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Research Paper

A Study of Employee Resilience and Its Factors Among Information Technology Sector Employees in India

Abhilasha Jain[1]*, Dr. Himanshu Mohan[2]

ABSTRACT

This article focuses on employee resilience and its factors. Employee resilience has been studied based on the Resilience at Work Scale (RAW) developed by Winwood et al. The scale comprises of 20 items which measure different factors of employee resilience individually and its impact as a whole. It measures how employees handle everyday stressors and, crucially, how they "bounce back" and learn from setbacks. Data was collected from 250 employees working in IT sector companies in Delhi NCR region in India. Factor analysis, reliability analysis, and Pearson correlation were used to assess the study's hypotheses.

Keywords: *Employee Resilience, Factors of Employee Resilience, Personal Development, Building Networks, Information Technology Sector*

In an era marked by escalating global competition, swift technological innovations, and fluid business landscapes, modern organizations must cultivate resilient employees proficient in navigating demanding roles and circumstances (Malik & Garg, 2018). This holds special relevance for the Information Technology sector, marked by on-going innovation, rapid project timelines, and frequently challenging work environments (Sharma & Sharma, 2016). Employees' capacity to recover from setbacks and sustain performance amid high-pressure conditions is vital for organizational longevity and development, particularly in sectors vulnerable to recurrent disruptions (Wickramasinghe & Mallawaarachchi, 2023). Thus, employee resilience—conceptualized as the ability to swiftly rebound from adversities—represents a pivotal construct meriting empirical examination within this domain (Nadeem et al., 2023). In the Indian context, the rapid expansion of the IT sector coupled with its intensifying global integration highlights the critical need to investigate employee resilience, especially in view of the unique socio-cultural and economic factors influencing the workforce (Rana & Batra, 2025). The Indian IT sector significantly contributes to national GDP and global service exports, employs millions, and has transformed India's economy, yet operates in a volatile, uncertain, complex, and ambiguous global environment (Sharma & Sharma, 2016). Consequently, the ability of IT professionals to exhibit resilience is paramount for mitigating the adverse effects of stress—such as burnout and decreased job satisfaction—and maintaining mental wellbeing amidst these persistent organizational and environmental challenges (Borissov, 2024; Deka et al.,

[1]PhD. Scholar, University of Lucknow, Lucknow, Uttar Pradesh, India
[2]Assistant Professor, University of Lucknow, Lucknow, Uttar Pradesh, India
*Corresponding Author

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2024; Kumar & Das, 2022; Salam, 2023). Specifically, the COVID-19 pandemic highlighted the imperative for individual resilience in IT organizations to maintain secure operations and transition to remote work arrangements, thereby bolstering overall business resilience (Kumar & Das, 2022). The current study, therefore, aims to measure employee resilience and its various factors among IT sector employees in India, utilizing the Winwood Resilience Scale to provide a comprehensive psychometric assessment.

This investigation will provide empirical insights into the psychological well-being and adaptive capacities of this critical workforce segment in the Indian IT sector, where high stress levels—driven by demanding timelines, technological disruptions, and VUCA environments—underscore the need for resilience as a buffer against burnout, reduced job satisfaction, and diminished performance (Borissov, 2024; Korula & Injodey, 2023; Salam, 2023; Sharma & Sharma, 2016). Through analysis of these dimensions, this research aims to advance the comprehensive knowledge of organizational behaviour and employee health psychology—key elements for nurturing a workplace that enables individuals to prosper amid uncertainty and transformation (Basu, 2025). Current scholarly discourse posits resilience as a malleable capacity that empowers individuals and organizations not only to endure but to adapt, evolve, gain agility, and prosper amid disruptions, extending beyond simple recovery from crises (Basu, 2025). This conceptualization underscores the proactive nature of resilience—not as mere crisis recovery, but as a developable capacity for continuous anticipation, adaptation, and thriving amid disruptions—directly fostering sustained performance, employee well-being, and organizational success in high-pressure environments such as the Indian IT sector (Basu, 2025; Franken et al., 2019; Hanu & Khumalo, 2023; Sharma & Sharma, 2015a, 2015b). Therefore, understanding how psychological capital affects workplace outcomes, especially resilience, is vital for theoretical advancement and for training employees to manage crises (Lupșa & Vîrgă, 2020). As the Indian IT sector navigates an era of high risk and uncertainty, fostering employee resilience extends beyond mere crisis response to encompass on-going anticipation and adaptation to change (Sharma & Sharma, 2015). Furthermore, the IT sector is characterized by elevated stress levels stemming from rigorous work demands and swift technological progress, potentially culminating in burnout and reduced job satisfaction; resilience, however, functions as a vital protective mechanism, fostering psychological well-being and enduring productivity (Borissov, 2024; Salam, 2023). For example, despite significant workplace stressors, resilient employees maintain high levels of security awareness (Frank & Kohn, 2021).

