

Diversity Climate and Employee Engagement: Unveiling the Mediating Role of Employee Resilience in the IT Sector

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Abstract

As the IT sector grows rapidly, it's important for companies to welcome diversity and keep their employees engaged to enjoy business success. Overcoming obstacles and being adaptable has turned out to play a major role in these changes.

Design: The study explored how employee resilience acts as a bridge between employee engagement and diversity climate for people working in the IT sector. We used a quantitative, cross-sectional survey to gather data from 326 people working in the sector.

Methodology: The data were obtained through the use of standard instruments: the Connor-Davidson Resilience Scale (CD-RISC) for overall resilience, the Utrecht Work Engagement Scale for employee engagement levels, and a tool by McKay et al. for measuring how employees see the diversity climate. The researchers looked at whether employee resilience lies between employee engagement (E.E.) and diversity climate (D.CL).

Findings: The study proved that employee resilience enables companies to respond to new changes, recover after problems, and address difficulties ahead of time. The research implies that IT companies need to focus on both diversity and resilience, as the link between staff engagement and diversity isn't strong without it.

Implications: The research recommends that IT businesses support diversity and inclusion and additionally help workers become more durable. Improving resilience helps people engage more, promotes a healthy environment for diversity, and benefits the organisation as a whole.

Keywords: Employee Resilience, Diversity Climate, Employee Engagement, IT Sector, Mediation Model.

Introduction

As diversity, equality, and inclusion are now highly valued by the global workforce, there is much interest in investigating how the fair treatment and inclusion of different groups impact a company's results. Building an inclusive work environment helps the IT sector stay ahead in its fast-moving world of constant competition. In addition to helping us hire a wider range of applicants, it also supports full engagement from employees, which increases productivity and supports growth for the business. Making employees feel welcomed and respected by the organisation usually helps them become more dedicated to their job.

In addition to diversity climate, how resilient an organisation helps regulate the link between diverse climate and employee engagement. Organisations that support adaptability and team efforts are more able to set up communities that can boost workers' motivation at work.

This point is very important in the IT field, since being strong enables a business to address disruptive technologies, new demands from the market, and a growing variety of workforce

members. By studying how resilient employees impact the IT sector, this study looks at the link between employee engagement and climate diversity. By exploring this relationship, the study wants to understand how resilience and diversity can boost employee involvement in IT companies, which over time will support their innovation and position them ahead of their rivals

Literature Review

Employee engagement

Kahn (1990) was the first to present the concept of employee engagement, and Maslach et al. (2001) examined it from a somewhat different but similar angle. Schaufeli, Salanova, González-Romá, and Bakker (2002) further developed the notion of work engagement, defining it as "a positive, fulfilling, work-related state of mind." The understanding of work engagement is based on this description. Even while there is research on the connection between psychological characteristics and work engagement, it is still insufficient to conclusively show that employee resilience is a crucial component that drives work engagement.

Scholars and practitioners have given employee engagement a lot of attention lately (Bakker et al., 2014), with a growing emphasis on group dynamics and macro-level elements to improve workgroup performance. Work engagement, according to Schaufeli and Bakker (2003), is a positive state that represents an employee's thinking and is defined by three essential components: vigour, dedication, and absorption. Vigour is the capacity for mental adaptability and the resolve to work hard, especially under trying circumstances. Dedication motivates people to approach activities with pride and passion by igniting their enthusiasm and feeling of purpose. On the other hand, absorption is the intense focus on one's work to the point where time seems to pass quickly, and workers are motivated to continue working.

Schaufeli and Bakker's work challenged the traditional burnout-engagement perspective by presenting engagement as a positive, enduring state of mind marked by fulfilment rather than solely the opposite of burnout. Engagement is also conceptualised as a more stable, affective-cognitive state, not tied to specific tasks, individuals, or moments (Schaufeli & Bakker, 2003). Vigour, for example, reflects an individual's resilience and high levels of energy devoted to work, even under difficult conditions. Absorption represents the intense concentration on tasks that allows time to pass quickly, while dedication signifies an active, enthusiastic involvement in work responsibilities, bringing feelings of pride and motivation to employees.

Employee resilience

To properly adapt and react to changes in the environment, employees' resilience needs to be increased (J. Wang et al., 2014). Work results are improved when employees' resilience is increased (Cooke et al., 2019). When firms give their employees the resources they need, they can adapt and use them, according to the idea of employee resilience (Rossi et al., 2013).

