

## **THE INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB PERFORMANCE: HOW EMPLOYEE RESILIENCE PLAYS A MEDIATING ROLE**

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**Abstract:** Due to rapid changes in technology and information, every organization strives to excel in this field in the era of industrialization. Therefore, every organization needs to prioritize enhancing employee resilience and ensure that all employees are engaged in their work, thereby improving their performance. In this research, the mediating role of employee resilience in the relationship between employee engagement and job performance was proposed and tested. Data was collected by distributing an online questionnaire. 229 data points were collected from the employees employed in the industrial sector, whether in the public or private sector. Data was analyzed by using SPLS4. The findings of the study discovered that employee engagement was absolutely connected with job performance, and resilience is treated as a mediation variable in the affiliation between employee engagement and work performance. Implications and limitations were also discussed accordingly.

**Keywords:** Resilience, Work, Engagement, Performance, Technology, Smart PLS

### **INTRODUCTION**

All organizations have their goals and vision, and to achieve these goals company must have proper resources. The most important resource in a company is employees, which a company can't duplicate or imitate by competitors to face the global competition, and the development of the latest generation company must invest in managing its existing human resources so that they easily understand the latest technology and have a positive perspective towards low engagement. If employees are engaging in their work and have the ability to cope with stress, they can't resist any changes faced by the organization in this technological world and improve their Job Performance (JP), competitive advantage to the company. The literature to date suggests that lots of variables improve the employee's job performance, including situational conditions, high-performance work practices, organizational climate, job description, employee engagement, and employee resilience. Only two key variables were discussed in this study: Employee Engagement (EE) and Employee Resilience (ER). According to Armstrong (2009), if employees are concerned about their work, then engagement occurs, have a positive attitude, are enthusiastic about their work, and are willing to go the extra mile to do their job to the best of their ability. Employee engagement is influenced by organizational culture and leadership factors, effectiveness of current organizational communication, use of management style, level of trust and respect in the workplace, and organizational reputation, according to Lockwood (2007) in Smith & Marwick (2009). Corporate Leadership Council (2004) defined

engagement in terms of results. The Council describes engagement as “the extent to which employees are dedicated to something or someone in their organization, how hard they work, and how much time they spend in the organization as a result of that commitment”. Engaged personnel are more capable of improving their JP and delivering effective outcomes to the organization than disengaged employees. Worker engagement has a positive attitude and great work code, which is categorized by Passion, commitment, and absorption. These make employees psychologically faithful to their work and minimize their mistakes at work, and improve their performance. Another significant variable to improve job performance is employee resilience. Resilience is studied by researchers from diverse disciplines, including psychological resilience, personality trait resilience, sociological resilience, emotional resilience, and career resilience in individual and organizational contexts. Employee resilience is defined in a psychological way as the capability to respond to stressors in both the external and internal environment in a flexible way (Klohen, 1996). Employee resilience is defined as a personality trait that helps an employee to conquer adversity and achieve great achievements in an organization. Employee resilience is not only the capability to recuperate from harsh conditions but also the ability to exploit and proactively change personal and workplace resources Kuntz et al.,2017. By way of a developable ability, ER is defined as an employee capability, enabled and supported by the organization, to exploit resources to continuously adopt and flourish at work, even if/when faced with thought-provoking situations. (Kuntz et al.,2016). Generally, authors come to an agreement that resilience is a capacity that reflects in behavior (b), deals with transformation, and (c)relates to overcoming some undesirable state of affairs. (Paul& Garg,2012). Definition of resilience in the organizational background usually point to a list of vital skills and features such as problem-solving skills, flexibility and dealings (Robertson & Cooper, 2010; Wang et al., 2014) Making resilient employees means employees are more able to face organization changes without any tantrums and help organization to increase the productivity. However, little is known about the extent to which employee engagement may contribute to enhancing resilience, which further increases job performance. The vital objective of the study is to determine the effect of EE on JP with the mediating role of ER.

## **Literature review**

### **Social Exchange Theory**

The concept of employee engagement has been described using the Social Exchange Theory (SET) (Saks, 2006). SET offers a framework that outlines the factors influencing an employee's engagement level within an organization (Saks, 2006). Depending on the circumstances, an employee's engagement can vary, which is illustrated by SET (Saks, 2006). The Theory of Social Exchange emphasizes a cost-benefit analysis and operates on principles of exchange that foster trust, loyalty, and mutual commitment over time, with the interactions between parties being crucial in building such relationships (Cropanzano & Mitchell, 2005). When an employee receives resources from their company, they are expected to reciprocate for what they have received (Cropanzano & Mitchell, 2005). Employees tend to reciprocate to the organization through their level of engagement (Saks, 2006). Thus, the level of employee engagement varies accordingly. Employees who receive greater resources from the organization tend to reciprocate with a higher level of engagement (Saks, 2006).