REVIEW OF LITERATURE

Resilience, derived from the Latin word "resilire," has emerged as a critical concept in organizational studies, particularly in high-pressure environments like the IT sector. Far from being merely the absence of negative effects following adversity, it represents a proactive and dynamic process characterized by leveraging personal strengths, social support, and available resources to adapt, learn, grow, and overcome challenges. This capacity builds employees' confidence in coping with stress and managing emotional instability, ultimately promoting success amid workplace adversities. Organizations can foster such resilience by providing resources and support that enhance mental and emotional well-being.

Resilience, broadly defined, encompasses an individual's capacity to adapt positively in the face of adversity, trauma, tragedy, threats, or significant sources of stress. In organizational

contexts, it refers to the ability of employees to leverage resources for continuous adaptation and flourishing amidst demanding professional circumstances (Eryılmaz et al., 2024). This capacity for positive adaptation is not merely about recovery from adverse events but also involves a proactive intention to grow when encountering both challenges and opportunities. This aligns with perspectives that view resilience as a dynamic process involving interaction with developmental networks, which are crucial for adapting to career changes and enhancing adaptive capabilities (Saido et al., 2018). Indeed, the interplay between various resilience factors and their impact on overall quality of life further elucidates the complex nature of this construct, highlighting the interconnectedness of individual coping mechanisms and their broader implications for well-being (Brinkhof et al., 2021).

In the high-pressure environment of the IT sector, employees are frequently exposed to high cognitive workloads and constant changes, making resilience a crucial factor for sustained psychological well-being and productivity (Paryliak, 2025). By using the Winwood Resilience Scale to measure employee resilience and its component factors among Indian IT sector workers, this study aims to fill a gap in the literature (Malik & Garg, 2018).

Resilience enables individuals to maintain a positive outlook and boost morale, which in turn facilitates collective coping and promotes relational health within the workplace (Charoensap-Kelly et al., 2021). Moreover, resilient individuals are better equipped to handle unpleasant feelings such as sadness, fear, and anger, thereby maintaining focus and clarity under pressure (Tang et al., 2023). This adaptive capacity is particularly salient in the IT industry, where rapid technological advancements and market shifts necessitate continuous learning and psychological fortitude (Paryliak, 2025). Furthermore, organizations that foster resilience within their workforce are better positioned to navigate disruptions and leverage challenges as catalysts for innovation and growth, emphasizing leadership development and adaptability (Russo, 2023).

Problem Statement

Despite the acknowledged importance of resilience within the IT sector, a significant void exists in the empirical literature regarding its measurement and contextual dimensions among Indian IT professionals. This gap is particularly notable considering the rapid digital transition and the inherent volatilities of the IT industry, which frequently introduce economic, technological, and organizational disruptions that directly impact employee stability and performance (Gayathri & Lavanya, 2025). The present study aims to examine the relationships among key factors of personal development, namely living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks. This comprehensive approach seeks to elucidate how these elements collectively contribute to resilience, thereby informing targeted interventions for fostering a more robust and adaptable workforce in the Indian IT sector (Lu et al., 2022).

Objectives of the Study

The present study aims to examine the relationships among key factors of personal development—living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks. Specifically, the objectives are:

1. To examine the relationships among these seven factors of personal development.
2. To assess the reliability of the scale measuring these factors.

3. To identify the underlying factor structure of the variables.
4. To determine whether selected personal development factors predict the ability to build networks.
5.

Based on the objectives of the study, the following hypotheses were formulated:

- $H1_1$: There is a significant positive relationship among living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks.
- H1a: Living authentically is positively related to finding one's calling.
- H1b: Finding one's calling is positively related to managing stress.
- H1c: Managing stress is positively related to maintaining perspective.
- H1d: Interacting cooperatively is positively related to staying healthy.
- H1e: Staying healthy is positively related to building networks.
- H1f: Living authentically is positively related to building networks.
- H2: Living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, and staying healthy significantly predict building networks.
- H3: The seven variables significantly load onto a single underlying factor representing personal development.
- H4: The scale measuring the seven variables demonstrates high internal consistency (Cronbach's $\alpha \geq 0.70$).

RESEARCH METHODOLOGY

This study employs a quantitative research design to measure employee resilience and its factors among information technology sector employees in India, utilizing the Winwood Scale. This approach facilitates the systematic collection and statistical analysis of data, enabling a robust assessment of resilience indicators within this specific professional cohort.

