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The Impact of Workplace Disruptions on Employee Resilience: The Mediating Role of Self-Efficacy

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Abstract
The speed of the digital transition in the IT sector is remodeling classical working environments by introducing never-seen-before economic, technological, and organizational disruptions. These disruptions are detrimental to employee stability and performance, thus making workplace resilience a very important issue in an environment of continuous change.This research taps into employee responses collected through selfadministered surveys and elaborates on the various resilience-enabling factors such as coping ability, skill development, and organizational support structures. The study findings indicate that while market volatilities and rapid technological changes exist, IT professionals remain largely resilient with the aid of managerial foresight and organizational-level interventions. Employees with great adaptability, good problem-solving skills, and intensive family support exhibit greater levels of resilience and output; hence, underlining the necessity for personal and institutional resilience-building mechanisms. This research further emphasizes how HR policies and managerial practices can spur resilience in organizations. As digital disruptions wear on, proactive HR interventions in conjunction with strong leadership provide the basis for the resilient workforce needed to ascertain optimal performance in line with a more diverse IT environment.
Keywords: *Workplace Resilience, Digital Disruptions, Self –Efficacy.*

1. Introduction
The rapid increase in digital dependence of the IT sector has significantly altered traditional work environments, and introduced economic, technological, and organizational disruptions. While these changes improved the innovation and efficiency, they also challenged the employee stability, adaptability, and performance. Resilience enables the employees to handle and sustain uncertainties, maintain well-being despite challenges. Of course, in the dynamic nature of the IT sector, understanding resilience and its contributing factors is essential for its constant evolution. Research indicates that coping ability, skill development, and organizational support play a vital role in enhancing workplace resilience. However, research focusing on resilience in IT sector remain limited. This study explores the resilience amidst economic fluctuations, technological advancements, and organizational shifts that influence IT professionals in Hyderabad. Data was collected through a structured questionnaire covering three major disruptions: economic, technological, and organizational. Through selfadministered surveys, this research assesses the adaptive capacities of IT employees and identifies key resilience-building mechanisms. The findings from this research would provide insights into how the HR policies, leadership strategies, and workplace interventions can be used to promote the resilience of employees. By understanding the connection between disruption and resilience, organizations would create supportive environments in which IT professionals remain equipped to navigate digital transformations successfully.

2. Review of Literature
Resilience in workplace settings is highly beneficial to employee performance, well-being, and adaptability in the face of disruptions. While

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Williams et al. (2020) stressed that resilience training improves how employees can cope with stress (Reference 1), Greenberg et al. (2015) cited its mitigation of job insecurity (Reference 2). Brown and Taylor (2020) identified self-efficacy as a significant predictor of resilience, assisting employees during times of uncertainty (Reference 3). Psychological and organizational factors also play their role in resilience. Positive psychology interventions positively impact workplace accommodation and reduce burnout, according to Monomer et al. (2005) (Reference 4). According to Robertson et al. (2015), resilience training improves job satisfaction and performance (Reference 5), while the ADP Workplace Resilience Survey (2020) identified self-efficacy, leadership trust, and organizational support as key drivers of resilience (Reference 6). Mokline & Ben Abdallah (2021) affirmed the steady leadership's role in building resilience, especially during crises such as COVID-19 (Reference 7). Resilient employees perceive challenges in a completely different way, which allows them to deal with workplace disruptions with a fair degree of ease (Coutu, 2002) (Reference 8). Second, Weick et al. (1999) suggested that organizational mindfulness enhances individual resilience (Reference 9). Finally, on the other hand, Taylor et al. (2019) and Giddens (1979) linked self-efficacy and workplace contexts to behaviours and situations of adaptation (Reference 10). In this regard, persistence in securing positive moods against negative feelings and emotion regulation is important in promoting resilience (Diener et al. 2020 and Tugade & Fredrickson, 2004) (Reference 11).Coping strategies influence resilience. According to Nwaogu & Chan (Reference 12), anxiety was reduced, while Lazarus & Folkman employed a distinction between problem-focused and emotion-focused, with the former being better in efficacy (Reference 13). Schaufeli et al. related resilience to burnout-prevention leadership (Reference 14). Altintas & Royer, however, called attention to leadership as ascertaining resilience on an organizational level (Reference 15). Studies of resilience during COVID-19 featured declining levels in adaptation over time (McKelvie-Sebileau et al.) (Reference 16), with social support and institutional trust playing a crucial role (Lau et al., Morrison et al.) (Reference 17). Prieto & Talukder introduced resilient agility by combining resilience and agility as the ability to adapt (Reference 18). According to Linnenluecke, the adaptability factor is at the heart of organizational resiliency, while Boin et al. said that resilience building is crisis management (Reference 20). Steen et al. argued that there exists a close relationship between resilience and traditional business continuity (Reference 21). [1]

