causes the workplaces to be more demanding, unfriendly, stressful, and highly competitive (Luthans et al., 2007), while others use it to describe organizational system performance, free from routine or novel disasters (Rudolph & Repenning, 2002). Waterman and Collard (1994) examine resilience in employees' careers, and describes it as a workforce involved in continuous learning, ready for reinvention, takes responsibility for career, and is committed to the company's success‖. Furthermore, May et al. (2003, p. 334) label morally resilient leaders as ―adaptive but assertive individuals that follow their own laid principles and moral values, while faced with pressures from peers,‖ while recently, Amir and Standen (2019) proposed a new perspective, which is growth-focus related, where individual see adverse events as the opportunity for development.

Work Engagement

Initially, wok engagement has been referred to as ―a fulfilling, positive, work-related state of mind which is characterized by vigour, absorption and dedication. Vigour is the willingness to put effort in one's work, persistence in the face of difficulties, mental resilience and high energy levels while at work. Dedication refers to a particularly strong work engagement and identification with one's job. The final dimension that is engagement, absorption, denotes being fully consecrated and well engrossed in one's work, whereby time passes quickly and the individual has difficulties with detaching oneself from the task. Work-engagement has been linked to various performance indicator variables such as employees' higher rating on extra role performances (Gorgievski, Bakker, & Schaufeli 2010), work performance (Xanthopoulou, Bakker, Heuven, Demerouti, & Schaufeli 2008), job satisfaction and intention of quiting (Burke & El-kot, 2010), higher job resources (Bakker & Bal 2010), transformational leadership (Zhu, Avolio, & Walumbwa 2009), organisational justice (Inoue, Kawakami, Ishizaki, Shimazu, Tabata, Akiyama, et al. 2009), work interference through family (Halbesleben, Harvey, & Bolino 2009), psychological contract fulfillment (Parcefall & Hakanen 2010) and self-efficacy (Roux & Dannhauzer

2010). Work engagement has received a lot of attention within the domain of organisation and its management literature (Bakker and Schaufeli, 2008; Roof, 2015; Schaufeli et al., 2006).

Work engagement is also considered as an significant construct that promotes success in the organisation (Ghadi et al., 2013; Kahn, 1990; Malinowski and Lim, 2015; Rich et al., 2010), also enhances the organisational commitment (Bakker and Schaufeli, 2008; Ibrahim and Al Falasi 2014), increases the wellbeing of the employees (Malinowski and Lim., 2015) and job satisfaction (Rayton and Yalabik, 2014). However, the report of the Gallup 2013 revealed the facts about Employee Relations. 13 per cent of employees who were surveyed worldwide were engaged in work, while the others were dis-engaged (Crabtree, 2013). As such, searching for new ways of improving work engagement would be necessary for organisations to sustain competitive advantages. Despite of being a growing literature both on mindfulness and work engagement, the relationship of mindfulness and engagement is less examined.

Furthermore, the research (e.g. Leroy et al., 2013; Malinowski, 2008) that examine such relationship tends to treat mindfulness as a single entity to influence workplace engagement. The current study takes a different path to search for new and better ways to enhance work engagement by examining the effects of different aspects of mindfulness on work engagement. It is believed that work-engagement is essentially driven by individual employees, especially with the help of their awareness of work environment, present focus on engaging in what they do on their tasks, attention to their tasks, and non-judgemental attitude of accepting challenging tasks with effective emotional regulation strategy. Awareness, attention, focus and attitude are four fundamental components of mindfulness (Bishop et al., 2004; Feldman et al., 2007). Even though there were some researched effort of linking mindfulness to work engagement (Leroy et al., 2013; Malinowski, 2008), how and what facet of mindfulness affects more or less on work engagement remains as unanswered research questions.

Importance of Resilience in Workplace

Workplaces are often ever-changing and stressful environments, and the challenges they present can truly test a person's tenacity. Having a resilient workforce benefits your business in so many ways, not least of all by making people more motivated, capable of dealing with change, and less susceptible to burnout. It also improves employees' overall health, as resilience and wellbeing at the workplace are closely linked. Better mental health means less absenteeism and presenteeism, and in turn improves people's performance throughout the workplace. Creating a resilient workforce and more healthy culture takes commitment, but with commitment, it can be done. Case studies from diverse organizations like Garmin, Health Partners and Unilever show that it can be done. Here are key factors to consider in building a more resilient workforce:

- **Understand Your Employees:** Resilient employees make resilient organizations. People who are supported, motivated and equipped are best positioned to overcome obstacles and distractions. Learn more about what work-related stressors impact employees the most. Ask your EAP vendor how they can support your goal of improving resilience and reducing stress. Or consider asking employees to complete anonymous work satisfaction surveys or include stress and resilience related questions in your Health Risk Assessment (HRA). Once you have data and know the impact of stress and other factors, you can develop a plan for building resilience and a healthy work culture.