## Employee Engagement

Employee Engagement is a rising concept focusing on engaging employees. Kahn (1990) gave the concept of engagement by discriminating engaged employees from disengaged ones. Employee engagement has become a boom among researchers because engaged employees have a significant impact on employee outcomes and organisational effectiveness. In (1992), Kahn further explained engagement as a state of being psychologically active in the company's work. Meaningfulness, safety, and availability, these three psychological engagement conditions are necessary for rightly engaged employees Kahn, 1990). Though the concept was introduced in 1990, research by Schaufeli et al. (2002) has given a boost to research in this area. Studies in this area took a boom when Schaufeli et al. (2002) conducted a study on engagement by explaining three components of engagement and identified three engagement elements and explained engagement as “a positive, fulfilling, work-related state of mind which is characterized as Vigor, dedication, and absorption.” To measure engagement, Schaufeli et al. (2002) generated a scale called the Utrecht Work Engagement Scale (UWES) that helps in determining different components of engagement. But Bates (2004) argued that disengagement among employees is rising, and the engagement level is reducing with time. So, there is a need to focus on the engagement of employees, as employee engagement will result in favourable results. Robinsons et al (2004) indicate that employee commitment (positive attachment and readiness to use energy for achievement of the organisation) and organisation citizenship behaviour (employee demonstrated by taking innovative initiatives by proactively seeking opportunities and working beyond their employment contract) are the characteristics of employee engagement. Rafferty et al (2005) differentiate these constructs and define that employee engagement is a two-way process between the employer and organisation. Engagement is a conversation of hard work between the employer and the employees aimed at achieving the organisation's goals, which further improves the performance of the organisation. OCB exists in employees when they feel they are a part of the organisation and value their norms and their leaders, and maintain a good working environment. When employees are faithful to the organization, they know their work and do not effortlessly switch jobs, which is defined as employee commitment. Hermawan et al. (2020) indicate that EE has a significant impact on JP. Engaged employees become the answer to quality human resources and improve worker performance. Prior literature suggests that improving job performance entails employee engagement (Tensay,2020; Anitha, 2014). This is because engaged personnel have optimistic feelings about their company, which ultimately leads to better performance. Malik and Garg (2020) state that employees with high resilience are more engaged in their work. Sihag and Sarikwal (2014) focused on the connection between Psychological Capital (hope, resilience, optimism, self-efficacy) and employee engagement and suggested supportive teamwork, workplace resources and feedback were predictors of employee engagement and concluded that employees who possess higher level of psychological capital in terms of hope and resilience show higher level of resilience at workplace in IT industries. Nadeem *et al.* (2019) suggested that HPWS should create a setting in which workers sense a high level of resilience and, in return, perform their service well and engage themselves in extra role performance. Herlissha and Riyanto (2019) suggested that personnel who are enthusiastic about their work and have high encouragement to do work will improve their performance. Tanwar (2017) said

employee engagement helps employees to realize that they are a part of organizations, they are highly involved in their jobs, and they improve their job performance. Only Kurniawan (2023) found that employee engagement affects organizational resilience and states that engaged employees work with enthusiasm and make themselves capable of facing any kind of adversity faced by any organization, which increases organizational resilience. Based on the above literature, the following hypotheses are drawn.

**H1:** Employee engagement is positively associated with job performance

**H2:** Employee engagement is significantly and positively associated with resilience

### **Resilience:**

The term Resilience was first used in the 1620s and was derived from the Latin word *resilio*, meaning “to jump back”. Later, Emmy Werner used this term, resilience, in the 1970s when she considered a cluster of children from Kauai, Hawaii. Werner noted that two-thirds of children raised with alcoholic or mentally ill parents while one third of these teenagers did not demonstrate damaging behavior, and called them a resilient group. Werner concluded that resilient groups are more successful than non-resilient children and families. Researchers show that stress can only be buffered by a higher level of resilience. Employee resilience is defined as the ability of an employee to utilize the organization's resources even under difficult circumstances (Kuntz, Naswall, & Marinen, 2016). Kuntz (2017) focused on three overlapping and mutually reinforcing resilience behaviors which is characterized as the ability to leverage networks (they can collaborate affectively, facilitate information sharing and collaborate with their team members), learning ability (this support origination and helps employees to develop aptitudes and necessary knowledge to keep on operative during crisis), adaptability (when individual use personal and job resources in response to the uncertainty).