3. Methodology

The primary aim of this study is to analyse the impact of economic, technological, and organizational disruptions on workplace resilience in the IT sector. A structured questionnaire was designed through google forms to collect data from IT professionals in Hyderabad. A total of 144 responses were recorded. The collected data was analysed using the Statistical Package for Social Sciences (SPSS) to ensure statistical accuracy. Reliability analysis (Cronbach's Alpha) was conducted to assess the internal consistency of the questionnaire. Descriptive statistics (mean and standard deviation) provided insights into key variables. To examine variations in resilience across different demographic groups, t-tests and ANOVA were employed to analyse differences based on gender, work experience, and tenure with the current employer. Additionally, regression analysis was conducted to assess the relationship between workplace disruptions and employee resilience. [2]

4. Results & Discussion

Responses were recorded using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) to assess employee perceptions of workplace disruptions and resilience factors and the questions related to Workplace Resilience are adapted elements from Connor-Davidson Resilience Scale (CD-RISC). The descriptive statistics for workplace disruptions indicate mean scores ranging from 3.39 to 3.70, which represents a moderate to high perception of disruption. Economic Disruptions were measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), where higher scores indicate greater perceived disruption. The highest rated concern was frequent structural change (M =

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3.70), followed closely by economic uncertainty (M = 3.67) and leadership change (M = 3.60). Economic and organizational disruptions were found to have a greater impact than technological change, thereby suggesting that internal change induces more uncertainty that affects morale and resilience. (Table 1,2) [3]

Table 1 Descriptive Statistics for Workplace Disruptions

Statements	Mean	Std.D
I am concerned that current economic conditions may negatively affect my job security	3.47	.968
The financial stability of my organization is uncertain due to external economic factors	3.67	.860
The economic downturn has impacted my ability to feel secure in my job	3.55	.981
I worry about the long-term impact of economic factors on my company's performance	3.50	.901
Technological changes at my workplace occur too frequently for me to adapt effectively	3.42	.881
The introduction of new technologies disrupts my normal workflow	3.56	.930
I feel that rapid technological advancements in my company are overwhelming	3.39	.878
I have difficulty keeping up with the pace of technological change at my job	3.53	.960
Recent organizational changes in my company have made my job more challenging	3.59	.956
Leadership changes in the company make it difficult to predict the future direction of my role	3.60	.998
Frequent structural changes within the company disrupt my work	3.70	.976

Table 2 Descriptive statistics for Self-efficacy

Statements	Mean	Std.D
I can always manage to solve difficult problems if I try hard enough.	2.97	.752
If someone opposes me, I can find the means and ways to get what I want.	2.31	.993
It is easy for me to stick to my aims and accomplish my goals	2.86	.825
I am confident that I could deal efficiently with unexpected events	2.63	.952
Thanks to my resourcefulness, I know how to handle unforeseen situations	2.84	.858
I can solve most problems if I invest the necessary effort	2.78	.955
I can remain calm when facing difficulties because I can rely on my coping abilities.	2.57	.958
When I am confronted with a problem, I can usually find several solutions.	2.68	.858
If I am in trouble, I can usually think of a solution.	2.84	.890
I can usually handle whatever comes my way	2.86	.965

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Self-efficacy was measured on a 4-point Likert scale (1 = Not at all true, 2 = Hardly true, 3 = Moderately true, 4 = Exactly true), where higher scores indicate stronger confidence in one's abilities. Self-efficacy ratings were between 2.31 and 2.97, indicating moderate to high confidence among participants. Strong ratings indicated strong problem-solving belief (e.g., 2.97 for "I can solve difficult problems"), while moderate ratings (2.50– 2.79) indicated general confidence with little emotional control. The lowest rating (2.31) indicated lower assertiveness, with variation indicating differing levels of confidence among respondents. (Table 3) [4]

Table 3 Descriptive Statistics for Individual Resilience at Work

Statements	Mean	Std.D
Being healthy	2.13	.783
Feeling well in general	2.26	.637
Feeling well rested	1.81	1.092
Feeling assertive	1.85	.836
Feeling self-confident	2.00	.961
Being flexible at work	1.55	.851
Feeling in control	1.71	.827
Allowing yourself to make mistakes	1.00	.802
Feeling optimistic under work stress	1.85	.719
Trusting your ability to overcome barriers at work	1.96	.868
Feeling safe under workstress	1.61	.777
Putting things in perspective?	1.83	.802
Being able to set limits	1.61	.870
Experiencing work pleasure	1.65	.832
Coping well with challenges at work	2.03	.810
Persevering	2.04	.868
Having a sense of responsibility in your work	2.22	.942
Working in a disciplined manner	2.28	.904