- **Engage Leadership:** A resilient workplace requires leadership buy-in. Employees are much more likely to participate in resilience programs when the organization's leaders are involved.11 Leadership is key in establishing priorities, setting goals and allocating resources to strengthen workplace resilience. And, in communicating clearly and decisively the organization's commitment to resilience. If leaders are not already on board, sharing the results from surveys and HRAs helps make a strong business case.
- **Consider Resilience Training:** Employers are increasingly turning their attention to resiliency training — with good reason. In a dynamic work environment, resiliency training elevates job performance and work engagement.

Impact of Resilience in Workplace

As employers build and improve workplace culture and resilience, they also seek ways to address workplace stress and mental health. When addressed, employers build a resilient workforce; employees handle work stress better, and develop protective factors against stress. There are other benefits too:

- Resilience is associated with greater job satisfaction, work happiness, organizational commitment and employee engagement.7
- Raising resilience contributes to improved self-esteem, sense of control over life events, sense of a purpose in life and improved employee interpersonal relationships. 9,10
- Employers reap the rewards of increased productivity.

Given the many benefits, employers are building resilience in their workforce so that employees develop skills to manage workplace stress.

Impact of Work engagement at workplace

Employees who are engaged in their job and employer are more productive because they are motivated and energetic beyond personal factors. They are more focused and more dedicated than their disengaged counterparts. This means they operate more efficiently and with the organization's success in mind. Employee involvement not only improves focus and efficiency, but it also reduces absenteeism. Because engaged employees care about and monitor their work, they understand the value of each effort they make in contributing to their employer's success. This implies that employees constantly show up and perform effectively while on the job. Employee engagement is critical for any company because of the impact it has on areas like creativity, productivity, efficiency, and yes, even total business costs.

However, it aids in keeping employees satisfied, really interested in the success of the work and the firm, and engaged chevaliers. People who have a deep connection to their company's basic beliefs and aims are more likely to want a long-term job. They are invested in bringing projects through to completion and believe in the company's objective. And teams that feel connected and accountable for one another's achievement have higher retention rates.

Workers that are engaged are more likely to perform above and above their job description. As a result, staff productivity and project performance improve. Strong communication and a direct understanding of an employee's contribution to corporate performance are two features of engaged workforces. These elements are closely tied to the impact of employee engagement on product development and corporate decision-making. Companies frequently

see more creative product solutions and inventive tactics when teams with diverse skill sets collaborate to solve new challenges. Employee involvement is also linked to generating high levels of customer satisfaction. When employees are highly engaged and enthusiastic about their profession, they are more likely to go above and beyond when interacting with consumers.

REVIEW OF LITERATURE

Kasparkova, L. et. al. (2018) this research examines the contributions of two essential aspects of work-related happiness: job satisfaction and work engagement. An online poll was used to obtain data from 360 Czech professionals in the assisting professions. An online poll was completed by 360 Czech professionals in the helping professions. Participants averaged age was 35.74 years (SD = 10.73). The majority were women (86.67%), in accordance with the real quotient of women in the helping professions. Health care professionals (94 nurses, 35 physicians, 18 rescuers, and 9 physical therapists) and workers in social and pedagogical areas (128 teachers and educators, 31 psychologists, 21 social workers, 14 special instructors, and 10 personal assistants) participated in this study. Resilience and perceived job performance were found to be positively linked. The best-fitting model revealed partial mediation by work engagement using structural equation modelling; however, job satisfaction was not found to be a mediator of this connection. Furthermore, the discovery that job performance is linked to work engagement rather than job satisfaction adds to the argument over the contemporaneous validity of working attitudes. Additionally, the finding that job performance is related more strongly to work engagement than to job satisfaction contributes to the debate about the concurrent validity of job attitudes.

Ojo, A. O. Fawehinmi, O. Yusliza, M. Y. (2021) this study advances conservation of resources theory 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 -modelling 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. Our 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.

Chikobvu, P. & Harunavamwe, M. (2022) this study aims at reviewing the role of emotional intelligence and work engagement on nurses' resilience in public hospitals. The study utilised a quantitative approach that is rooted in the positivist paradigm. The 14-item resilience scale (RS-14) (Wagnild & Young, 1993) was used to assess nurses' resilience. The scale is based on five dimensions, namely perseverance, equanimity, self-reliance, meaningfulness and existential aloneness. All items were scored on a 7-point Likert scale that ranges from 1 = disagree to 7 = agree. The study observed that work engagement significantly mediated the relationship between emotional intelligence and resilience. However, there is only evidence of partial mediation given that the relationship between emotional intelligence and resilience is still statistically significant. Based on the conservation of resources theory, emotionally intelligent employees are capable of conserving resources because of their ability to understand their own emotions and those of others, as well as their ability to use and regulate their feelings effectively.

