

**A STUDY OF EMPLOYEE ENGAGEMENT I N THE
RELATIONSHIP BETWEEN PERSONAL RESOURCES AND
ORGANIZATIONAL PERFORMANCE OF SELECT
INFORMATION TECHNOLOGY COMPANIES WITH
REFERENCE TO HYDERABAD CITY**

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Aug, 2025

DECLARATION

I, hereby declare that the presented work in the thesis entitled “**A Study of Employee Engagement in the relationship between Personal resource and Organizational Performance of Select Information Technology Companies with reference to Hyderabad City**” in fulfilment of degree of **Doctor of Philosophy (Ph. D.)** is outcome of research work carried out by me under the supervision of **Dr Dinesh Kumar**, working as **Assistant Professor**, in the **Human Resource Management, Mittal School of Business** of Lovely Professional University, Punjab, India. In keeping with general practice of reporting scientific observations, due acknowledgements have been made whenever work described here has been based on findings of other investigator. This work has not been submitted in part or full to any other University or Institute for the award of any degree.



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CERTIFICATE

This is to certify that the work reported in the Ph. D. thesis entitled “**A Study of Employee Engagement in the relationship between Personal Resource and Organizational Performance of Select Information Technology Companies with reference to Hyderabad City**” submitted in fulfillment of the requirement for the award of degree of **Doctor of Philosophy (Ph.D.)** in the **Mittal School of Business**, is a research work carried out by **Asma Bano**, (Registration No-**11816298**), is a bonafide record of his/her original work carried out under my supervision and that no part of thesis has been submitted for any other degree, diploma or equivalent course.



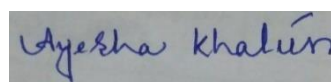
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ABSTRACT

“Engaged Employees performs the difficult, stay for a longer time in their job and contribute large in the company’s success”

This work is intended to investigate the impact of Employee Engagement (EE) on the relationship between Personal Resources (PR) and Organizational Performance (OP) of the five selected IT companies in Hyderabad, Telangana. W. Kahn (1990) is deliberated to be the innovator of speculation and announced the paradigm of the word ‘individual engagement’ in Organizational Performance roles. Managers in Information Technology Businesses in charge of human resources encounter numerous challenges. The challenges include budget constraints, adherence to existing regulatory requirements, and a firm-wide opposition to change and preservation of the status quo. These constraints may limit businesses from leveraging career opportunities traditionally based on tenure rather than engagement and reward. The current work includes three variables, namely Personal Resources (PR) acting as an independent variable, Employee Engagement (EE) as a mediating variable, and Organizational Performance (OP) as a dependent variable. The basic concept of the study is to find out how the IT Companies in Hyderabad employees are engaged by channelling Personal Resources and its impact on Organizational Performance. W. Kahn points out engagement as hitching business people to their jobs. Engagement is a condition where individuals work and project themselves tangibly, intellectually, and passionately. Within the framework of industrialization, a limitless establishment must exploit the power of engaged personnel's efforts.

Purpose: The purpose of the study is to use descriptive statistics to examine the levels of each variable while also assessing the data's normality. Utilizing regression analysis and correlation coefficient analysis, the study looked at the relationship between the variables. There are three associations in the study: EE and OP, PR and EE, and PR and EE. The same was used for the regression analysis to find out the mediating role of EE on OP by using PR. The prominence is to understand the intermediating impact of EE in the middle of PR and OP. Ground realities were illuminated in the face of the tests and trials challenged by IT companies in Hyderabad. The study emphasized issues like predictable excellence of engaging and performing, absence of excellence declaration, and deprived responsibility of employees in IT companies. Hence, a need has emerged to inspect the level of PR, EE, and OP, influences disturbing it, procedures for its improvement, and connection with other occurrences.