Another meaning of resilience is the ability to recover from traumatic or stressful situations and continue in a positive manner. (Tugade & Fredrickson, 2004). Employees may come up with new, unconventional ideas that are more satisfying to them personally as a result of the resilience developed from overcoming difficult circumstances (Meneghel et al.,) According to Windle (2011), resilience is the capacity to adjust to challenging circumstances and the process of adjusting to traumatic and stressful events. Employee resilience is crucial for adjusting to shifting conditions and surroundings that are unstable (J. Wang et al., 2014). Finding innovative answers to unforeseen changes and supporting staff in this way fosters employee resilience. (Sundblad et al., 2013) guidance. Through their past experiences, employees' resilience enables them to develop new concepts and innovations and focus on their future growth (Panpakdee & Limnirankul, 2018).

Employee resilience was created to change the focus of resilience research from internal evaluations of stress management skills to the context of how effectively people exhibit resilience in their day-to-day work life (Kuntz et al.). According to Kuntz et al. (2017), employee resilience is a dispositional feature that controls the psychological processes that allow employees to recover from challenging situations, traumatic events, and adversity. (Shin and others, 2012) To put it another way, it shows how well workers respond to pressure at work and suffer fewer negative effects. One protective aspect of employees' reactions to change is their resilience. Change in the workplace, which helps people deal with and recover from hardships or defeats that are frequently dispositional approaches to employee resilience has been replaced by the scholar's ability approach in recent studies. For instance, Lengnick-Hall et al. (2010) suggested that when seen as a personal skill that can be developed, employee resilience is a useful term in organisational studies. Through relationships between people and their workplace, employees may be inspired to overcome the challenges they encounter. The importance of taking employee resilience into account in a This phrase highlights the desire to survive in an uncertain workplace by focusing on the work-related environment and viewing it as a talent that can be acquired over time.

Employee resilience is important for efficient operation in a “turbulent world.” It is now crucial for organisations to support particular strategies for boosting employee engagement and

resilience. Resilient workers are better able to bounce back from setbacks at work and are more open to basic organisational adjustments than non-resilient workers, claims.

The importance of resilience has been emphasised in several case studies, theoretical reviews, and practical publications throughout the years (Langvardt, 2007; Maddi & Khoshaba, 2005; Payne, 2009). Nevertheless, the great majority of resilience research is unexplained and offers few details regarding its origins and real-world workplace applications. The research that has been written about resilience up to this point views it as a quality or asset rather than as a condition and a skill that can be developed in the workplace. Workplace resilience interventions are still in their infancy, and there is not enough data to evaluate their usefulness. Employees, especially those in IT businesses, may therefore benefit from acknowledging policies that promote employee resilience. Research indicates that resilient individuals not only manage difficulties but also have extra abilities to deal with setbacks at work. For instance, resilient individuals exhibit many positive attributes, including curiosity and openness to new experiences (Waugh, Fredrickson, & Taylor, 2008), as well as vitality and optimism (Block & Kremen, 1996). Employees who are confident and full of energy are therefore more equipped to handle obstacles at work, which eventually strengthens engagement at work. Studies conclude that resilient workers are better able to create supportive networks and high-quality interactions at work (Fredrickson et al., 2003).

Diversity climate

The concept of diversity climate reflects how actively a firm promotes equitable human resource policies and fosters social inclusion for employees from underrepresented groups. Cox (1994) expanded on the idea of a diverse climate by identifying it as a combination of factors at different levels: (a) individual-level factors, which include prejudice and stereotyping within the organisation; (b) group and intergroup dynamics, which pertain to the degree of conflict between different groups within the organization; and (c) organisational-level factors, which include things like organisational culture, the inclusion of underrepresented employees in social networks and senior roles, and the likelihood of institutional biases in HR systems. All things considered, the diversity atmosphere reflects how workers collectively perceive how demographic differences, such as colour, gender, age, and other group memberships, affect organisational procedures and interpersonal relationships.

As businesses increasingly look to create settings that recognise and encourage multiple identities, the idea of diversity climate has drawn a lot of interest in organisational studies. Generally speaking, diversity atmosphere refers to how employees collectively perceive the equity, inclusivity, and integration efforts within an organisation, specifically as they pertain

to underrepresented or marginalised groups (Gelfand, Nishii, Raver, & Schneider, 2007). An inclusive diversity climate is often associated with equitable human resource practices and social structures that provide genuine integration for employees across different demographic categories. As per McKay, Avery, Tonidandel, Morris, Hernandez, and Hebl (2007), these include race, gender, age, and ethnicity.