Gupta, M. & Shaheen, M. (2017) this paper addresses the highlighted need to investigate how psychological capital influences the job engagement–employee turnover intention link in the Indian setting. Gupta, M., and Shaheen, M. Both online and paper and pencil methods were used to collect data. A sample of 228 employees from various sectors were analysed using hierarchical regression. According to the findings, psychological capital moderates the association between work engagement and turnover intention. Personal resources play a moderating role in enhancing the negative association between job engagement and turnover intention, according to the findings, which add to the idea of self and role. Managers can improve employee-coworker and employee-supervisor relationships by encouraging team-building activities or empowering their staff. Managers may also build mechanisms for assessing job engagement of at least their key employees on a regular basis to reduce the cost of acquiring a new candidate and losing an experienced employee.

Priyatama, A. N. Zainuddin, M. Hadoyo, S. (2018) the present research seeks to discover the influence of self-efficacy, optimism, hope, and resilience on work engagement and the extent to which perceived organizational support could mediate the relationship. Researchers conducted a research scale try-out by distributing the instrument to 400 lecturers employed at Sebelas Maret University Surakarta. Out of the 400 instruments that we distributed, 375 were completed and returned to us within three months. The research results reveal that the model is considered fit with the inclusion of perceived organizational support as a mediating variable. The perceived organizational support will present as a meaningful variable in the development of lecturers' work engagement. The result highlighted that positive emotion mediates psychological capital and work engagement. The present research discovers that positive emotion includes perceived organizational support. Perceived organizational support enables lecturers with good psychological capital to maintain better work engagement.

Acosta, H. Salanova, M. & Llorens, S. (2012) this study aims to contribute to the understanding of the relationship between, organizational trust, healthy organisational practices and team work engagement. Researchers examined 518 employees divided in 55 teams from 13 small-and medium-sized enterprises using data aggregated from team members' perceptions using the Intraclass Correlation Coefficient (ICC1 and ICC2) taking the group as the referent. The study revealed that organizational trust plays a full mediating role among healthy organizational practices and team work engagement.

Xanthopoulou, D. Bakker, A. B. & Fischbach, A. (2013) this study tested work engagement as a function of personal resources and emotionally demanding conditions at work. 163 employees (30% response of all participants at T1), who gave service for customers, participated at both the measurement times. The sample comprised of 131 men (80%) and 32 women (20%). Analyses showed that (a) emotional demands and dissonance related negatively to work engagement when self-efficacy – but not optimism – was low, and (b) self-efficacy – but not optimism – related positively to engagement particularly when emotional demands and dissonance were high. Participants' mean age was 42 years (SD = 8.9) and their mean organizational tenure was 14 years (SD = 10.5). out of which 96% worked full time, 34% had a college degree and 49% had children and lived with their parents. The TI i.e. emotional demands were measured with the help of six-item scale of Bakker, Demerouti, and Schaufeli. Analyses showed that (a) emotional demands and dissonance related negatively to work engagement when self-efficacy – but not optimism – was low, and (b) self-efficacy – but not optimism – related positively to engagement particularly when emotional demands and dissonance were high.

Alzgool, M. R. H. et al. (2020) this study attempts to examine the understanding between leader's emotional intelligence and work engagement, followed by the mediating factors such as self-efficacy and resilience. To examine these relationships, Structural equation modelling with Smart PLS 3.0 was used. Data was collected from the five major banks of Bahrain. 9- item UWES scale (Schaufeli, Bakker, & Salanova, 2006), was adapted to test work engagement in the present study. Accordingly, a 15- item scale was used to examine leaders` emotional intelligence based on prior studies (Alzyoud, Ahmed, AlZgool, & Pahi, 2019) followed by a five-item scale for self-efficacy and a five-item scale for employee resilience from the PsyCap inventory by Luthans et al. (2006). Totally 400 questionnaires were distributed amongst the employees of the selected banks. The finding points at the fact that leader's emotional quotient can be instrumental in furthering resilience, which as a result serves to motivate employees to boost their dedication, immersion and vigour; i.e. boosts work engagement.