Literature states that resilience provides the best prediction accuracy of job performance. Resilience has three key drivers to enhance their job performance that is Strength, optimistic and tenacity, these drivers are valuable personality trait which may help employee to treat challenges as opportunity for self-growth and make individual to be more confident to overcoming the difficulties and make employees more engaged in their work and improve their performance (Hou et.al, 2020). The mediation role of resilience between job demands and resources and their wellbeing and JP in the education context was inspected by Chen & Chi (2022). Researchers found that motivational and emotional dimensions of resilience promoted job performance by shielding the job demands and enhancing optimistic job resources to encourage well-being. Bardoel et al. (2014) define resilience as a significant pillar of HRM that can reduce the work-related hurdles and ensure better performance. In essence, resilient employees believe in their skills and thus improve their job performance. On the basis of the above literature current study draws the following hypothesis:

**H3:** Employee resilience is positively related to job performance

### **Mediating role of resilience**

Because resilience has become a significant topic in the management literature, few available studies have examined resilience in relation to additional variables. Bustinza et al (2019) reported that resilience capability developed through HRM practices mediates the association between technical capability, in addition to organizational competence, and suggested that resilience capability developed through HR practices enhances the firm's ability to respond

better in adverse conditions and increase organizational effectiveness. Similarly, Meneghel et al. (2016) testified that team resilience arbitrates the association between shared positive feelings and team performance, together with in-role and extra-role performance, and the study concluded that Team members come with more flexible and adaptive reactions to adversity, which make their team resilient and induce their team. Salminen *et al.* (2018) suggested that HRM practices, including social care at work, work-life balance, and employee progress programs, can enhance resiliency among employees and enable employees to work continuously till and beyond retirement. Cooke *et al.* (2019) examined the relation between high performance work practice (HPWS) and work engagement with mediating use of employee resilience and concluded that effective use of HPWS develops resilience among employees, which benefits to individual as well as the organization. Aeknarajindawat *et al.* (2020) examined how wellbeing oriented HRM practices influence employee performance with mediating role of social climate and employee resilience and suggested that wellbeing oriented HRM practice may help to build resilience and social climate of trust and collaboration which do assist the knowledge sharing and development of human capital which in turn improve employee performance. Based on the above theoretical and empirical findings, the present study suggests that resilience plays a mediating role between employee engagement and job performance. To assess this supposition, the following hypothesis is derived.

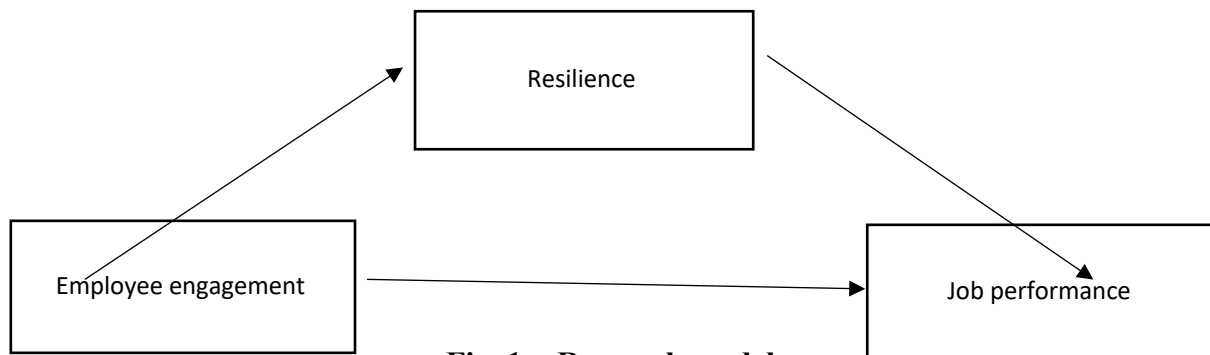
**H4:** Resilience mediates the association between employee engagement and job performance.