Research indicates that a positive diversity climate can have substantial benefits for organisations. For instance, organisations that promote a strong diversity climate are often seen as more attractive by job seekers and tend to have lower turnover rates, as employees feel more valued and engaged (Avery, McKay, Wilson, & Tonidandel, 2007). Furthermore, a supportive diversity climate correlates with enhanced team performance, as diverse perspectives and experiences aid in better decision-making and more creative problem-solving (Ely & Thomas, 2001). On the contrary, a poor diversity climate, marked by exclusion or bias, may hinder employee satisfaction and negatively affect organisational performance (Roberson, 2006). To establish a robust diversity climate, organisations must implement equitable policies, foster an inclusive culture, and ensure that diversity initiatives are deeply integrated into HR practices, including recruitment, career development, and leadership opportunities (Shore, Randel, Chung, Dean, Ehrhart, & Singh, 2011). Additionally, by fostering an inclusive environment and resolving any prejudices that may exist in organisational procedures and systems, leaders can significantly contribute to the development of a diverse workplace (Nishii & Mayer, 2009).

Mediating effect of employee resilience

According to the literature, resilient individuals are more equipped to deal with unforeseen changes and adjust to demanding jobs, tasks, and circumstances (Shin, Taylor, & Seo, 2012). Employees with resilience are better able to withstand stress and adjust to dynamic, demanding work settings (Rutter, 2006). Resilience, according to Luthans, Vogelgesang, and Lester (2006), is the capacity of an individual to "bounce back" from hardship and develop and become stronger as a result of this adaptation building resilience is a contextual, interactive process employee resilience, is a component of personal resources, has a favourable impact on work engagement which is supported by the conservation of resources hypothesis. Numerous studies have shown that employees get engaged when they are given organisational resources like as autonomy, flexibility in their work schedules, feedback on their progress, support from leaders, and an environment of loyalty and trust. Employee resilience will assist employees in dealing with change and adversity and lessen the negative effects of workplace expectations. It has been discovered that employees who are provided continual opportunities to progress their careers show higher levels of job engagement. Additionally, it was suggested

by Luthans et al. (2006) that workplace resilience enables employees to see challenges and failures as opportunities for improvement, education, and progress. Workers will consequently hone their inventiveness and flexibility to accomplish significant corporate objectives, which in turn forecasts employee engagement.

As a result, they exhibit a high level of preparedness to handle challenging circumstances at work, which eventually promotes work engagement. Furthermore, resilient people have several positive traits, including being vivacious, enthusiastic, curious, and open to new experiences. These traits have a high propensity to build meaningful relationships at work, which in turn encourages effective employee engagement. Employee outcomes, employee resilience, and sustainable HRM practices: Moving toward shared values said that by empowering workers to handle expectations at work, employee resilience may keep people from disengaging. Employee engagement at work is thus predicted by their increased creativity and adaptability in achieving meaningful and organizational goals. Employee resilience demonstrates that a resilient person can handle difficult situations and has extra ability to go beyond obstacles at work. As a result, they exhibit a high level of preparedness to handle challenging circumstances at work, which eventually promotes work engagement. Furthermore, resilient people have several positive traits, including being vivacious and enthusiastic, curious and open to new experiences, active, and self-assured. These traits have a high propensity to build meaningful relationships at work, which in turn encourages effective employee engagement (Lu et al., 2023).

Research Objectives

1. To explore the relationship between diversity climate and employee engagement
2. To study the mediating impact of employee resilience on employee engagement and diversity climate

Hypotheses

- (1) Diversity Climate has a direct positive effect on Employee Engagement.
- (2) Employee Resilience mediates the relationship between Diversity Climate (D.CL) and Employee Engagement.

Research Methodology

This research employed a quantitative, cross-sectional survey design to investigate the relationship between Diversity Climate, Engagement, and Resilience. The study gathered data from a varied employee pool using validated tools: the Connor-Davidson Resilience Scale (CD-RISC) assessed general resilience, the Utrecht Work Engagement Scale (UWES) measured engagement through vigour, dedication, and absorption, and a scale by McKay et al.

evaluated perceptions of diversity climate. To analyse the data and determine if diversity climate influences engagement through employee resilience as a mediating factor, the researchers utilised Hayes' Process Model 4 in SPSS. The study adhered to ethical standards, including obtaining informed consent from participants and ensuring data confidentiality.

Data Analysis and Interpretation

Respondent Profile Overview

An online survey employing a 5-point Likert scale was administered to 326 participants, recruited through snowball and convenience sampling. The instrument assessed perceptions of employee resilience, diversity climate, and engagement.