The literature review was initiated through overall works concerning PR, EE, and OP, with specific studies on factors, relationships, and impact as three variables. In a few chosen IT

companies, this study establishes the relationship between Employee Engagement, Organizational Performance, and Personal Resources. Examining how Employee Engagement (EE) affects the connection between Personal Resources (PR) and Organizational Performance (OP) is the goal of the current study. According to the investigation, engagement is a novel and unique perception. The current study uses several dimensions of the variables, which help determine the levels and relationships. The research also suggests how employees can be engaged in the IT sector by unlocking their personality traits and increasing the organizations' performance to become more productive and profitable. Assumed the subjects of the predictable eminence of work and production, the absence of an excellence declaration, and the deprived responsibility of IT companies, enormous employee retention and turnover intentions lead to the overall organization falling. This one is designed to inspire IT professionals to repair faults in the dominant structure. Hence, the necessity emerged to examine the level of all the variables, influences distressing it, and processes for its enrichment and connection through additional occurrences.

Research Gap: When the gathered works were evaluated, some research gaps were found. IT businesses did not conduct the main research gap identified by the assessments, which was the effect of Employee Engagement and Personal Resources on organizational success. It was conducted for other industries like airlines, telecommunication, education, and hotels. Actual rare reviews discovered the connection of Employee Engagement with spectacles like Personal Resources and Organizational Performance. The objective of the study is to fill the research gaps that have been observed.

Evaluations of collected works discovered maximum reviews of Employee Engagement conducted a cross-sectional approach that could not clarify why extremely engaged employees show poor performances and are on and off sometimes. The longitudinal analysis examines regular changes in Employee Engagement and its factors. The most significant study gap, according to the evaluations, is the paucity of studies on how PR and EE affect OP in IT companies. The job demand theory, which plays a crucial role in determining Employee Engagement, has been used in numerous works to establish a relationship between job resources, job demands, and Personal Resources. From the above opinion, designing engagement policies might remain expressive in conducting engagement studies by using factors like Personal Resources and Organizational Performance from different professions to answer a particular profession's emergent need.

Design/methodology/approach: The writer identifies influences and accomplishment factors of the related conceptions. Reviews from publications like Springer, Web of Sciences, Taylor

and Francis, PubMed, Wiley, and noticeable datasets used for literature review, concept preparation, analysis and interpretations. The study examined the ideas of the study variable at the nexus of their interrelationships and effects on businesses and employees. A systematic review procedure is used to examine each variable in depth, including its factors, process relationship, and results.

The present research is descriptive. To achieve the research objectives, the study used primary and secondary data sources and observation of employees at work. This study was conducted on five IT companies out of the top 10 IT companies: INFOSYS, TCS, WIPRO, HCL, and TECH MAHINDRA in Hyderabad. The IT Companies in Hyderabad are selected based on Glass Door Rating (www.glassdoor.com) generated by an agency called Nest away Information Guides(www.nestaway.com), which ranks the companies using corporate revenue, culture, and top perks offered by the Companies. Apart from this, an additional two hundred research papers issued in numerous worldwide periodicals, connected research works through books, records, websites, and important reports distributed on this subject were revised. There is enough research evidence to measure the variables using the scales below. PR metrics include optimism, organizational-based self-esteem, and self-efficacy. The 16 items in the tools for these assessments include five items related to self-efficacy, five items related to OBSE, and six things related to optimism. An instrument for measuring Employee Engagement is the ISA Engagement Scale. Intellectual, social, and emotive involvements are its three dimensions. It consists of 10 items: three for intellectual engagement, three for social engagement, and four for affective engagement. Measures for Organizational Performances were modified from research by Yang (2009), Lec and Choi (2003), and Kaplan and Norton (1992). The questionnaire on organisational performance comprises two items, financial and non-financial Organizational Performance, with 16 items (Al-Dalahmeh and Yousef Obeidat, 2018).

Cronbach's Alpha and Validity measure overall reliability, and construct reliability is measured using Correlation Coefficient analysis using SPSS software for all the variables. Cronbach's alpha reliability test indicated that every question was appropriate. As a result, there were 16 Likert scale items about OP and 26 about PR and EE in the final questionnaire. Three variables—Personal Resources, Employee Engagement, and Organizational Performance—are included in the current research and serve as the foundation for the study's questionnaire. The questionnaire was divided into two sets, each consisting of two sections. Section one of both sets focused on the demographic aspects of employees. Section two of set one enquired about the statements to know the factors that lead to Personal Resources and

Employee Engagement. Section two of set two asked about organisational performance. The most recent version of SPSS software was used to analyze the data after it had been collected and moved to an Excel sheet. The frequency distribution of the data gathered by the respondents according to specific demographic characteristics is shown in the tables and bar graphs below.