Individual Resilience is measured on a 4-point frequency scale (1 = Never, 2 = Several days, 3 = More than half the days, 4 = Almost every day), Individual resilience scores (Table 5.8) were between 1.00 and 2.28, indicating generally low resilience. On a frequency rating scale of 1 to 4 (Never to Almost every day), the higher the score, the more frequent the resilient behavior. The lowest mean (1.00) for "letting yourself make mistakes" indicates low psychological safety. Low (1.55–1.85) scores for adaptability, stress tolerance, optimism, and safety indicate limited capacity to cope, and slightly higher (>2.00) scores for perseverance and discipline indicate moderate work habit resilience. Low overall resilience scores indicate high risk for stress and burnout. (Table 4) [5-6]

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Table 4 Descriptive Statistics for Team Resilience at Work

Statements	Mean	Std.D
Experiencing a good team spirit	1.89	.894
Feeling positively challenged	1.87	.692
Sharing humour with work colleagues	1.56	1.114
Receiving sufficient work guidance	1.99	.861
Feeling appreciated for your work	1.63	.851
Having a clear set of duties	2.06	.907

Team Resilience is measured on a 4-point frequency scale (1 = Never, 2 = Several days, 3 = More than half the days, 4 = Almost every day), where higher scores indicate more frequent demonstration of resilient behaviors at the workplace. The last five questions focus on team-based resilience, showing how employees perceive their workgroup's support and cohesion. The mean values range between 1.56 and 2.06, indicating moderate to low agreement with positive resilience indicators. Lowest Mean (1.56 - Sharing humour with colleagues) Indicates a lack of informal social bonding within teams. A rigid or high-pressure work environment might be limiting open communication and camaraderie. Moderate Means (1.63 - 2.06: Work guidance, feeling appreciated, Clear duties, Feeling challenged, Team spirit). Employees do not feel highly appreciated for their efforts. Guidance and clarity in roles are somewhat lacking, which may affect performance. However, a sense of team spirit (1.89) exists but is not strong, suggesting that collaborative resilience in teams is not very high. [6-7]

4.1. Regression Analysis

H01: There is no impact of Economic Disruptions on Individual Resilience. To verify the null hypothesis that "There is no impact of economic disruptions on individual resilience," a regression analysis was conducted. This test was done to see if economic issues like financial instability, delay in salaries, and insecurity at work have a significant impact on employees' ability to stay resilient at work. The regression output contained important measures like R^2, beta coefficients, and p-values to assess the strength and significance of this relationship. (Table 5) [8-9]

Table 5 Regression Analysis of Economic Disruption on Individual Resilience

Descriptive statistics	Mean	Std. Deviation	N
Individual Resilience	33.3889	8.69701	144
Economic Disruptions	38.9792	7.03882	144

Correlations:		Individual Resilience	Economic Disruptions
Pearson Correlation	Individual Resilience	1.000	-.737
	Economic Disruptions	-.737	1.000
Sig. (1-tailed)	Individual Resilience	.	<.001
	Economic Disruptions	.000	.
N	Individual Resilience	144	144
	Economic Disruptions	144	144

Variables Entered/ Removed: Economic Disruptions, Dependent Variable: Individual Resilience. (Table 5)

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Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.737[a]	.544	.541	5.89439	.544	169.313	1	142	<.001

Table 6 Predictors: (Constant), Economic Disruptions ANOVA

Effect of Economic Disruptions on Individual Resilience				
	Sum ofSquares	df	Mean Square	F
Regression	5882.590	1	5882.590	169.313
Residual	4933.632	142	34.744	
Total	10816.222	143		

Dependent Variable: Individual Resilience, Predictors: Constant, Economic Disruptions

The regression equation indicates a strong negative correlation between Economic Disruptions (ED) and Individual Resilience (IR) (R = -0.737). Economic disruptions explain 54.4% of the resilience variance ($R^2 = 0.544$), and the model is statistically significant (F = 169.313, p < 0.001). A negative regression coefficient (B = -0.911, p < 0.001) reveals that higher disruptions significantly reduce resilience. Therefore, the null hypothesis (Ho1) is rejected, supporting the fact that economic disruptions are negatively correlated with individual workplace resilience. H02: There is no impact of Economic Disruptions on Team Resilience (Table 6,7) [10]

