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IMPACT OF EMPLOYEE RESILIENCE ON JOB PERFORMANCE ACROSS INDUSTRIES IN INDIA: SCIENTIFIC REVIEW AND EXPLORATION

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Abstract

In this assiduous lifestyle, "Resilience" has become crucial for business and the world. Research evidence proved that positive psychology is highly associated with performance of employees and overall productivity. Resilience, an individual characteristic has the potential to play a notable role in building up the positive psychology. The present study emphasizes on finding both the direct and indirect relationship between employee resilience and job performance through various mediating and moderating factors by considering Indian and Global researches. This paper sticks to the extensive literature's method which critically examines the relationship between both the constructs & also rationalizes the significance of resilience in Indian industries' context. Results are consistent with the previous studies that employee resilience is strongly associated with the job performance. Moreover, there is a mediating effect of job embeddedness, job engagement, job satisfaction, job stress and job burnout & moderating effect of self-efficacy and work engagement between the constructs through a conceptual framework. Through this, organizations will be able to identify the core areas to focus and provide training which will aid employees to become more resilient in the dynamic situation and come up as an agile personality.

Keywords: Employee Resilience, Job Performance, Job Embeddedness, Job Engagement, Job Satisfaction

Motivation of the Study

In the world full of uncertainties, resilience has become the key factor to survive. As employees are the asset of an organization (Gabcanova, 2011) so, it needs to utilize human resources effectively and efficiently for the sake of individual and organization (Igweet al., 2014). For this, organization needs employees with both the hard and soft skills. On the psychological facet, Resilience is one of the soft skills (Simarmata et al., 2015). In the context of an organization, the concept of employee resilience is gaining much more recognition in the world (Bardeolet al., 2014). This capacity to develop resilience is acquired from the set of organizational routines, processes, capabilities and practices by which a firm moves forward and creates integrity (C.A. lengnick-Hall et al., 2011).

Luthans (2002) defined resilience as 'the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress and increased responsibility'. As cited in Thomas w. britt et al

(2016), resilience is also taken as an internal ability of the individuals (Masten & Narayan, 2012), capacity of people to maintain a balance functioning at the time of a traumatic or troublesome event (Bonanno, 2004) and as positive growth and development after an antagonistic event (Maguen et al., 2006). It is also potential of individuals to resist tragedies and control troublesome situation in their lives (Marsh, 1996; quoted by Hetherington and Blechman, 2014). Moreover, it's easy to motivate Resilient people because they work harder. It has been also shown that resilient employees can easily cope up the changes and bounce back with flexibility and confidence. (S. Mache et al., 2014). Besides, it has been also shown that resilient individuals are positive thinkers who utilize humor and experience positive sentiments (Block & Kremen, 1996). Previous research studies have studied the role of anger, bias and negative emotions (Anderson & Bushman, 2002), but the effect of positive personality characteristics such as Employee resilience, self-efficacy is missing, yet (Al-hawari et al, 2019).

Additionally, the job performance has become the worldwide issue which is troubling organizations all across the world and also incited towards the great deal of research in the area of organizational psychology, work, management and occupational health (Koopmans et al., 2011). In fact, job performance has been studied worldwide with the various factors (Zulkifli, N., & binti Ali, K., 2017). It is also said that the effectiveness of an organization depends on the level of performance of the employees and job performance is the lead element that intensifies the overall productivity of the organization (Pradhan & Jena, 2016). However, Job performance also has been classified into Internal and External Job performance, each of which includes values related to performance that are effectiveness, efficiency and fairness (Shiekh, 2018). Job performance is defined as "Performance is what an organization hires one to do and do it well," And 'performance consists of goal relevant actions under the control of an individual, regardless of whether they are cognitive, motor, psychomotor or interpersonal' (Campbell et al., 1993) and in the organizational context, it is the most notable dependent variable (Campbell et al., 1990) Job performance is also explained as the

degree up to which an individual carries out the task assigned to him within a particular period of time (Gorji et al., 2011). In addition, Kim et al, (2016) has reported that there is a substantial impact of resilience on job performance. All this accentuate the importance of studying the resilience in the employees for the enhancement of organizational performance in the industries of India.