The data used for analysis was collected using employee resilience scale developed by Winwood et al. The scale consists of 20 questions which signify seven different factors of employee resilience. The population of study was people working in IT industry in India. So, the approach was narrowed down to people working in IT industry in Delhi NCR region in the north. The data was collected from 250 respondents working in Delhi NCR region. Google form was used to collect the data. The link for the form was shared to the respondents via email. The respondents were required to register their response on a seven point Likert scale.

Seven point Likert scale has been used to gather the data where 1 signifies strongly disagree and 7 indicate strongly agree. The respondents were required to register their response on a seven point Likert scale for all the 20 questions. Along with the responses the name, years of experience, age and gender was also captured for the respondents. Among respondents 148 were males and 102 were females. The number of years of experience for the respondents ranged from 5 years to 21 years. The age of the respondent population ranged from 25 years to 50 years.

This study employed a quantitative research design to investigate relationships among the factors of employee resilience, as measured by the Winwood Employee Resilience Scale—a

structured questionnaire comprising 20 items across seven constructs: living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks.

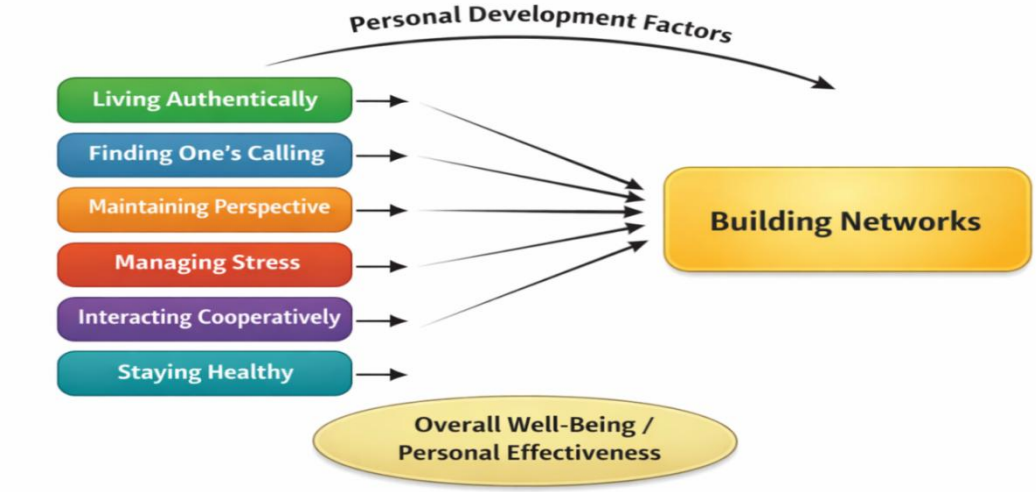

Figure 1 – Various factors predicting building networks

The sample included 250 IT professionals from the Delhi NCR region in India, recruited via convenience sampling. Responses were captured on a 7-point Likert scale (1 = strongly disagree; 7 = strongly agree), alongside demographic details such as gender (148 males, 102 females), age (25–50 years), and years of experience (5–21 years). Data were collected using a Google Form distributed via email.

Analyses were conducted in SPSS, including Pearson correlations to assess variable relationships, Cronbach's alpha for scale reliability, exploratory factor analysis to identify the underlying factor structure, and regression analysis to evaluate the predictive effects of independent variables on building networks. A significance level of was applied to all tests. This rigorous analytical approach ensures the statistical validity and generalizability of the findings, providing a robust empirical foundation for understanding resilience dynamics within this high-demand professional context (Phina et al., 2022; Sanhokwe & Chinyamurindi, 2023). This methodical approach allows for the identification of key resilience factors specific to the Indian IT sector, which can inform targeted interventions and supportive HR practices ((22582094), 2025).

RESULTS AND DISCUSSION

A Pearson product–moment correlation was conducted to examine the relationships among living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks. The results revealed that all variables were positively and significantly correlated ($p < .01$). Specifically, robust positive correlations were observed across all factors of employee resilience, suggesting that higher levels in one factor are associated with elevated levels in others, thereby forming a comprehensive and interconnected resilience construct within the IT professional cohort. This interconnectedness underscores the multifaceted nature of resilience, where each factor contributes synergistically to an individual's overall capacity to thrive amidst workplace challenges (Goodchild et al., 2023).