Winwood, P. C. et al. (2013) this study was a practical measure of workplace resilience in employees and ways of developing it. This is a cross-sectional study which investigates; (1) exploratory analysis of 45 items measuring workplace resilience among 397 participants and (2) confirmatory analysis of resilience demonstrating a model of interaction, among 194 participants. Additionally, literature on stress exposure and its consequences and of resilience was reviewed. The questionnaire consisted of 103 items, out of which 45 were statements, which were expected to examine _resilience promoting behaviours'. Participants were instructed to indicate their agreements on a seven- point Likert scale from 0-6. AMOS v 19 software was used to measure the results, a model of all the interactions between the measure of the resilience total scale score and other variables in the questionnaire including acute end of shift fatigue, work demand and resources, recovery between shifts, engagement and physical health was developed.

McEwen, K. & Boyd, C.M. (2017) this study aims at developing and evaluating a new measure of team-based resilience for further use in research and practices. An overview of literature and conceptual approaches to workplace resilience and its potential role in individual adaptation and thriving in the workplace was done. In the biggening 54 items were generated. All of these things were based on team behaviours that may be expected to foster individual RAW Scale behaviours, team effectiveness elements, and professional observations. The data was gathered through leadership coaching assignments and in-house workshops in a variety of industries. Based on their expertise working with teams in high-pressure, fast-paced contexts, two organisational psychologists assessed issues for importance. 345 people participated in the study, with 344 of them providing valid responses. The dimensions were organised around concepts of resourcefulness (10) items, a ¼ 0.93), self-care (seven items, a ¼ 0.87), robustness (eight items, a ¼ 0.85), alignment (five items, a ¼ 0.88), capability (seven items, a ¼ 0.89), connectedness (two items, r ¼ 0.81), and perseverance (three items, a ¼ 0.83). Correlations among the factors ranged from r ¼ 0.29 to r ¼ 0.81, P < 0.001. Together, the factors accounted for 63% of the variance in item scores.

Aronen, A. Kokkonem, M. & Hinsta, T. (2021) this study examines the association of emotional intelligence with resilience and work engagement in sports coaches. Participants were 51 sports coaches (19 women) who reported their EI, resilience and work engagement. The data was analysed by Spearman's rank correlation and regression analysis. Participants were 42 years old on average (SD=10.09; range 23–59 years) and had an average of 18 years (SD=10; range 3–42) of coaching experience. The majority of the coaches (n = 42) reported

having daily coaching sessions with athletes. The results showed that women reported to have higher emotional intelligence, whereas regression analysis revealed EI was inter-related with resilience and work engagement independently of gender and age. EI in sports coaches was associated with higher resilience, reflecting speedy recovery from stress, and higher work engagement indicating higher well-being at work.

Ugwu, F. & Amazue, L. O. (2014) present study aimed at exploring the hope, resilience, psychological ownership, and employee work engagement among teachers in selected mission schools in Nigeria. The multistage stage sampling technique was adopted to select three post primary schools in Nsukka metropolis, Enugu, South-East Nigeria and 179 teachers that participated in the study. The sample included 122 female teachers from the age range of 28 to 53 years. Hope and resilience were found to be significant predictors of work-engaged behaviour among teachers, although psychological ownership was not. The study's findings suggest that, because psychological ownership is regarded as a key organisational behaviour, managers should begin to create a culture that encourages such ownership for the benefit of the company.

Bakker, A. B. & Wingerden, J. V (2021) the current study was conducted to find out that Do Personal Resources and Strengths Use Increase Work Engagement? The Effects of a Training Intervention. Quasi-experimental research design was used in the study to investigate whether a personal resources intervention combined with strengths use can increase work engagement. Participants were all enrolled for a personal resources training and were assigned to training intervention groups (n 54) or waiting-list control groups (n 48). Results of multivariate analyses of variance supported our hypotheses that the intervention increased personal resources, strengths use, and work engagement.

Chikobvu, P. & Harunavamwe, M. (2022) the study aimed to determine the extent to which a combination of positive aspects and resources of emotional intelligence and resilience may influence work engagement. The study employed a cross-sectional quantitative survey by means of self-administered questionnaires. The sample consisted of 252 nurses from the Mangaung Metropolitan Municipality, South Africa. Data were analysed using the SmartPLS programme. Emotional intelligence influences work engagement through resilience. The strong direct pathway between emotional intelligence and work engagement was noteworthy.

Lhalloubi, J. & Ibnchahid, F. (2020) the purpose of this study is to examine the influence of resilience and work engagement on performance of managers in the automotive sector in Morocco. It analyses the mediating effect of work engagement between resilience and manager performance. A confirmatory survey was conducted among a sample of 196 employees of automobile companies in TangierMorocco. A structural equation analysis using SmartPLS was performed while Preacher and Hayes (2008) method was used to analyze the mediation effect. The result showed that a) Manager resilience has a positive influence on work engagement, which further influences their performance; b) there is a statistically insignificant relationship between resilience and manager performance; c) Structural equation modelling analysis shows that work engagement partially mediates the relationship between resilience and manager performance.