#### **Job Performance:**

Performance must be seen as a thoughtfully planned multi-dimensional concept. At its core, Campbell et al. (1993) clearly distinguish performance into two vital aspects: process, which encompasses behavior, and outcome, which refers to results. The process aspect outlines the actions an employee takes in their role (e.g., conducting sales conversations with customers), while the outcome aspect pertains to the results of those actions. Job performance is a central pillar of industrial and organizational psychology, defined by how effectively an employee's behavior aligns with organizational objectives (Campbell et al., 1990). Armstrong (2009) emphasizes that outcomes are not the only metrics for assessing performance; the employee's behavior is equally critical. Job performance can be evaluated against established business performance standards (Darmawan et al., 2018). Robbins & Judge (2017) present several robust indicators for measuring performance, including quality, quantity, accuracy, effectiveness, and independence. Job performance is considered commendable when it reflects productivity, efficiency, effectiveness, high-quality output, and profitability (Ahuja, 2006). Productivity is determined by comparing output to input (Stoner et al., 1995; Darmawan, 2020). Efficiency is achieved through the optimal use of resources while meeting expected outcomes, while effectiveness is defined by successfully attaining desired goals through skill (Stoner, 1995). Djati and Darmawan (2005) assert that quality represents a distinguishing feature of a product or service that meets anticipated needs. Profitability is recognized as the sustained ability to generate profits over time (Wood and Stangster, 2002). There are diverse perspectives on defining job performance; for example, (a) Darden and Babin (1994) describe it as an evaluation method utilized by organizations to gauge skill; (b) Deadrick and Gardner (1997) characterize job performance as a comprehensive summary of results from job functions within specific timeframes; (c) job performance is viewed as an outcome attained through determined



effort and behaviors that align with organizational objectives, with the employee acting as a regulator (Cardy, 2004; Lepak et al., 2007); and (d) Shields (2016) illustrates job performance as the level at which an employee fulfills their responsibilities and tasks within their job scope. Ultimately, the essence of job performance is the successful completion of tasks and responsibilities by employees, driven by effort and aligned with the organization's goals. Job performance consists of five key indicators: (i) quality of work; (ii) volume of work; (iii) appropriateness; (iv) usefulness; and (v) autonomy, as outlined by Robbins and Judge (2017).



**Fig. 1: Research model**

### Research Methodology:

All employees in the industrial sector, regardless of whether they work in the public or private domain, comprise the current workforce. This study employed a quantitative research method, utilizing an online questionnaire as a cost-effective way to gather data. Additionally, this approach typically yields a higher response rate than manual distribution. The questionnaire consisted of two sections: the first focused on the personal characteristics of the respondents, including age, qualifications, gender, and marital status. The second section explored perceptions regarding employee engagement, resilience, and job performance. The study adopted a cross-sectional design. According to Hennessy and Patterson, authors should first develop their research instruments when conducting survey analyses. A Likert scale with seven levels was implemented, ranging from 1=Strongly Disagree to 7=Strongly Agree. Data were gathered from employees in banking, insurance, and various other industrial sectors. Respondents were assured of the confidentiality of their responses and informed that the collected information would be used solely for research purposes. We distributed 500 questionnaires via WhatsApp, Instagram (a social networking application), and emails among employees and managers, receiving a total of 350 completed responses. After additional refinement, the final sample size was 229.

### Measurement of variables

**Employee Resilience:** Resilience measured by using Sinclair and Waltson's.2004, see also Hallak 2018 4 4-item brief resilient coping scale. Study captures the employees' working tendencies, such as how they cope with stress in a highly adaptive manner.

**Job Performance:** we measure in-role job performance from 5 5-item scale established by Podsokoff and Mackenzie. (1989), see also Janseen and Van Yperen 2004). The study covers statements such as "I always complete the duties regarding my job".

**Employee Engagement:** Employee engagement is measured by using Schaufeli et al., (2006) scale. 8 items were taken from the scale to measure the engagement. The study covers statements such as “I like to work continuously.”

The above 3 variables are described in Table 1, given below

Variable	Items
<b>Employee Engagement</b> (Schaufeli et al., 2006)	“I feel very full of energy at work.”
	“I feel strong and excited at work.”
	“I am excited to wake up in the morning to start working.”
	“I like to work continuously.”
	“I am enthusiastic about my work.”
	“I get inspiration from the work I do.”
	“I'm proud of my job.”
	“I love my job.”
<b>Employee Resilience</b> (Sinclair and Waltson's.2004, see also Hallak., 2018)	“I actively look for ways to replace the losses I encounter in life.”
	“I believe that I grow in positive ways by dealing with difficult situations.”
	“I look for creative ways to alter difficult situations”
	“Regardless of what happens to me, I believe I can control my reaction to it.”
<b>Job Performance</b> (Podsokoff and Mackenzie. (1989)	“I always complete the duties regarding my job.”
	“I meet all the formal performance requirements of the job.”
	“I fulfill all the responsibilities required by my job.”
	“I never neglect aspects of the job that he/she is obliged to perform”
	“Worker often performs essential duties.”