Table 1: Summary of Respondents' Profile

Category	Subcategory	Percent	Category	Subcategory	Percent
Gender	Male	62.0%	Years of Experience	> 1 year	22.4%
	Female	37.0%		1–3 years	19.6%
Working Style	Onsite	62.0%		4–6 years	20.9%
	Work from Home	10.0%		7–10 years	19.9%
Age Group	Under 25	28.0%	Working Location	11 and above	17.2
	25–34	28.4%		Delhi	41.4%
	35–45	19.6%		Bengaluru	39.0%
	45–55	22.1%		Mumbai	18.1%
	55 and above	2.0%		Others	1.5%

The study participants exhibited a wide range of demographic and professional characteristics. The gender breakdown showed 449 males, 280 females, and 10 individuals identifying as other. Age-wise, 28% were under 25, 28.4% fell between 25 and 34, 19.6% were in the 45-54 range, and 22.1% were between 45 and 54 years old, with only 2% being 55 or older. Work experience was categorised as follows: 22.4% had less than a year, 19.6% had 1-3 years, 20.9% had 4-6 years, 19.9% had 7-10 years, and 17.2% had 11 or more years. Geographically, 41.4% of participants worked in Delhi, 39% in Bengaluru, 18.1% in Mumbai, and 1.5% in other states. Regarding work arrangements, 62% operated remotely, 10% worked from home online, and 28% had a hybrid remote setup.

Descriptive Statistics

The table displays dependability metrics and descriptive statistics for the three main study variables—diversity climate, employee engagement, and employee resilience. The mean, standard deviation (S.D.), Cronbach's alpha, and the number of items used to measure each variable are presented.

Table 2: Means and Reliability Statistics

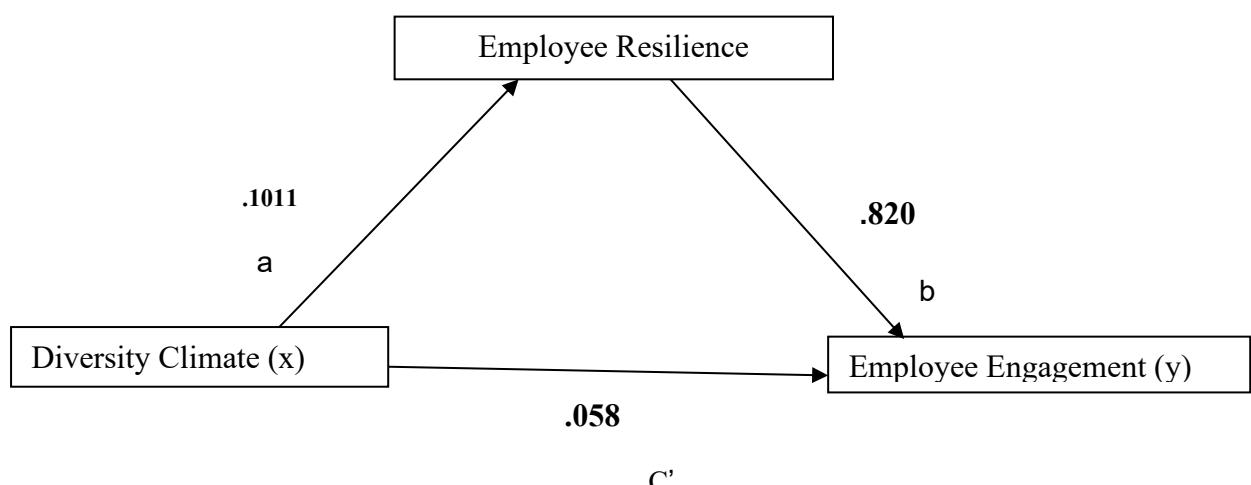
Variable	No. of items	Mean	SD	Cronbach's Alpha
Employee Engagement	9	23.46	3.574	.805
Employee Resilience	6	21.67	2.96	.741
Diversity Climate	5	40.71	4.37	.818

Nine questions were used to assess employee engagement, and the results showed strong reliability with a mean of 23.46, standard deviation of 3.574, and alpha of .805,5, respectively. Six items were used to measure employee resilience; the average score was 21.67, the standard deviation was 2.96, and the alpha coefficient was 0.741, all of which are regarded as reliable. Five items were used to measure Diversity Climate; the mean score was 40.71, with a standard deviation of 4.37.

Its internal consistency was high, as evidenced by a Cronbach's alpha of .818. These findings demonstrate that the scales employed in this study provided adequate reliability for measuring the research variables. All Cronbach alpha coefficients surpass the .70 threshold, which is the accepted level for internal consistency among items within each scale. The reported means and standard deviations offer insights into the central tendencies of respondents' perceptions regarding engagement, resilience, and diversity climate within their organisations.