Amir, & Mangundjaya, (2021) this study aims to examine the role of resilience in academic engagement and also to evaluate the theoretical model of the relationships between resilience and engagement. A survey of faculty members in 20 study programs from 12

universities in Jakarta was conducted, Where 247 questionnaires were returned from the 495 distributed. Furthermore, 240 valid data were available for evaluation in order to test the model, and a confirmatory Structural Equation Modelling was conducted, using AMOS 20. The study suggests interventions for practitioners, not only for academia in the higher education context but also for other professionals in managing engagement at the individual or team level. Therefore, combining resilience and engagement programs may contribute to an enhancement in the productivity of employees.

Molino, et.al. (2020) The goal of this study is to compare white and blue-collar workers' personal and organisational antecedents (resilience, goal orientation, and chances for knowledge and training) and one outcome (work engagement) of accepting technology in factories. A total of 598 personnel (white-collar = 220, blue-collar = 378) from an Italian company filled out a self-report questionnaire for the study. In both samples, the multi-group structural equation model revealed a positive relationship between resilience, technological acceptance, opportunities for information, and training, all of which were linked to work engagement. All of the indirect impacts were substantial. The motivating dynamics of introducing new technology within industries were addressed in this study, which included the understudied group of blue-collar workers. Results highlighted the importance of providing information and opportunities for training to all employees, in order to support Industry 4.0 transformations without impacting on worker's motivation.

Lee, et. al. (2020) The impact of service employees' resilience on deep acting was investigated in this study. To do so, surveys of service staff in Korea's retail financial industry were conducted. According to the findings, resilience improved person–job fit, and person–job fit promoted work engagement. Furthermore, it was discovered that increased work involvement improved deep acting. The direct effect of resilience on deep acting was not statistically significant in the double-mediation effect, but the double-mediation effect through person–job fit and work engagement was. Simply put, the association between resilience and deep action was totally mediated by person–job fit and work engagement. Furthermore, whereas the independent mediation impact of work engagement was significant, person–job fit alone did not mediate the association between resilience and deep acting.

Deligero, & Laguador, (2014) this study aimed to determine the profile of the respondents in terms of age, gender and length of service in the university; to determine the level of work engagement in terms of vigour, dedication and absorption; to test the differences on the level of respondents' work engagement when they are grouped according to profile; to determine the overall employee performance of Colleges and support services and to analyse the relationship between work engagement and work unit's performance.

Descriptive type of research method was utilized in the study. The standardized instrument of Utrecht Work Engagement Scale (UWES) was used to measure work engagement. Results showed that the school employees have high work engagement in terms of vigour, dedication and absorption with highly satisfied performance evaluation rating. Married employees are more dedicated to work due to their matured role and responsibilities over their families.

Employees belong to age bracket with more than 40 years have higher engagement towards work due to the level of their expertise in carrying out various tasks everyday compared to

those young and middle age employees. There are also employees with high level of dedication towards work which is not being translated or rated to high performance.

Musa, et.al (2021) this study investigated the antecedents of work engagement of Malaysian employees who were cancer survivors. Work engagement refers to a positive, fulfilling, work-related state of mind characterizing employees who work hard and persist despite difficulties. Employees with high levels of work engagement are deeply involved in what they do and are happily absorbed in their work. This study was aimed to examine the individual and work environment-related factors that influence work engagement. A quantitative research paradigm was adopted, with a cross-sectional design using data collected from cancer survivors registered at the Hospital Kuala Lumpur. The 270 participants in this study were randomly selected by inclusive criteria sampling. A validated instrument was tested in a pilot study. Partial Least Square-Structural Equation Model (PLS-SEM) was used to test the direct effects of work engagement. It was found that the level of all the tested variables (work engagement, employee resilience, social support, and quality of working life) among the participants were high.

Gupta, et.al (2017) the purpose of this paper is to examine the mediating role of work engagement (WE) between psychological capital (PsyCap) and the two facets of organizational citizenship behavior (OCB) which involves both individual and organization. It also examines the moderating role of perceived organizational support (POS) between PsyCap and WE, and WE and the two facets of OCB. A total of 293 responses gathered from employees working in diverse service sector industries in India were assessed using structural equation modeling. Findings – Overall, the results support the mediating role of WE in the PsyCap-OCB relationship, and the moderation of POS between WE and the two facets of OCB. Overall, the results support the mediating role of WE in the PsyCap-OCB relationship, and the moderation of POS between WE and the two facets of OCB.