### Respondent summary:

Data related to respondents' demographic variables is discussed in the table 2 below

Variables	Category	Percentage
Age	Under 30	57.5%
	31-40	31.6%
	41-50	6.1%
	Above 50	4.8%
Gender	Male	58.3%
	Female	41.7%

Education	Upto 12	2.2%
	Graduate	31.1%
	Post graduate	55.7%
	Other	11%
Marital status	Married	52.2%
	Unmarried	47.8%

**Source:** Author's calculation

229 responses were used in this paper. The majority of the respondents were male, i.e., 41.7% are female and 58.3% are male. While analyzing the age of the respondents, 57.5% of respondents are under 30, 31.6% of respondents lie between the ages of 31-40, 6.1% of respondents lie between the age group of 41-50, and 4.8% of respondents lie in the age group of above 50. While analyzing the marital status, we found 47.8% are unmarried, and 52.2% are married. Academic qualifications of the respondents are as follows: 55.7% of employees are postgraduate, 31.1% of employees are graduates, 2.2% of employees are qualified up to 12, and 11% of employees are those who have diplomas and other qualifications.

### Statistical Analysis

We used Structural Equation modeling through Smart PLS 4.0 to assess the relationship in the research model. We select the Smart PLS over CB- SEM because it follows the variance-based SEM approach, which is comparatively less sensitive to sample size (Sarstedt et al., 2021). The evaluation followed a two-step procedure, examining the measurement and structural model separately (Hair et al., 2023). The assessment of the measurement or outer model starts with the examination of convergent and discriminant validity. The findings from the Partial Least Squares analysis conducted using Smart PLS version 4.0 software are illustrated in Figure 2 and Tables 2 and 3.

### Outer Model Assessment:

Table 3 defines the standard factor loading of items. According to statisticians, all the loadings should be more than 0.70. All the average value extracted (AVE) values for employee engagement, employee resilience, and job performance should be more than 0.50 (Fornell and Larcker, 1981). AVE values for employee engagement, employee resilience, and job performance were 0.677, 0.624, 0.724, respectively. Same as AVE, the composite Reliability (CR) values of all the variables should be more than 0.70, which approves the internal consistency of the scale, and the values of EE, ER, and JP were 0.944, 0.869, and .929, respectively. Likewise, all the values of Cronbach's alpha should be above the level of 0.70, and the values of employee engagement, employee resilience, and job performance were 0.932, 0.798, and 0.905, respectively.

### Reliability test

Reliability tests are used to measure whether the constructs in this study are dependable or not. Reliability tests can be performed by using Cronbach's alpha values. If the values of Cronbach's alpha are more than 0.60, then the statement on the questionnaire is reliable and vice versa. As per the result of the study value of Cronbach's alpha of all the variables (EE, ER, JP) is more than 0.60, so all statements of the questionnaire are reliable.

Table 3 shows the result of the measurement model



**Table 3**

Sr.No.	Factor	Items	Estimate	CR	AVE	Cronbach's alpha
1.	Employee Engagement	“EE1	0.846	0.944	0.677	0.932
		EE2	0.852			
		EE3	0.782			
		EE4	0.740			
		EE5	0.833			
		EE6	0.843			
		EE7	0.827			
		EE8”	0.854			
2.	Employee Resilience	“ER1	0.706	0.869	0.624	0.798
		ER2	0.840			
		ER3	0.844			
		ER4”	0.763			
3.	Job Performance	“JP1	0.844	0.929	0.725	0.905
		JP2	0.866			
		JP3	0.882			
		JP4	0.816			
		JP5”	0.848			

Source: authors' calculation

### **Discriminant validity**

By following the Fornell-Larcker criterion, we assess discriminant validity (Fornell & Larcker, 1981). Fornell and Larcker's advice all square root values of AVE must be greater than interaction values, which were calculated in the table below. Thus, the recent research has attained an acceptable level of discriminant validity based on the square root of AVE.

Table 4 delivers the square root of the AVE values, with scores in bold demonstrating stronger interactions with values in the cross table.

**Table 4**

	EE	ER	JP
EE	<b>0.829</b>		
ER	0.772	<b>0.790</b>	
JP	0.687	0.768	<b>0.851</b>

Source: authors' calculation

**R-squared** signifies the variance in the dependent variable, which is reported by all predictive variables (Hair Jr et al., 2023). Falkand & Miller (1992) gave a small value to evaluate the variance, i.e., 0.10. But Chin (1998) recommended small, medium, and big variances, i.e., 0.19,

0.33, and 0.67. Table 5 exhibits R<sup>2</sup> values as variances of 59% in resilience and EE and 61% in JP and EE, respectively. According to the study's findings, the level of variation in the dependent variable is medium.