Table 7 Regression Analysis of Economic Disruption on Team Resilience

Descriptive Statistics	Mean	Std. Deviation	N
Team Resilience	10.9931	3.29759	144
Economic Disruptions	38.9792	7.03882	144

Correlations	Resilience	Team Resilience	Economic Disruptions
Pearson Correlation	Team Resilience	1.000	-.593
	Economic Disruptions	-.593	1.000
Sig. (1-tailed)	Team Resilience	.	<.001
	Economic Disruptions	.000	.
N	Team Resilience	144	144
	Economic Disruptions	144	144

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Table 8 Variables Entered/ Removed: Economic Disruptions, Dependent Variable: Team Resilience

Model Summary					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig.F Change
1	.593a	.352	.347	2.66401	.352	77.107	1	142	<.001

Table 9 Predictors: (Constant), Economic Disruptions

Effect of Economic Disruptions on Mean_SE: ANOVA				
	Sum of Squares	df	Mean Square	F
Regression	2668.791	1	2668.791	101.144
Residual	3747.040	142	26.387	
Total	6415.830	143		

Table 10 Dependent Variable: Mean SE, Predictors: Constant, Economic Disruptions Coefficients

Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
(Constant)	64.809	2.415	—	26.834	< 0.001
Economic Disruptions	-0.663	0.066	-0.645	-10.055	< 0.001

4.2. Dependent Variable

Mean_ TR Regression analysis reveals a strong negative relationship between Economic Disruptions (ED) and SelfEfficacy (SE) (R = -0.763), and 58.2% of SE variance is predicted by ED ($R^2 = 0.582$). The model is statistically significant ($F = 197.867$, $p < 0.001$), and there is a good fit. A negative coefficient ($B = -1.025$, $p < 0.001$) confirms that increased economic disruptions result in a significant decrease in self-efficacy. With an intercept of 69.272, the findings indicate that economic instability undermines employees' confidence and adaptability. Thus, the null hypothesis is rejected, establishing a significant negative effect of Economic Disruptions on Self-Efficacy. [11-13]

4.3. Mediation

As part of this research, the self-efficacy mediating effect in the relationship between Economic Disruptions and Employee Resilience is investigated. Although prior analysis has shown significant negative effects of Economic Disruptions on individual and team resilience, this section seeks to further explore whether selfefficacy is a key mediator of these effects. Mediation analysis is useful in determining if the effect of Economic Disruptions on resilience is directly or indirectly affected by employees' belief in their own abilities. Through the examination of this mediating influence, the analysis seeks to explain the processes through which selfefficacy strengthens or undermines resilience during disruptions, offering useful insights for crafting support strategies to improve resilience in the workplace. H04: Self efficacy does not mediate the relationship between economic disruptions and Individual Resilience at Workplace. (Table 11) [14-15]

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Table 11 Mediation Analysis of Self efficacy between economic disruptions and Individual Resilience at Workplace

Mediation Estimates

Effect	Label	Estimate	SE	Z	p
Indirect	a × b	-0.416	0.0558	-7.45	<.001
Direct	c	-0.141	0.0584	-2.41	0.016
Total	c + a × b	-0.557	0.0403	-13.82	<.001

Path Estimates

			Label	Estimate	SE	Z	p
Avg_ED	→	Avg_SE	a	-0.797	0.0523	-15.23	<.001
Avg_SE	→	Avg_IRW	b	0.522	0.0523	9.98	<.001
Avg_ED	→	Avg_IRW	c	-0.141	0.0584	-2.41	0.016

Mediation analysis demonstrates that Self-Efficacy greatly mediates Economic Disruptions (ED) to Individual Resilience at the Workplace (IRW). The indirect effect is statistically significant (a × b = -0.416, SE = 0.0558, Z = -7.45, p <.001), indicating ED exerts negative impact on IRW through Self-Efficacy. The direct impact of ED on IRW (c = -0.141, p = 0.016) is also significant, although less than the indirect effect, and suggests partial mediation. The overall effect (c + a × b = -0.557, p <.001) also verifies a strong negative overall influence of ED on IRW. Since the indirect effect is substantial and the direct effect is still significant, partial mediation is confirmed. Therefore, the null hypothesis is rejected. (Figure 1**)** Figure: Mediation Analysis of Self efficacy between economic disruptions and Individual Resilience at Workplace. The estimate plot confirms the mediation results for Individual Resilience at the Workplace (IRW): The indirect effect (blue dot) is obviously significant and negative, affirming that Self-Efficacy conveys much of the effect of Economic Disruptions on IRW. The direct effect (white dot) is negative but nearer to zero, which suggests a weaker but still significant direct route from ED to IRW. The overall effect (yellow dot) is the sum of both and represents the overall negative effect of Economic Disruptions on Individual Resilience. This figure is consistent with the previous conclusion: Self-Efficacy partially mediates the association between Economic Disruptions and Individual Resilience. [16-17]