Statistical Model of the Study

This research employs a mediation model as its statistical framework, investigating whether Employee Resilience (E.RE) serves as a moderator in the connection between Employee Engagement (E.E.) and Diversity Climate (D.CL). This method is widely used in psychological and organizational behavior research to investigate the possible impact of an intervening variable on the relationship between independent and dependent variables.



Where,

Diversity climate (D.CL) = IV

Employee Resilience (E.RE) =Mediator

Employee Engagement (E.E) =D.V

Pathway Analysis and Interpretation of Effects

- Direct effect (c'): This shows how the diversity climate affects employee engagement without reference to employee resilience.

Through employee resilience, the indirect effect (a×b) illustrates how the diversity climate affects employee engagement. It suggests mediation if this pathway is significant.

- Total effect (c): This shows how the diversity climate affects employee engagement overall by combining the direct and indirect effects.

Hypothesis 1: Diversity Climate (D.CL) has a direct positive effect on Employee Engagement (E.E).

Interpretation: This hypothesis tests the direct relationship between D.CL and E.E, examining if a supportive diversity climate is associated with higher levels of employee engagement. Given the direct effect coefficient (0.0585, $p < 0.001$), this hypothesis would be supported.

Hypothesis 2: Employee Resilience (E.RE) mediates the relationship between Diversity Climate (D.CL) and Employee Engagement (E.E).

Interpretation: This hypothesis tests if E.RE acts as a mediator in the D.CL → E.E relationship, suggesting that a positive diversity climate enhances employee resilience, which in turn increases employee engagement. Given the significant indirect effect (0.0829, with a 95% confidence interval of [0.0509, 0.1188] and $p < 0.001$), this hypothesis would also be supported.

Table 3: Summary of mediation analysis

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval	P-Value	t	Conclusion
				Lower Bound	Upper Bound		
Diversity climate-> Employee Resilience -> employee engagement	0.1414	0.0585	0.0829	0.0509 0.1188	0.00	4.76	Partial Mediation

The study looked at how employee engagement and diverse climate are mediated by employee resilience. With an estimate of 0.0829 ($t = 4.76, p = 0.000$), the results showed an indirect effect of diversity climate, indicating that employee resilience modifies the link between these variables. This suggests that despite the diversity atmosphere has a direct impact on employee engagement, it also has an indirect effect of fostering more employee resilience, which raises

engagement levels. Even after adding the mediator, the study discovered that diversity climate was still a significant direct predictor of involvement, confirming the partial mediation hypothesis ($b = 0.0585$, $p = 0.000$).

Researchers used a bootstrapping technique with 5,000 resamples to estimate the intervention factor to evaluate the indirect effect. With a bootstrapped SE of 0.0174, the diverse climate's mediated moderating effect on engagement through resilience was 0.0829. The absence of zero made the 95% bootstrap confidence interval for the indirect effect go from 0.0509 to 0.1188, confirming significance. Overall, these findings suggest that a supportive diversity environment encourages greater investment in the organisation, both by boosting resilience and directly through greater interaction.

Conclusion

In all, the study proves that a positive, diverse work environment greatly helps boost employee engagement, especially in IT fields where creative and flexible work is very important. A positive diversity climate supports employee commitment to what they do at work and encourages them to feel included. Since they feel more appreciated, employees perform better and are more involved when they feel their workplace values diversity and equity.

Also, studying employee resilience's role as a mediator helps identify how organisations can improve their gains from a strong, diverse climate. With things moving rapidly in the IT world, employees' ability to handle challenges allows companies to respond to changes, bounce back and face obstacles in advance. The reason workers want to contribute fully in such companies is that they trust the company can handle any surprise difficulties. Because of this trait, employees from all types of backgrounds in a diverse organisation feel safe and certain that what they contribute is valued.

According to the research, IT companies ought to prioritise diversity and inclusion and also prepare employees to cope with challenges. This two-pronged plan could create a team that works harder, comes up with new ideas, and boosts company growth and ability to compete. Leaders and managers should do their best to support a work environment that embraces diversity, boosts resilience, and motivates adaptation. Having this kind of environment can motivate employees to face difficulties and successfully help the organisation reach its objectives. Ultimately, encouraging diversity and strength in the organisation is just as useful as it is important. It supports IT firms in making the most of their diversity, resulting in more involvement, better ideas and sustainable success.

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