Indian Industries Overview & Culture

India is known as one of the fast-growing economies in the Asia (Agrawal and Tyagi, 2010). Several studies have been found in global context but not so much study has been done so far in India in this context (Singh and Krishnan, 2007). Indian work culture shows that collectivism and reciprocity are major values of Indian Managers (Chhokar, 2000). Moreover, it has been shown that transformational leadership doesn't represent in these kinds of behavior in Indian Industries as it does in Global industries (Singh and Krishnan, 2007). Organizational culture has also been studied in the terms of dependency and control (Singh and Kedar, 1991). So, it is stressed that development of optimism, positivity and resilience in work culture is most significant issue that should be solved if Indian industries want growth in productivity and performance (Ganguly, 1987). India has been known to have one of the most dynamic economies in the whole world with quarterly growth of 4.7% and more than 1.37 billion of population, according to India Brand Equity Foundation (IBEF) and Indian Central statistical organization (CSO). There are different kinds of industries such as agricultural, telecom, education, pharmaceuticals, healthcare manufacturing and many more (Hitesh Bhasin, 2020). Out of this, agriculture's contribution to GDP has declined 2.9% in 2018-19 and services sector contributed around 54.3% to India's GVA in the same year according to Indian Economic survey 2018-19. As per the index of industrial production (IIP), the industrial sector has shown a growth of 0.6% from April to November in year 2018-19 as compared to 5% in year 2017-18 in the same phase (Presented by Union Minister of Finance & Corporate affairs, Ms. Nirmala Sitharaman). This slowdown means that vicious circle of high growth, increased jobs, more income

and more expenditure in not prevailing anymore in the economy. Moreover, Job losses are followed by the production slowdown as well (Lola Nayar and Jyotika Sood, 2019). While it has been shown that engagement in resilience helps in the forms of health, career and emotional adjustment at the time of job loss in all industries (Stephen Sweet and Phyllis Moen, 2012).

Objectives of the Study

In this review paper, relationship between employee resilience and job performance will be found. The impact of one construct on the other will be studied with the help of various mediating factors between them. So, the objectives are:

- I. To know the direct impact of individuals' ability to easily cope up with the agonizing or devastating situation (Employee resilience) on the job performance.
- II. To find out indirect impact through various mediating and moderating factors between the employee resilience and job performance.

Methodology

A comprehensive literature survey has been performed using the keywords 'Employees, resilience, Job performance' in combination with the 'job embeddedness, job engagement, job satisfaction, job stress and job burnout'. All this search activity has been done through Scopus, Google scholar, Researchgate, Semantic Scholar etc. for the published literature and required data. Along with this, Paper also follows the methodology of in-depth examination of Human resource and its culture in Indian Context. To compile all the data and information, Secondary sources such as Articles, Magazines and Survey reports have been also screened.

The Conceptual Framework

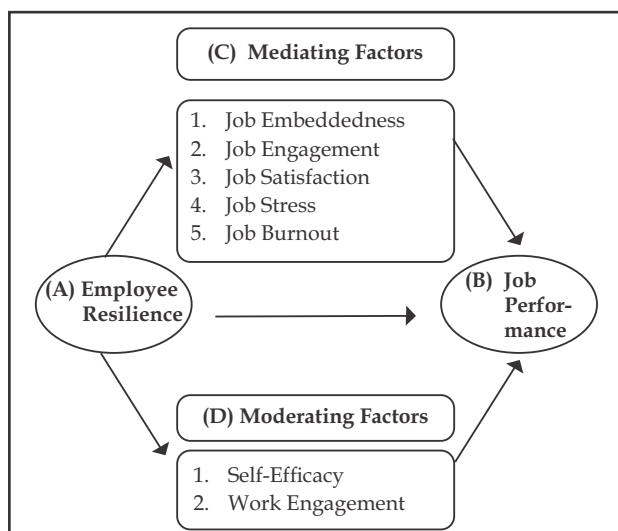
The conceptual framework of the present study is

illustrated as fig. 01 assuming, *ceteris paribus* i.e. other things are remaining constant. This study ponders the Employee resilience as an independent factor and job performance as a dependent factor. Job engagement, Job embeddedness, Job stress, Job burnout and Job satisfaction are taken as mediating factors. Self-efficacy and job engagement are regarded as moderating factors. The hypothesized relationship among the various variables has been exemplified in the same figure.