Coom, (2012) this study examines the effect of physical activity on work engagement and resilience among corporate employees. In total 579 employees returned the RS-14 and the UWES at Time 1 and 200 were returned at Time 2. Of the 200 participants, 125 (62%) were female and 76 (38%) were male. Work engagement and resilience were assessed using a questionnaire, which included the Utrecht Work Engagement Scale (UWES) and the RS-14. Physical activity was measured by the way of total step count; a summation of daily pedometer recordings over the 16 week period. As a result a one-way ANOVA was performed for WE across the three employment levels. There were no significant differences between general employee, middle and upper management in their changes in WE from Time 1 to Time 2, $F(2, 197) = 0.325$, $p = .72$.

Ugwu, et.al (2017) The significance of resilience and hope in the emotional job demands-work engagement link is investigated in this research using the demand-induced compensation model. The current study aims to see if human resources such as resilience and hope can mitigate the association between perceived high emotional job demands and work engagement in the workplace. 221 academic personnel from two universities in southeast Nigeria participated in the survey. Perceptions of strong emotional job demands were found to be negatively associated to work engagement in many hierarchical regression and strategic analyses. Hope and resilience were also found to be strongly and positively connected to work engagement. As expected, hope and optimism reduced the detrimental relationship between high emotional job demands and work engagement resilience.

Naswall, & Kuntz, (2021) this study aimed to investigate the moderating role of cultural values on job demands - resources (JD-R) relationship with work engagement. To represent job demands we used emotional demands, to represent job resources we used job autonomy, and to represent personal resources we used employee resilience. In terms of cultural values, we examined three dimensions that were considered to be relevant; power distance, individualism/collectivism, and long/short-term orientation. The study was conducted on a sample of employees in Indonesia. Data collected from 665 employees who had been working for at least 6 months and a minimum of 18 years of age. Hierarchical regression analyses were carried out. Results showed that power distance significantly moderated the relationships between emotional demands, job autonomy, employee resilience, and work engagement. Long/short-term orientation significantly moderated the relationship between job autonomy and work engagement. Individualism/collectivism was not a significant moderator. The combination of high-power distance and low emotional demands, low power distance and high job autonomy, high power distance and high employee resilience, and short-term orientation and high job autonomy resulted in the highest work engagement levels.

Bissett, (2014) This study looked into the relationship between employee values and their perceptions of the organization's values, as well as how this connects to organisational outcomes including job satisfaction, work engagement, person-organization fit, and resilience. Participants were asked to rank eight workplace values in terms of how they believed about the values personally and how they thought their organisation rated the values. The evaluations were also utilised to investigate the relationship between values and value perceptions and each of the four organisational outcomes. Data from an online survey of 120 employees from nine New Zealand-based companies was used to accurately evaluate the claimed links. The results of hierarchical regression analyses showed that values and values congruence is significantly related to job satisfaction, work engagement, person organisation fit and resilience. But, the significant relationships were dependent on certain values for each of the four outcomes.

Wiroko, (2021) this study aimed to examine the predicting effect of perceived supervisor's servant leadership and individual workplace resilience on work engagement. This research used a quantitative cross-sectional approach. Snowball sampling method was employed to collect research data via an online survey that targeted 87 employees of various banks in Indonesia. The measures used in this study were the 9-item Utrecht Work Engagement Scale, 6-item short form Servant Leadership Behaviour Scale, and 21-item Resilience at Work Scale. Multiple linear regression analysis showed that servant leadership and resilience simultaneously had a significant influence on bank employees' work engagement.

Smith, et.al (2008) The Brief Resilience Scale: Assessing the Ability to Bounce Back was used in this study to test a novel resilience scale. The brief resilience scale (BRS) was developed to evaluate one's ability to recover from stress and bounce back. Four samples were used to assess its psychometric properties, including two student samples and samples from cardiac and chronic pain patients. In all samples, it was linked to personal qualities, coping, social relations, and health. When additional resilience indicators including social support, optimism, and Type D personality (high negative affect and high social inhibition) were taken into account, it was found to be adversely connected to anxiety, negative affect, depression, and physical symptoms. There were large differences in BRS scores between cardiac patients with and without Type D and women with and without fibromyalgia.

Black, et.al (2017) The current study looked at the link between psychological resilience and work-related characteristics (work engagement and presenters) and the physiological response to acute psychological stress in older manual workers in the United Kingdom. Using standardised questionnaires, thirty-one participants (mean (SD) age 54.9 (3.78) years reported perceived levels of resilience, work engagement, and presenters. The physiological response to an acute psychological stress test was assessed using cardiovascular parameters (heart rate (HR) and blood pressure (BP) as well as salivary cortisol. Work-related factors or reactivity had little effect on resilience.However, workers with higher work engagement showed lower SBP (p = .02) and HR (p = .001) reactivity than those with lower work engagement. Further, those with higher sickness presenters also had higher HR reactivity (p = .03). This suggests a potential pathway by which higher work stress might contribute to the risk of future cardiovascular disease.

