

Research Paper

Impact of Resilience on Job Performance Among IT Employees

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ABSTRACT

In India IT industry is the fast-growing sector with lots of challenges which requires new skills according to the new trend in the market. The employees also face lots of work load which leads to stress and pressure. The psychological strength of the employee is an important factor that affects the performance of the employee in the workplace. The occurrence of changes is what causes job pressure and stress. In terms of demographics, society, technology, and the economy as a result of these changes, the business climate, effectively and successfully, in order to succeed. The employees are essential to the success and efficiency of expansion of the sector. Given the requirements, pressures, and stress brought on by requirements, competitiveness, and workload finest effort and a strong sense of social responsibility it becomes quite difficult to shoulder one's excellent work performance. Consequently, the optimistic construct resiliency has a significant impact on psychology and employees actions. This study attempts to study the impact of resilience on job performance on the IT employees. The study was conducted in Bangalore and Chennai. Standard questionnaires were circulated to the employees and the responses were recorded. To interpret the data, standard statistical tools such as spearman's Correlation test and linear regression analysis were carried out to find out the statistical results. The results shows that there is a positive correlation between resilience and job performance. The independent variable resilience have a significant impact on the dependent variable job performance. This shows that employee with high resilience can perform better than the employees with low resilience capacity.

Keywords: Resilience, Job performance, IT employees

The Indian IT sector is a flourished industry which has grown rapidly within past 10 years. The Information Technology sector has grown widely and it is the main source of income especially for the people around the metropolitan cities like Bangalore, Hyderabad and Mumbai. This sector demands the workers to attain certain targets within the given period of time which in turn gives them high pressure in the workspace. Though this sector provides handsome salary packages to the employees. When it comes to providing social security benefits, the private sector lags behind. Although some notable companies have good policies, those policies are applied to the managerial level employees who are on the higher end of the pay spectrum. The work stress and the pressure that they go through affects their job performance in general and hinders their productivity on a regular.

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Job performance is a means to reach a goal or set of goals within a job, role, or organization (Campbell, 1990), but not the actual consequences of the acts performed within a job. Campbell (1990) affirms that job performance is not a single action but rather a “complex activity”. Individual performance is of high relevance for organizations and individuals alike. Showing high performance when accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery (Bandura, 1997; Kanfer et al, 2005). Moreover, high performing individuals get promoted, awarded and honored. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (Van Scotter et al., 2000). 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 relation or a violent or life-threatening situation to maintain relatively stable, healthy levels of psychological and physical functioning, as well as the capacity for generative experiences and positive emotions. (George A. Bonanno, 2000). The ability to emotionally withstand tragedy, adversity, and hardship is known as resilience. Resilient people use their assets, qualities, and abilities to overcome challenges and failures. People with low resilience are more likely to experience being overwhelmed or a sense of powerlessness, and they also tend to utilize unhealthy coping techniques.

This study is an attempt to understand the impact of resilience on job performance among the IT employees in Bangalore and Chennai.

REVIEW OF LITERATURE

Resilience:

According to Fraser, Richman, and Galinsky, "The term 'resilience' is reserved for unexpected or considerably successful adjustments to negative life events, trauma, stress, and other forms of risk" (1999). Psychological resilience, according to Tugade and Fredrickson (2004), is the capacity to cope and adapt successfully in the face of loss, difficulties, or adversity. According to Robertson Cooper Ltd. (2014), "personal resilience" is the capacity to maintain well-being and work performance under stress, including the capacity to effectively recover from setbacks. Our natural resilience is a combination of individual traits and acquired abilities, but most importantly, resilience is a quality that can always be strengthened. In times of change and growth, resilience is becoming more crucial for both individual and corporate performance. According to Kim, Hon, and Lee (2010), high resilience boosts employee innovation in the workplace. A project is identified by its reasoning, achievement, content, or result, but it is also recognized by its creativity (Valverde, Thornhill-Miller, Patillon & Lubart, 2020). According to Farooq, Rehman, Saleem, and Zeeshan (2020), resilience is a 6 significant aspect of motivation and self-efficacy, and control. Motivation can come from a group or a person (Parker et al., 2010).