According to the underlying conceptual framework, following hypotheses are postulated:

- H1:** Employee resilience has a direct significant impact on Job performance (Ekanayake & Gamage, 2018; Appanna & Vidya, 2018).
- H2:** The relation between Employee resilience and Job performance is mediated by Job Embeddedness (T. sun et al., 2011).
- H3:** The relation between Employee resilience and Job performance is mediated by Job satisfaction (Meneghel et al., 2016).
- H4:** The relation between Employee resilience and Job performance is mediated by Job engagement (Alessandari & Consiglio et al., 2017).
- H5:** The relation between Employee resilience and Job performance is mediated by Job stress.
- H6:** The relation between Employee resilience and Job performance is mediated by Job burnout.
- H7:** The relation between Employee resilience and Job performance is moderated by Job engagement (Zulkifli & Ali, 2017).
- H8:** The relation between Employee resilience and Job performance is moderated by Self-efficacy.

Figure 1 : The Conceptual Framework Showing Various Mediating and Moderating Factors Between Employee Resilience and Job Performance



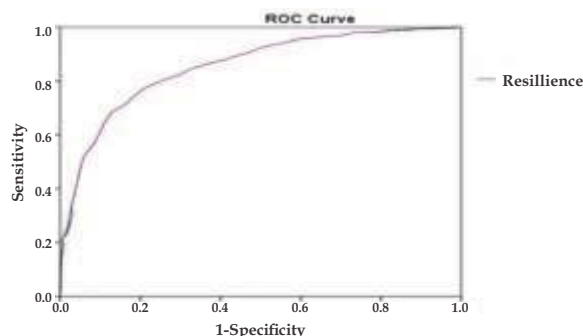
Source : Author's Framework

Empirical Review

Various researchers have studied the impact of resilience and positive psychology on the job performance across the world which include the countries like China (J. Hou et al., 2020), North Ireland (McGuigan et al, 2018), Malaysia (Jasmani, M.Y. & Mahajar, A. J. 2011), Iran (Shikhakbari, Z., & Ziaadini, M., 2018), India (Kumari, P., & Sangwan, V., 2015), Pakistan (Bashir, U., & Ismail Ramay, 2010) and many more. The world is becoming more and more cut throat and the organizations want to achieve high success with low input which is resulting into a distressing situation for the employees (Ekanayake & Gamage, 2018). Thence, the individuals who can quickly recover from the stress have become the focal point for the organizations (Resilience in Organizations, 2011). It has been also shown in the education industry that low resilient group is different from the high resilient group in performing their jobs and High resilience has a positive impact on the job performance (Joseph and Johnson, 2014). Besides this, improvement in job performance also increased among aesthetician (beautician) with the increase in resilience (Kim et al, 2016). A study conducted in pharmaceutical industry also shown that resilience capacity is positively associated to job performance along with all of its dimensions such as

autonomy, sense of purpose, problem-solving skills and social competence (Kumari, P. & Sangwan, V., 2015). Direct impact of resilience on job performance is also investigated in the healthcare industry (Z. Shikhakbari et al., 2017; Liu et al., 2019) in private sector organizations (Ekanayake & Gamage, 2018) in education sector (Joseph and Johnson, 2014) as well as in private Insurance sector with explained variation of more than 90 percent (Appanna & Vidya, 2018). Besides, Resilience is found to be the strongest predictor of job performance (J. Hou et al., 2020; Kumari, P. & Sangwan, V., 2015). It is shown in the diagram as follows.

Figure 2 : The ROC Curve of Prediction of Job Performance with Resilience



Source : J. Hou et al., 2020

In fact, it has been found stronger than its three sub-scales (tenacity, optimism and strength), its area under curve (AUC) with help of ROC curve is highest which is considered as the highest predictive test than the other tests like sensitivity and specificity (J. Hou et al., 2020). Additionally, Resilience is also considered as one of the components of psychological capital (PsyCap), decided as second order factor (Luthans, Avolio, et al., 2007) which is also positively correlated to the job performance through the scale of demonstrating effort in the meta-analysis of the study (0.26 in 24 studies) (Avey et al., 2011). Moreover, it was also found that PsyCap has a same directional relationship with the job performance taking job embeddedness as a mediating factor (T. sun et al., 2011). Resilience as a part of it, lessens the negative impact of job demands through optimistic viewpoint and boost up the work engagement which act as a motivational module and in turn lead to employee performance (Alessandari & Consiglio et al., 2017).