**TABLE 5**

	R square	Adj. R square
ER	0.596	0.594
JP	0.612	0.608

Source: authors' calculation

### Assessment of the Structural Model

After confirming the reliability and validity of the measurement model, we now test the hypothesis proposed in the study with the help of a structural model. The acceptance level of the hypothesis was determined by a t-value greater than 1.96 and a p-value of less than 0.05. Table 5 and Figure 3 represent structural model results.

**Table 5**

Relationship	Path coefficient	Standard deviation	T statistics	P value	Result
EE→JP	.694	.047	14.751	.000	supported

Source: Author's calculation

Table 5 above highlights that the path coefficient between EE and JP is 0.694, which is significant because the T-value is 14.751, exceeding the threshold of 0.96 as defined by Garson (2016). T value also confirms the significant effect between EE and JP, further P value found to be significant at less than 0.5 percent as set by garson2016. This confirms the proposed hypothesis (H1) that the direct effect between EE and JP is significant.

### Mediating testing

Mediating testing is observed from the significance of the indirect relation between employee engagement and job performance through employee resilience. Now, the following step is to assess the mediation effect using SPLS 4. The purpose of the mediation effect is to test the relationship among the dependent variable, the independent and the mediating variable. In this study, employee engagement is considered the independent variable and JP is the dependent variable, and ER is considered the mediation variable. Based on Table 5, employee resilience significantly mediates the relation between Employee engagement and Job performance and has a significant value. The variance accounted for (VAF) has been calculated to find the strength of mediation.