Nurfadhilah et.al (2021) this study aimed to investigate the moderating role of cultural values on job demands - resources (JD-R) relationship with work engagement. To represent job demands we used emotional demands, to represent job resources we used job autonomy, and to represent personal resources we used employee resilience. In terms of cultural values, we examined three dimensions that were considered to be relevant; power distance, individualism/collectivism, and long/short-term orientation. The study was conducted on a sample of employees in Indonesia. Data collected from 665 employees who had been working for at least 6 months and a minimum of 18 years of age. Hierarchical regression analyses were carried out. Results showed that power distance significantly moderated the relationships between emotional demands, job autonomy, employee resilience, and work engagement. Long/short-term orientation significantly moderated the relationship between job autonomy and work engagement. Individualism/collectivism was not a significant moderator. The combination of high power distance and low emotional demands, low power distance and high job autonomy, high power distance and high employee resilience, and short-term orientation and high job autonomy resulted in the highest work engagement levels.

METHODOLOGY

In this chapter, the methods utilized to conduct this research were explained in detail. The data collecting instrument, the data gathering method, the data analysis approach, and the limits that have been employed are some of the elements covered in this chapter. Method and features of the sample, as well as how they were chosen, are essentially covered in the first section. The second section of the study makes use of or explains subsequent events. In the third part, the details of the data gathering process are laid forth. Finally, the study's limitations are discussed.

Aim
To assess the relationship between resilience and work engagement among employees.

Objective
- O1: To find out the correlation between resilience and resilience and work engagement among employees
- O2: To find out the effect of gender difference on resilience and work engagement of employees

Hypothesis
- Hypothesis (1): There will be a significant relationship between resilience and work engagement
- Hypothesis (2): There will be a significant difference between male and female employee's resilience and work engagement

Variables

Two variables that have been taken into consideration for this particular study were resilience as well as work engagement. A resilient employee reacts to negative events by recognizing and accepting their impact, for that, the employee will tend to invest more time, energy, and resources to "bounce back" to equilibrium, therefore is directly related to work engagement in employees. Resilience and work engagement has been measured with the use of Resilience at Work scale (RAW) by Peter C. Winwood, Rochelle Colon and Kath McEwen and Utrecht Work Engagement Scale (UWES-9) by Wilmar Schaufeli and Arnold Bakker respectively. Both the scales will be differentially calculated and scored for correlation between both the variables and males and females.

Research design

Data collection, measurement, and analysis are all guided by the research design. Is it about what? Where? At what time? And how? Outlines the goals of the study, as well as how the data will be analyzed and presented. Resilience in workplace has been linked to work engagement among employees, according to one research.

Description of Tools
1.) **Resilience at Work scale (RAW):** The RAW scale is a tool for the individual employee, especially those experiencing difficulty related to stress in their workplace. This scale comprised 20 items which are related to seven components that are (a) living authentically (LA), (b) finding your calling (FYC), (c) maintaining perspective (MP), (d) managing stress (MS), (e) interacting cooperatively (IC), (f) staying healthy (SH), and (g) building networks (BN). As you read the following statements, mark the ones that apply most correctly by checking the appropriate columns (from 1=Strongly Agree to 7=Strongly Disagree).
2.) **Utrecht Work Engagement Scale (UWES-9):** The UWES is a self-report measure which includes 17 items of which 6 vigour items, 5 dedication items, and 6 absorption items, measured on a seven-point Likert scale anchored by the response options from 0 (never) to 6 (every day). All items showed good psychometric properties in judgemental validity, item-convergent validity and item-discriminant validity. All three subscales show high internal consistency with Cronbach's α coefficient values of 0.867, 0.819, and 0.903 and test–retest reliability was high ($p < 0.001$). Hence, the UWES-9 is a valid and a reliable instrument to assess work engagement

Procedure

The structured questionnaire was handed over to the participants and responses were collected. Questionnaires were distributed online as well as responses were collected from them by their perspective. The data was collected and stored in tabular form with all the statements. Then scoring has been started for each of the respondents separately, after scoring for resilience and work engagement both in a separate manner, mean has been calculated for both the variables. After the calculation of mean, standard deviation has been calculated. The data was also divided and calculated on the bases of gender.

Sample

Description of the sample: the population used for the research constitutes of adults belonging to the age group of 22–55 years. A strategic random sampling method has been used for the selection of samples that comprise of 100 participants (50 male and 50 females). Sample selection: Purposive sampling has been used. Purposive sampling is a particular type of sampling which is relying on the purpose of the study; samples are selected for participating in the study. Firstly, the primary data source is conveniently being used for all the research without the requirements in addition.