In addition to this, Resilience has a negatively

direct impact on the Job stress (Ghandi et al., 2017; C.J. McGuigan et al., 2018) which is somewhere important to increase the employees' performance but only up to a certain limit investigated in the Banking industry. (Bashir, U., & Ismail Ramay, 2010). Meanwhile, it further has a negative influence on the Job performance (Niloofer Solati, 2019; Ghandi et al., 2017; Bashir, U., & Ismail Ramay, 2010). For by resilience also have a direct positive impact on job satisfaction (Ghandi et al., 2017) and the employees who evince greater level of satisfaction do work beyond the endeavor towards the role performances (Zulkifli, N., & binti Ali, K., 2017). Job satisfaction is one's state of mind or feeling in relation to their work which can be affected through flexibility in their work (Sanjeev & Bhalla, 2018). Thus, job satisfaction acts as a pathway through which individual resilience encourage the performance. Thus, employee resilience has been found positively and indirectly related to job performance through the mediating effect of job satisfaction (Meneghel et al., 2016). Studies have also shown that resilience has a significant and negative effect on job burnout and helps in diminishing the load of job burnout (Maghsoodi, Tahereh, 2015) also burnout has negative relation with the job performance (Abdullah et al., 2011) therefore, burnout must be reduced in preference to elevate the performance of the employees (Khan et al., 2016).

As Resources of intelligence, flexible personality, positive psychology, sense of meaning, sense of humor, easy temperament, optimism, self-efficacy and others have been found fundamental for a resilient individual (Flynn et al, 2004). Besides this, if the employee has self- efficacy in his characteristic, resilience can arise (Simarmata et al., 2015). It is also discussed that there is moderating role of work self-efficacy beliefs to reach up to job performance (Guido et al, 2014). Besides this, A reverse relationship had also been found from self-efficacy to Resilience which propounded that teachers, parents and counselors must keep an eye on improving the self-efficacy of students which in turn could result in better coping and higher resilience. (Soumyaja & Roy, 2017). Moreover, it has been also examined among public sector staff in Wilayah Persekutuan Putrajaya that work engagement also has a moderating effect in between the two of constructs

(Zulkifli & Ali, 2017). This review gives an understanding about the previous as well as latest researches done related to the subject matter. It also helps in getting acquaintance with the fundamentals and also highlights both the constructs so well to substantiate and emphasize direct and indirect relation between them.

Discussion and Research Gap

From the past decade, more stress has been placed on exploring, explaining and at last understanding the relationship between job performance and employee positive states such as psychological well-being (Jasmani & Abdul, 2011), workplace environment (Nur & Narehan, 2015), performance appraisal and commitment (Munir et al., 2012), and work motivation (Mahazril et al., 2012). This study makes a contribution towards the better understanding of relation between the positive psychological aspect i.e. Employee resilience and job performance. In general, on the basis of literature studied, this study supported that there is a positive impact of employee resilience on job performance across the various industries. The study provides plethora of in-depth knowledge pertaining direct as well as indirect impact of employee resilience on the job performance.

Moreover, this study combines the various studies and has placed emphasis on putting all the mediating and moderating factors together. It discusses that job embeddedness; job engagement and job satisfaction are the positive components which are acting as the mediating factors in between the resilience and job performance. While, job stress and job burnout are the negative components which are also playing the role of mediating factors in between both the constructs. In this way, it is also recommended that by reinforcing and fitting the structures of resilience, mental limit of staff can be utilized to diminish the weight of job burnout (Maghsoodi, Tahereh, 2015) and job stress. It was found that self-efficacy and resilience are positively related to each other (Simarmata et al., 2015) and also self-efficacy has been found moderating factor between various other constructs and job performance (Guido et al, 2014). Therefore, it may also act as a moderating factor between the resilience and performance. Moreover, work engagement act as

both mediating and moderating factor between the resilience and job performance.