The formula for the calculation of VAF is indirect effect / total effect

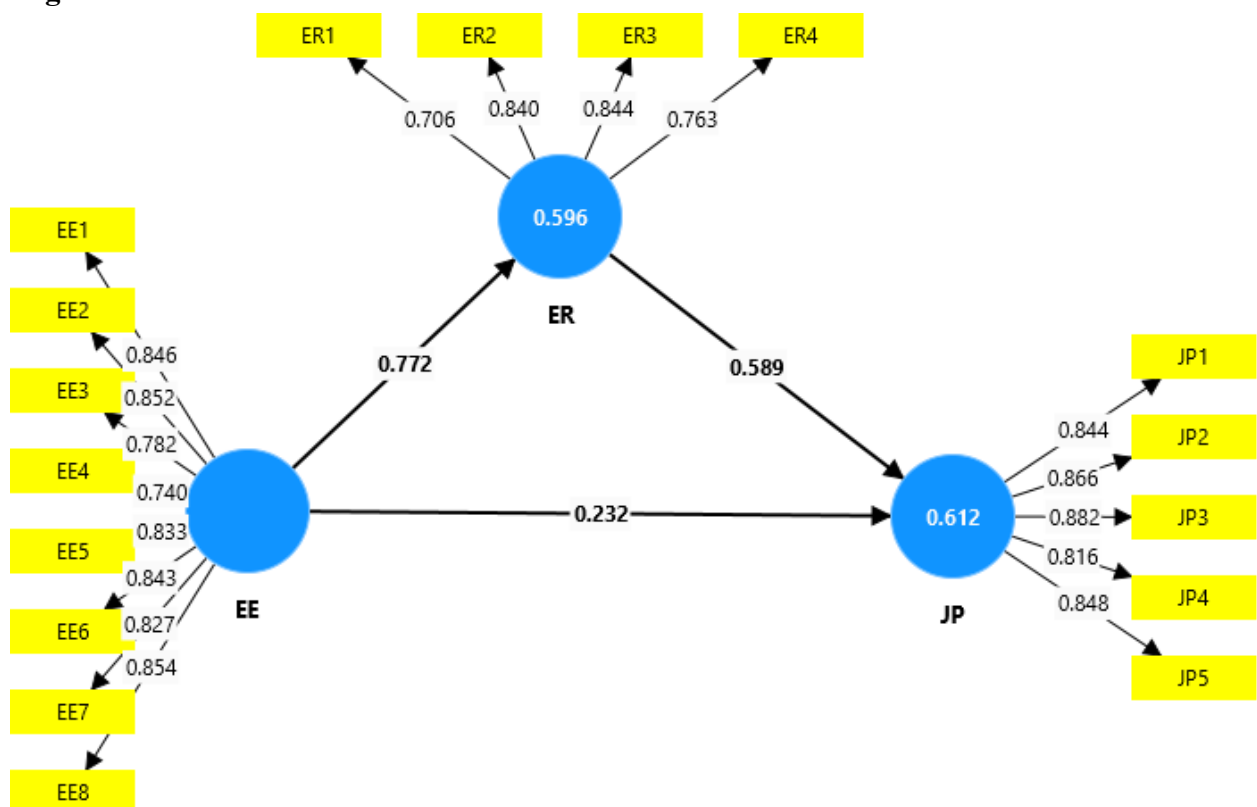
$$\text{VAF} = .457 / .690 = 0.66$$

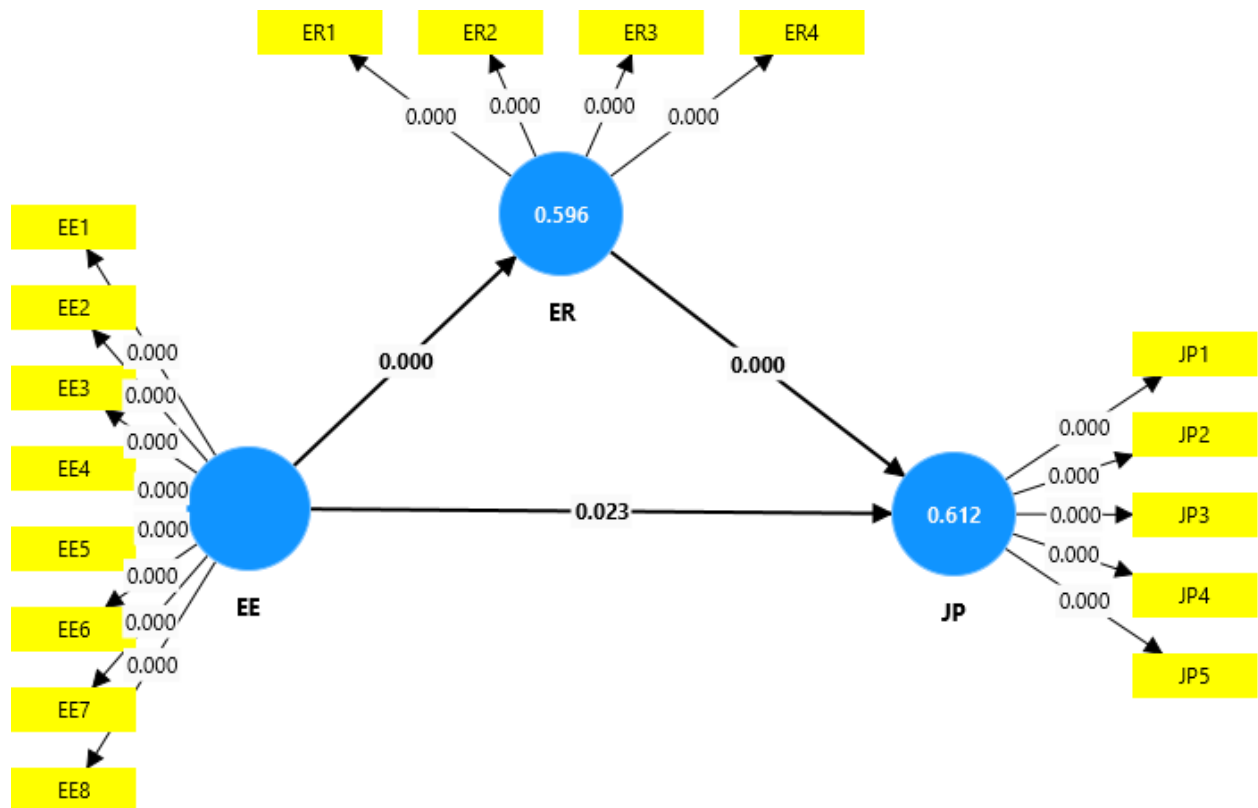
According to Hair et al. (2023) if VAF is less than .20 then it is considered constant as no mediation; if VAF value lies between .20 to .80, it is considered partial mediation and full mediation is demonstrated when the VAF value exceeds .80. In this case, VAF is 0.66 (partial mediation)

**Table 6: Employee resilience as mediator**

Type of effect	PATH COEFFICIENT	T VALUE	P- VALUE	REMARKS
TOTAL EFFECT	0.690	14.301	0.000	Significant
INDIRECT EFFECT	0.457	5.595	0.000	significant
DIRECT EFFECT	.232	2.274	0.023	significant
VAF=.66(partial mediation)				

Note: Hypothesis for mediation ER is significant, which means employee resilience partially mediates the relation between EE and JP.