Statistical Analyses

Pearson correlation & t-test will be used and SPSS software will be used for the analysis.

RESULT

The main objective was for finding out the correlation between resilience and work engagement among employees. The participants were selected from the aspects of the questionnaire and were asked for responding to the items in the questionnaire according to their work experience; measuring their ability to bounce back and other aspects of their personality to affect their engagement at the workplace. Their respective responses were calculated and reported in the table below:

Pearson correlation Testing

Interpretation of core values

-1 to 0	0 to +1	Beyond
Negative correlation	Positive correlation	No correlation

As per the Pearson correlation testing if the correlation coefficient lies between -1 to 0, it indicates that the two variables are negatively correlated and if the correlation coefficient lies between 0 to +1, it indicates that two variables are positively correlated with each other and beyond that value there is no correlation among the two variables.

Pearson correlation between Resilience (RAW) and Work engagement (UWES)
Table1: Pearson correlation between Resilience (RAW) and Work engagement (UWES)

	Resilience	Work engagement
Pearson Correlation Sig. (2- tailed) N=100	1	0.024
Pearson Correlation Sig. (2- tailed) N= 100	0.024	1

*. Correlation is significant at the 0.05 level (2-tailed).

It can be seen from the above correlation testing that there is a positive correlation between resilience at workplace and work engagement among employees. The positive result shows that due to high resilience, work engagement is prevalent among employees at their workplace.

T-test gender differences group statistics
Table2: T-test gender differences group statistics

Gender		N	Mean	Std. Deviation
RAW	Female	50	75.52	28.479
Male		50	85.74	24.693
UWES	Female	50	46.22	13.547
Male		50	51.70	11.699

The table above is showing resilience and work engagement among male and female employees. The mean score was compared with both the genders. More specifically, in terms of resilience male employees scored higher (RAW- M=85.74, SD=24.693) in comparison to female employees (RAW- M= 75.52, SD=28.479). Additionally, Male employees scored higher in work engagement (UWES- M= 51.70, SD= 11.699) whereas, female employees scored (UWES- M=46.22, SD=13.547).

DISSCUSSION

The purpose of this study is to evaluate the relationship between resilience and work engagement of employees and the relation of gender in contrast to resilience and work engagement was also measured. Resilience and work engagement are the two major variables examined in this study. Resilience refers to the capacity of an individual to recover or bounce back quickly from difficulties and crisis. A resilient employee is one who bounces back in his or her role and responsibilities even in difficult times, despite of challenges. On the other hand, work engagement is the positive and affective- motivational state where one has high energy levels combined with intense determination and dedication and a strong focus on work routines.

The sample size used for this study is 100. The participants were adults belonging to the age group of 22-55 years. Sampling was conducted through a strategic sampling method by which the selection of samples that comprises of 100 participants was completed. The sample consisted of 50 males and 50 females. Through the use of purposive sampling only employees who work in public or private organizations were distributed the questionnaires.
For the purpose of data collection two tools were used; Resilience at Work Scale (RAW) and Utrecht Work Engagement Scale (UWES-9) for resilience and work engagement respectively. The data was collected and stored in tabular form with all the statements in the Excel program. Further analysis of the data was done by using the software of SPSS. Interpretation for the correlation of the variables was done using the Pearson's Correlation Testing and for gender difference testing, T-test method was used.

According to the Pearson's correlation testing, the correlation coefficient of resilience and work engagement among employees was (Resilience=1/0.024 and Work Engagement= 0.024/1) (N=100); which lies between 0 to +1, indicating that the two variables are positively correlated with each other. This result suggests that resilience and work engagement are interdependent and affect one another. A resilient employee will show higher levels of work engagement as compared to a less resilient employee. Additionally, the mean score when compared with both the genders (male and female) the results came out to be (1) in terms of resilience male (RAW- M=51.70, SD=11.699) employees scored higher than female employees (RAW- M=75.52, SD= 28.479); (2) male employees (UWES- M= 51.70, SD= 11.699) scored higher in work engagement in comparison to female employees (RAW- M= 46.22, SD= 13.547).

CONCLUSION

The positive coefficient of correlation shows that there is positive correlation among resilience and work engagement. Specially, looking at the relationship between resilience and work engagement, there was a positive relationship and correlation between both the variables. Therefore the Hypothesis (1): There is a significant relationship between resilience and work engagement, was proven right. The results suggest that Hypothesis (2): There will be a significant difference between male and female employee's resilience and work engagement; is also proven to be correct. This declares that employees who have

higher levels of resilience will be more engaged in work, further benefiting the organization by being productive, and dedicated to their work. Such employees perform effectively and carry out tasks efficiently even in challenging times when the organization is in crisis.

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