Job satisfaction:

Every employee of an organization is expected to perform well in the position for which he has been hired in order to meet the business's pre-determined goals. Job performance, organizational citizenship behavior, and counterproductive work behavior are the three most important dimensions of job performance (Dalal, Baysinger, Brummel, and LeBreton, 2012). Task performance (an individual's expertise with which he or she performs work activities) and contextual performance (activities such as being helpful to coworkers, being a reliable member of the organization, and contributing to the improvement of work procedures that support the organizational, social, and psychological environment in which organizational goals are to be achieved) have been described in the literature as a multi-dimensional concept. Weaknesses and strengths of the system are identifiable regarding job-

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driven and resilience factors. Job performance, which has a critical role in the provision of health services in an effective, efficient and sustainable manner (Tengilimoğlu et al., 2017), is defined as the level of completion of a task, or as the behavior of an employee in accordance with the specified conditions (Durmuş et al., 2020). Improving job performance levels of healthcare professionals is important for both healthcare providers and healthcare clients. During the Covid-19 pandemic, the relationship between nurses' psychological resilience and professional performance was addressed in terms of some of its descriptive qualities. It was discovered that the nurses who took part had a high degree of professional performance and a moderate amount of psychological resilience.

Objectives:

The objectives of the following study aim at

- To determine the impact of resilience on job performance among the IT employees.

Hypothesis:

Hypothesis1 (Hyp1): There is a significant impact of resilience on job performance.

METHODOLOGY

Operational definition

- **Resilience:** Resilience is the ability of an employee or an individual to bounce back from a situation and adapt to that situation mentally and emotionally.
- **Job performance:** Job performance is the expected value from employees' behaviors throughout a specific time. Job performance is related to how individuals perform in their obligations regarding the expected quantity and quality of their employment.
- **IT employees:** The employees who are employed in the Information Technology companies.

Data Collection

The research design of this study is a descriptive cross-sectional study. Over 100 samples were collected from the employees of the Information Technology sector. To measure the resilience and job performance of the employee, questionnaires such as the Brief Resilience Scale (BRS) (Smith et al., 2011) and Individual Work Performance Questionnaire (IWPQ) (Koopmans et al., 2008) were used.

Convenience sampling technique was used to collect the data from the respondents. The participants were identified according to the author's convenience and the questionnaires were sent in form of Google forms via mails. The questionnaire was sent to 150 employees among which 100 employees responded.

Inclusion:

- The employees from the Information Technology were included.
- Employees with the minimum experience of 1 year were included.
- Both male and female within the age group of 20 – 55 years were included.
- White collar workers were included.

Exclusion:

- Employees from other sectors were excluded.
- Employees with less than 1 year work experience in IT sector were excluded.
- Blue collar workers were excluded.

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Data Analysis:

After collecting 100 samples the response sheet was scored according to the scoring key given by the authors. The data was analyzed in JAMOSI (version 2.2.2.0). The normality of the continuous variables Resilience and job performance which has three dimensions counter productivity, contextual performance, and task performance were tested using Shapiro-wilk normality test. Following that test the correlation between each variables were tested. Then to find out the impact of resilience on the job performance regression analysis were carried out.

RESULTS AND DISCUSSION

The descriptive statistics tests were performed on the IT employees to determine the mean, normality, and minimum, maximum of the study variables. Descriptive statistics provide enough details to visualize the distributions of key variables, enabling a clear mental image of the group under study (Minitab, 2021).

Table 1. Descriptive statistics for the tow variables – Resilience, Job performance including its dimensions Counter productivity, Contextual performance, and Task performance.

	Resilience	Counterproductive	Contextual performance	Task performance
Mean	18.2	18.2	66.8	11.3
Shapiro-Wilk W	0.956	0.956	0.960	0.965
Shapiro-Wilk p	0.002	0.002	0.004	0.010

The above the data shows the statistical data of two variables resilience and job performance including its dimensions Counterproductive, Contextual performance, and Task performance. The mean score of resilience is (18.2), mean score of Counterproductive is (30.3), mean score of Contextual performance is (66.8), and mean score of Task performance is (11.8). The normality of the data is found out by Shapiro-Wilk test. If the P value is greater than 0.05 the data is normally distributed. Resilience P value is (0.002), Counter productivity P value is (0.006), Contextual performance P value is (0.004), and Task performance P value is (0.010). So, Resilience $P < 0.05$, counter productivity $P < 0.05$, Contextual performance $P < 0.05$, and Task performance $P < 0.05$. Hence, as the data reports 2 variables with normal distribution of data and other variables with not normal distribution of data, the study proceeds with application of the non-parametric statistical tests, owing to the safer assumption of assuming nonparametric attributes to the parametric data rather than the opposite.