Table 1: Correlation matrix (Pearson r) among different factors of employee resilience

Variable	LA	FC	MP	MS	IC	SH	BN
LA	1	0.82046	0.60427	0.699976	0.525613	0.517818	0.426296
FC	0.82046	1	0.613587	0.731062	0.414732	0.600054	0.555156
MP	0.60427	0.613587	1	0.735281	0.327181	0.642648	0.445855
MS	0.699976	0.731062	0.735281	1	0.608312	0.549478	0.437912
IC	0.525613	0.414732	0.327181	0.608312	1	0.321242	0.379792
SH	0.517818	0.600054	0.642648	0.549478	0.321242	1	0.649549
BN	0.426296	0.555156	0.445855	0.437912	0.379792	0.649549	1

Table 2: Mean, Standard Deviation and Correlation among variables of employee resilience

Variable	M	SD	1	2	3	4	5	6	7
LA	15.83	3.44	—						
FC	20.67	4.65	.82**	—					
MP	15.08	3.57	.60**	.68**	—				
MS	20.81	4.71	.70**	.77**	.69**	—			
IC	10.89	2.47	.53**	.61**	.57**	.61**	—		
SH	10.19	2.5	.52**	.59**	.54**	.60**	.59**	—	
BN	10.28	2.41	.43**	.56**	.45**	.44**	.38**	.65**	—

Living authentically was strongly correlated with finding one's calling ($r = .82$, $p < .01$) and managing stress ($r = .70$, $p < .01$). Finding one's calling also demonstrated strong associations with managing stress ($r = .77$, $p < .01$) and maintaining perspective ($r = .68$, $p < .01$).

Moderate positive correlations were observed among maintaining perspective, interacting cooperatively, staying healthy, and building networks (r range = .38 to .65, $p < .01$). The weakest relationship was found between interacting cooperatively and building networks ($r = .38$, $p < .01$), though this was still statistically significant.

The specific directional hypotheses were tested using Pearson product–moment correlation analysis. The results are presented below:

- *H1a*: Living authentically is positively related to finding one's calling. The results showed a strong positive correlation between living authentically and finding one's calling ($r = .82$, $p < .01$). Therefore, H1a is accepted.
- *H1b*: Finding one's calling is positively related to managing stress. A strong positive correlation was found between finding one's calling and managing stress ($r = .77$, $p < .01$). Therefore, H1b is accepted.
- *H1c*: Managing stress is positively related to maintaining perspective. The analysis revealed a significant positive correlation between managing stress and maintaining perspective ($r = .69$, $p < .01$). Therefore, H1c is accepted.
- *H1d*: Interacting cooperatively is positively related to staying healthy. The results indicated a moderate positive correlation between interacting cooperatively and staying healthy ($r = .59$, $p < .01$). Therefore, H1d is accepted.
- *H1e*: Staying healthy is positively related to building networks. A strong positive correlation was observed between staying healthy and building networks ($r = .65$, $p < .01$). Therefore, H1e is accepted.

- *H1f*: Living authentically is positively related to building networks. The findings showed a moderate positive correlation between living authentically and building networks ($r = .43$, $p < .01$). Therefore, H1f is accepted.

Further, descriptive statistics indicated that the highest mean scores were observed for managing stress ($M = 20.81$, $SD = 4.71$) and finding one's calling ($M = 20.67$, $SD = 4.65$), while lower mean scores were observed for staying healthy ($M = 10.19$, $SD = 2.50$) and building networks ($M = 10.28$, $SD = 2.41$).

Overall, the results support the idea that personal development is a holistic construct, where internal, emotional, and social competencies are interconnected and collectively contribute to outcomes such as networking ability. The findings suggest that these constructs are closely related and may represent different dimensions of a broader psychological or behavioural framework. The correlation analysis revealed that all variables were positively and significantly correlated with each other at the 0.01 level ($p < .01$). Therefore, H1 is accepted**.**

A multiple regression analysis was conducted to examine the influence of personal development factors on building networks. The overall model was statistically significant, $F(6, 243) = 41.57$, $p < .001$, explaining approximately 50.7% of the variance in building networks ($R^2 = .507$).

Table 3: Coefficients table of variables of employee resilience

Predictor	B	t	p	Result
LA	-0.161	-2.65	0.009	Significant
FC	0.237	5.01	0	Significant
MP	0.036	0.7	0.486	Not Significant
MS	-0.102	-2.18	0.03	Significant
IC	0.252	4.2	0	Significant
SH	0.469	7.71	0	Significant

Among the predictors, staying healthy ($\beta = .469$, $p < .001$), interacting cooperatively ($\beta = .252$, $p < .001$), and finding one's calling ($\beta = .237$, $p < .001$) emerged as significant positive predictors of building networks.

Conversely, living authentically ($\beta = -.161$, $p < .01$) and managing stress ($\beta = -.102$, $p < .05$) showed significant negative effects when controlling for other variables. Maintaining perspective was not found to be a significant predictor ($p > .05$).