Various researches have been done on identifying the relation of job performance with various factors such as well-being, stress, work motivation, commitment, performance appraisal and workplace environment (Zulkifli & Ali, 2017) and also the mediating effect of knowledge transfer, network ties, shared vision etc on performance (Delavari & Badizadeh, 2018). But the relation with positive personality characteristics viz. Employee resilience, self-efficacy is missing, yet (Al-hawari et al, 2019). Therefore, this study has been done by focusing on the available literature related to employee resilience and job performance. Moreover, it was found that rare studies out of the literature explored have been conducted in India (Joseph & Johnson, 2014; Appanna & Vidya, 2018 & Kumari, P., & Sangwan, V., 2015). While, various studies are available Globally (Guido et al, 2014; Jasmani & Abdul, 2011; Ekanayake & Gamage, 2018; Avey et al., 2011; Luthans et al., 2006; Bashir, U., & Ismail Ramay, 2010) where China has played most of the part in this regard (J. Hou et al., 2020; Liu et al., 2019, Kim et al., 2016; Liu & Zou, 2019). The present study has discussed both the direct and indirect relation by reviewing the mediating and moderating factors between employee resilience and job performance. In addition, it was noticed that very few researches have been done by the past researchers on the moderating factors between the two. So, this study has also tried to establish an indirect relation between the resilience and job performance through the moderating effect of self-efficacy and work engagement with the help of literature available.

In conclusion, present findings give theoretical benefaction, in the terms of scientific review, able to link employee resilience and job performance through the coordinated working of mediating (job embeddedness; job engagement; job satisfaction; job stress and job burnout) and moderating (self-efficacy and work engagement) psychological mechanism.

Future Implications of the Study

The present study gives a contribution towards

the growing aspect of workplace resilience literature by empirically reviewing the existing literature. As resilience is a developable capability of employee, so this perspective gives consent to practitioners for investing in resilient behaviors to enhance the performance. It will also help in identifying the areas where interventions can be done to ensure individual and organizational growth. Various past researchers have discussed that development in resilience is found on a dynamic process in an organization where the contextual factors interact with individual (Fletcher and Sarkar, 2013; King and Rothstein, 2010; Luthar, Cicchetti & Becker, 2000; Moenkemeyer et al., 2012). The findings of the present study are highlighting the direct impact of employee resilience on job performance and also unpacking the indirect effect through various mediating and moderating factors. In an era of increasing global competition, a resilient workforce is pivotal to intensify the organizational competitiveness. This could be also helpful to tackle the upcoming changes in the work environment. In recent times, the world is witnessing tremendous change in the work environment like work from home (WFH) and other dynamics. These sudden changes have impacted their lifestyle and working style. Also, it is leading to stress, frustration and many more. Therefore, the present study would help in identifying the training and development needs to help the workforce.

By assessing the need of work resilience in effectuating job performance, organizations may set up some interventions to encourage employees' resilience. Resilience training can be provided to the employees as it will help them to easily cope up from the anxiety, depression, stress and other mental problems. In fact, many researchers have underlined the importance of training (Y liu et al., 2019) and revealed that training effectuates job performance & develops the competencies of the employees (Bhat & Rainayee, 2016). Additionally, A proactive manner can be adopted (Luthans et al., 2006), which will include structuring the organization around the prediction of the need for resilience with the help of two tactics: (a) proactive prevention and reduction of stress or risk; and (b) elevation of personal and existing organizational

resources. A reactive manner can also be found useful to increase the individual resilience (Luthans et al., 2006) by reinforcing positive emotional experiences at work (Fredrickson, 2001). Moreover, HR practitioners may be able to easily hire the more resilient employees for their organization.

Further Researches

The future research in this matter of study should give the directions towards finding the effect of various moderating factors between resilience and job performance. Though this study is a scientific exploration which has done in the theoretical manner, the further studies can be descriptive one which can be conducted in the practical way. Moreover, India has done few studies on the topic of Employee resilience with Job performance in comparison to the Global research that's why more studies in this regard can be executed, knowing the importance of resilience in this era. The additional attention can also be placed on the more positive procedures which promote optimism and ability to face the hardships and adversity. Despite this, a Comparative study in between the Indian and Global researches can also be conducted with respect to the resilient behavior. However, future researches should also seek to manage the external influences by estimating the level of job changes. Some long-term studies should also be conducted to know the consequences of being optimistic and resilient over a long period of time because there are also some studies showing that resilient youth suffer with internal stress, in spite of external optimism, other studies are not found to increase the internal distress (Masten et al, 1999).

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