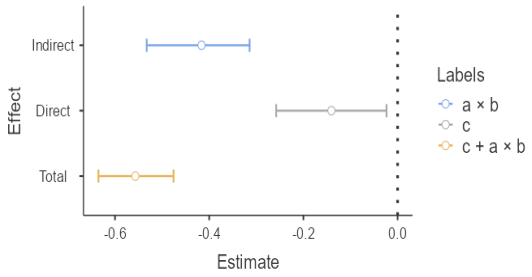

Figure 1 Estimate Plot

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H05: Self efficacy does not mediate the relationship between economic disruptions and Team Resilience at Workplace. [17-18]

Table 12 Mediation Analysis of Self Efficacy Between Economic Disruptions and Team Resilience at Workplace

Mediation Estimates

Effect	Label	Estimate	SE	Z	p	%Mediation
Indirect	a × b	-0.2147	0.0366	-5.86	<.001	77.3
Direct	c	-0.0632	0.0435	-1.45	0.146	22.7
Total	c + a × b	-0.2779	0.0314	-8.84	<.001	100.0

Path Estimates

			Label	Estimate	SE	Z	p
Economic Disruptions	→	Mean_SE	a	- 0.7248	0.0500	-14.50	<.001
Mean_SE	→	Team Resilience	b	0.2963	0.0462	6.41	<.001
Economic Disruptions	→	Team Resilience	c	-0.0632	0.0435	-1.45	0.146

The mediation analysis demonstrates that Self-Efficacy fully mediates the relationship between Economic Disruptions (ED) and Team Resilience (TR). The indirect effect is significant (a × b = -0.2147, SE = 0.0366, Z = -5.86, p < .001), indicating that ED reduces TR primarily through its negative impact on Self-Efficacy. The direct effect (c = -0.0632, p = 0.146) is not statistically significant, while the total effect (c + a × b = -0.2779, p < .001) confirms a significant overall negative impact of ED on TR. With 77.3% of the total effect mediated, Self-Efficacy emerges as a crucial mechanism in this dynamic. The null hypothesis is rejected. (Figure 2)

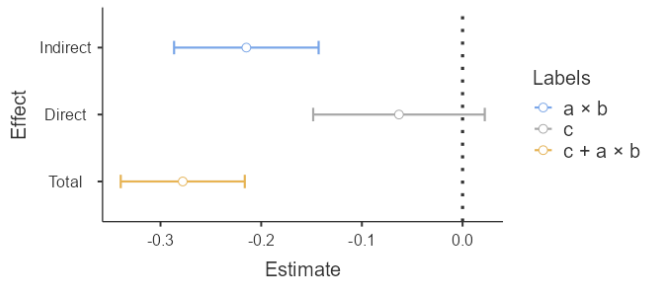

Figure 2 Mediation Analysis of Self efficacy between Economic Disruptions and Team Resilience at Workplace

The plot shows clearly the decomposition of indirect, direct, and total effects in the mediation model: The indirect effect (a × b) is negative and statistically significant, as indicated by the blue bar not crossing zero. This validates that Economic Disruptions have a significant impact on Team Resilience via Self-Efficacy. The direct effect (c) indicated by the white bar, is near zero and contains zero in its confidence interval, showing nonsignificance. The overall impact (c + a × b), highlighted in yellow, is highly negative, reaffirming that overall Economic Disruptions exert a strong negative impact on Team Resilience. The graph visually affirms the conclusion that Self-Efficacy completely mediates the relationship, consistent with the statistical findings. [19-20]

Conclusion

The findings of this study reveal a high level of adverse effects of workplace disruptions especially economic disruptions, on employee resilience in the IT sector. Self-efficacy was identified as a protective resource when navigating the challenges of workplace disruption, but the overall resilience of

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employees is considered moderate to low, underlining their vulnerability to stress and burnout. Organizational and leadership changes were rated as the major disruption to employee resilience. Therefore, companies will need to assist employees in their resilience development by fostering their self-efficacy, ensuring they have psychological safety, and promoting adaptability. A variety of interventions including training, mentorship, and creating flexible working policies could assist employees in dealing with disruptions. Future research should consider looking at the trajectory of resilience over time and in new industries. If employers want to maintain workforce stability in the future of constant disruption, the investment in employee resilience is critical. [21]

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