**Figure 2: Measurement model**



**Figure 3: Structural model**

### Discussion and conclusion:

This research unequivocally establishes the powerful influence of employee engagement on job performance, while also highlighting the critical role of employee resilience. Our findings significantly enhance the existing literature by clearly demonstrating the mediating impact of employee resilience. We confidently conclude that employee engagement has a positive and substantial effect on job performance. This conclusion aligns perfectly with the evidence provided by Macey & Schneider (2008), indicating that employees who exhibit vigor, dedication, and absorption translate their positive attitudes into meaningful extra-role behaviors. Furthermore, a comprehensive meta-analysis conducted by Christian et al. (2011) confirms a consistent positive correlation between employee engagement and job performance. Notably, Baker and Bal (2010) reinforce that high levels of engagement demand considerable vigor and dedication, which directly influences job performance. Engaged employees showcase heightened motivation, leading to enhanced job performance across the board. Moreover, our study convincingly establishes a significant positive relationship between employee engagement and resilience, an area where research remains limited. Our findings resonate with Kurniawan (2023), who similarly confirms that employee engagement fosters strong organizational resilience—engaged employees not only work enthusiastically but are also better prepared to tackle organizational challenges effectively. Thus, we broaden the understanding of the vital connection between engagement and resilience, affirming that employee engagement positively correlates with resilience. This relationship is robustly supported by social exchange theory, which asserts that engaged employees reciprocate through resilient behaviors, thereby boosting overall performance.

In addition, we have validated the connection between resilience and job performance. Previous research strongly backs our findings, indicating that resilience empowers individuals to harness their strengths effectively, helping healthcare workers maintain high productivity and performance levels (Handini et al., 2020). Similarly, Phina et al. (2022) have identified that increased emotional resilience in the face of workplace challenges is closely associated with superior employee performance.

Ultimately, we have established that resilience partially mediates the relationship between engagement and job performance, revealing a more complex interaction than previously recognized. This indicates that engagement indirectly influences job performance through resilience. Prior studies, such as Ismail et al. (2019), have shown that creativity fully mediates the relationship between engagement and job performance, while Karatepe and Ngeche (2012) demonstrated that job embeddedness partially mediates this relationship. Our research also validated the mediating role of resilience. Earlier findings also support the mediating effect of resilience. Jangsiriwattana and Thamarat (2021) demonstrate that resilience acts as a mediator between perceived organizational support and employee work engagement. Similarly, Ramos-Diaz et al. (2019) show that resilience has a mediating role linked to perceived emotional intelligence and life satisfaction.

In today's challenging environment, it is indisputable that employee engagement is indispensable. For this reason, focusing on employee engagement has become a strategic imperative, as research indicates that engaged employees exhibit resilient behaviors that lead to significant improvements in job performance. In conclusion, employee resilience undoubtedly plays a vital role in partially mediating the relationship between employee engagement and job performance.

### **Implications:**

The results of the study have real-world implication for HRM. by unloading the process of how employee resilience may mediate the relationship among employee engagement and job performance, our study helps to identify the needs of engaged employees which can make employee resilient and having a resilient workforce is vital to enhance the organizational competitiveness in the era of industrialization. Employee engagement has a positive and significant impact on job performance. This can be achieved if employers pay attention to the condition of the office, ensuring a comfortable working environment. Managers should initiate employee engagement through effective recruitment and orientation programs. Having two-way communication also ensures that employees have all the necessary resources to perform their jobs effectively. Establishing a reward mechanism encourages hard work and focuses on top-performing employees to reduce their turnover rate and increase job performance. The finding of the study also supports the theoretical implications via social exchange theory, which means that when employees are engaged in their work, they pay back the organization via their resilient behaviour. Resilient behaviour of employees plays a very important role in achieving organisational objectives. Resilient employees are always ready to face any kind of hurdles and take hurdles as an opportunity, which helps them to improve their job performance.

### Limitations and future directions:

Despite the numerous significant research contributions, the study also highlights some limitations that should be taken by future researchers. The present study was conducted using a cross-sectional design. Therefore, it is suggested that forthcoming researchers use a longitudinal model to better understand the connection among the studied variables. Secondly, this research covered all industry regions like banking, insurance, hospitality, health, etc., but future researcher can take a particular region to conduct their study more focused. The study also advises that upcoming researchers explore the inspected links in various work contexts to create more generalizable insights. Additionally, for the reason that this research examined the mediation of resilience, forthcoming researchers could attempt to explore how certain variables may influence the association between employee engagement and job performance. Upcoming researchers could also inspect the mediated-moderated model to understand the different intervening and interrelating aspects that contribute to job performance. Our data suggest that reverse causation is possible, that engaged employees are more likely to be resilient and improve their job performance. Finally, this study was done in the Indian context; only future researchers can do their research in other national contexts also.

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