Table 2: Correlation matrix of the variables – Resilience, Job performance

		Resilience	Counterproductive	Contextual performance	Task performance
Resilience	Spearman's rho	—			
	p-value	—			
Counter productive	Spearman's rho	0.978***	—		
	p-value	< .001	—		
Contextual performance	Spearman's rho	0.993***	0.994***	—	
	p-value	< .001	< .001	—	
Task performance	Spearman's rho	0.283**	0.258**	0.267**	—
	p-value	0.004	0.010	0.007	—

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

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The above table shows the correlation of the variables. As the data is not normally distributed Spearman's correlation were conducted. Which is showing that there is a significant relation between resilience and counterproductively, resilience and contextual performance, resilience and task performance. The star in the table shows the significant relationship between the variables. Resilience and counterproductive $P < .001$ which shows there is a significant relationship between the variables, Resilience and Contextual performance $P < .001$ which shows there is a significant relationship between the variables, Resilience and Task performance $P < .05$ which shows there is a significant relationship between the variables, Contextual performance and Counterproductive $P < .001$ which shows there is a significant relationship between the variables, Task performance and Counterproductive $P < .05$ which shows there is a significant relationship between the variables, Task performance and , Contextual performance $P < .05$ which shows there is a significant relationship between the variables.

Table 3: linear regression – Resilience and Counterproductive

Model Fit Measures						
Model	R		R²		Adjusted R²	
1	0.986		0.973		0.972	

Model Coefficients - Contextual performance						
Predictor	Estimate	SE	95% Confidence Interval		t	p
			Lower	Upper		
Intercept	0.107	0.5251	-0.936	1.15	0.203	0.840
Resilience	1.657	0.0281	1.601	1.71	58.997	<.001

The above table shows the impact of resilience on counter productiveness. R-squared (R²) is a statistical measure that shows how much of a dependent variable's variance is explained by one or more independent variables in a regression model. The R-squared value is (0.973), which shows that resilience is 97% impacting on the counter productivity.

Table 4: linear regression – resilience and contextual performance

Model Fit Measures						
Model	R		R²		Adjusted R²	
1	0.997		0.994		0.994	

Model Coefficients - Contextual performance						
Predictor	Estimate	SE	95% Confidence Interval		t	p
			Lower	Upper		
Intercept	0.107	0.5251	-0.936	1.15	0.203	0.840
Resilience	3.657	0.0281	3.601	1.71	130.208	<.001

The above table shows the impact of resilience on contextual performance. R-squared (R²) is a statistical measure that shows how much of a dependent variable's variance is explained by one or more independent variables in a regression model. The R-squared value is (0.994), which shows that resilience is 99% impacting on the contextual performance.

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Table 5: linear regression – regression and task performance

Model Fit Measures

Model	R	R ²	Adjusted R ²
1	0.340	0.116	0.0.107

Model Coefficients - Contextual performance

Predictor	Estimate	SE	95% Confidence Interval		t	p
			Lower	Upper		
Intercept	4.981	1.8209	1.368	8.595	2.74	0.007
Resilience	0.349	0.0974	0.155	0.542	3.58	<.001

The above table shows the impact of resilience on task performance. R-squared (R²) is a statistical measure that shows how much of a dependent variable's variance is explained by one or more independent variables in a regression model. The R-squared value is (0.116), which shows that resilience is 11% impacting on the contextual performance.

From the above statistical findings, all aspects of resilience capacity exhibit positive relationships with all dimensions of job performance at the significance level ($P < 0.01$) and ($P < 0.05$), according to the positive correlation between resilience capacity and job performance. The independent variable resilience have a significant impact on the dependent variable job performance supporting the hypothesis 1(Hyp1), hence the hypothesis 1 is accepted. This shows that employee with high resilience can perform better than the employees with low resilience capacity.

Suggestion For Future Studies:

- This study only focuses on limited side of the resilience, more dimensions of the resilience can be study and implemented in the study for the better understanding and results.
- More variables can be studied which includes job satisfaction, leadership styles, burnout and turnover intention, organizational culture, organizational commitment, and job involvement. This could give a wider and deeper knowledge in the study.
- More demographic areas can be included to understand the cultural perspectives as well. Other industries can also be included in the future studies.

Limitations of the Studies

- This study only included one industry (IT sector) and only two cities located in the southern India. It doesn't have true representation of samples from whole India.
- The data is collected only in quantitative way, so it doesn't show the opinion of the employees in a subjective way. To understand all the perspective mixed method can be used. In-depth interviews can be included in the research methods for better results.
- This study is a cross-sectional study which shows the results only at that time point. The resilience of the person tend to change over a period of time. So longitudinal study can be carried out.

CONCLUSION

From this study it is evident that highly resilient employees can perform better in stressful work environment than the employees with low resilient capacity. The research finding states that resilience and job performance are highly correlated and has a positive impact on each other variable.

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Conflict of Interest

The author(s) declared no conflict of interest.

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