These findings suggest that behavioural and social factors, particularly health and cooperation, play a crucial role in enhancing networking ability. This nuanced understanding of predictive effects underscores the complex interplay of individual attributes in fostering professional connectivity, highlighting the importance of physical well-being and collaborative traits over purely introspective or stress-management capacities for networking success. Based on these findings, it can be concluded that personal development factors significantly predict building networks. Therefore, the alternative hypothesis (H2) is accepted.

A confirmatory factor analysis was conducted to test whether the seven observed variables load onto a single latent construct of personal development. The results indicated that all variables had strong standardized loadings (ranging from 0.68 to 0.91), exceeding the recommended threshold of 0.60.

Table 4: Factor Loading table of variables of employee resilience

Variable	Loading
LA	0.86
FC	0.91
MP	0.78
MS	0.87
IC	0.75
SH	0.76
BN	0.68

These findings suggest that the measurement model demonstrates good convergent validity. Furthermore, the overall structure supports a one-dimensional model, indicating that the variables collectively represent a single underlying construct.

The one-factor solution obtained from factor analysis indicates that all seven variables—living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks—load onto a single underlying construct. This suggests that these variables are not distinct, independent factors but rather components of a unified concept.

The factor loadings, all exceeding the acceptable threshold of 0.60, demonstrate strong associations between each variable and the latent factor. This confirms the presence of a one-dimensional structure in the data.

Therefore, the results of the factor analysis support Hypothesis H3, which states that the variables significantly load onto a single underlying factor. The findings imply that the constructs collectively represent a broader concept, such as personal development or holistic well-being.

A reliability analysis was conducted to assess the internal consistency of the seven-item scale measuring personal development. The results indicated a Cronbach's alpha coefficient of 0.891, which exceeds the recommended threshold of 0.70.

Table 5: Reliability Analysis Table for various factors of employee resilience

Statistic	Value
Cronbach's Alpha	0.891
Number of Items	7

This suggests that the scale has excellent internal consistency and that all items reliably measure the same underlying construct. Therefore, the reliability hypothesis (H4) is accepted, and the scale is considered suitable for further statistical analysis.

CONCLUSION

The findings of the study reveal strong and significant positive relationships among all seven factors of personal development. In particular, living authentically and finding one's calling demonstrated the strongest association, suggesting that individuals with a clear sense of purpose tend to align their actions with their values. Managing stress also showed strong correlations with multiple variables, indicating its central role in personal effectiveness. Furthermore, staying healthy emerged as an important factor associated with building networks, highlighting the role of physical well-being in social and professional engagement.

A reliability analysis indicated high internal consistency across the seven variables (Cronbach's $\alpha = .89$), suggesting that the items measure a common underlying construct. Furthermore, exploratory factor analysis supported a one-dimensional structure, with all variables loading strongly onto a single factor (loadings > .68). The high Cronbach's alpha value ($\alpha = .89$) indicates excellent internal consistency, suggesting that the scale reliably measures a unified construct. This is further supported by the factor analysis, which revealed that all variables load onto a single factor, indicating a one-dimensional structure.

Overall, the results support the idea that personal development is a holistic construct, where internal, emotional, and social competencies are interconnected and collectively contribute to outcomes such as networking ability.

In conclusion, the factors of personal development exhibit strong interconnections and jointly bolster individuals' networking capabilities. The results underscore the critical role of purpose, stress management, and holistic well-being in fostering social and professional relationships. The study's scale exhibited excellent reliability and a distinct one-dimensional structure, positioning it well for future investigations. These observations hold practical value for educators, organizations, and individuals focused on advancing personal efficacy and relational success. The primary findings indicate that behaviours associated with health and cooperative interaction significantly enhance an individual's capacity for networking, while living authentically and stress management, paradoxically, demonstrate negative associations when other variables are controlled.

Limitations of the Study

This study, while comprehensive, was limited by its reliance on self-reported data, which can introduce biases such as social desirability and recall inaccuracies. Additionally, the cross-sectional design inherently limits the inference of causality, meaning that while associations can be identified, the directionality of these relationships cannot be definitively established (Ramos-Vera et al., 2022). Furthermore, the generalizability of these findings may be constrained by the specific demographic characteristics of the sample, necessitating replication across broader and more diverse cohorts to confirm external validity.

Recommendations for Future Research

Further analyses could employ structural equation modelling to unravel the causal pathways and interdependencies among these factors, potentially revealing latent variables that moderate or mediate the observed relationships, thereby offering a more granular understanding of their influence on networking outcomes across diverse populations.

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Conflict of Interest

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