The research is done in the context of Indian Information technology, specifying that Employee Engagement is essential in aggregating Organisational Performance. Also, the Personal Resources of a single worker play a substantial part in regulating the result of EE and OP. Usable responses of a total of 419 employees for PR & EE and OP working in five IT companies in Hyderabad was taken for the final analysis. Respondents were asked about their demographic profile, gender, education qualification, marital status, department, and management level. The objective was to understand the sample features and conduct an analysis in a demographic context to comprehend the difference in the Organizational Performance appearance of persons with dissimilar demographic circumstances. The data was initially analysed using descriptive statistics to find the variable levels by studying the mean, standard variation, and variance values. Next, the study undertook a normality test to determine whether the data distribution is normally distributed. After that, the data was analysed using correlation coefficient analysis using Spearman rank order correlation, ANOVA, and regression analysis using bivariate regression analysis. Mediation analysis by linear regression or simple mediation analysis based on Baron and Kenny 1986 assumptions involves three steps, i.e., direct effect, indirect effect along with Sobel Test Analysis and total effect using SPSS latest version.

Findings: The above-framed hypotheses were tested for significance, and the null hypothesis was rejected. It is confirmed from the study there is a significant constructive association among the study constructs. The study concluded that Personal Resources correlate significantly with engagement levels, increasing Organizational Performance. Further, the present work shows that EE shared an optimistic link with PR and OP, and EE mediates the relationship between the two. 1. Direct effect (c^*): 0.124, with a non-significant p-value of 0.167, 2. Indirect effect ($a*b$): 0.049, and this effect is significant and 3. Total effect (c): 0.173, which is the sum of the direct and indirect effects ($0.124 + 0.049 = 0.173$). Direct effect (c^*) is not significant and the indirect effect is significant. This indicates full mediation, since the association in the middle of the independent variable and the dependent variable is completely illuminated over the mediator. The non-significance of the direct influence indicates that the independent variable no longer has a strong direct impact on the dependent variable when the

mediator is incorporated. As the indirect effect is significant, and the direct effect becomes non-significant with the involvement of mediator, there exists full mediation.

Hence, full mediation exists as the value of path c^* (beta coefficient) of an insignificant relationship between the PR and the OP because of the intervening of EE is smaller than the beta coefficient of direct significant relationship between PR and OP. The above variation is proved in this model of predicting the direct effect of PR on OP in the presence of mediator EE in the IT Industry as a fully mediating variable. The value of the indirect effect is not equal to 0 and is statistically significant for both path a and path b, the value of the total effect determines how PR influences OP directly or indirectly via EE. Partial mediation occurs when the PR is still significant on OP even after the influence of EE with a reduced beta coefficient value compared to direct regression between PR and OP.

Conclusions: Companies need to concentrate on extending the application of Employee Engagement to all the functional areas of HR. There is a prerequisite to stimulate the areas of Personal Resources to engage the employees and improve Organizational Performances in IT companies in Hyderabad. It helps in moving to prescriptive analytics. The companies need to concentrate on providing wealth and training to increase Personal Resources enhancing engagement levels, and The HR managers have to explain with evidence and research the importance of worker engagement in the association between individual resources and Organizational Performances and how it can bring positive change if it is extended to other departments also. It is also deduced that demographics significantly predict the variables under study. Engagement levels in the IT companies in Hyderabad should work to improve the level to attain competitive strength and desirable profitability. It is suggested to the organisation to provide essential importance for engaging the employees, to measure engagement levels periodically and react promptly, augment the existing level of engagement, manage employee's intention to leave, consider Personal Resources as an essential aspect in the worker engagement process and to ponder the significance of demographics of employees which further enhances Organizational Performances. Testing of the conducted conceptual model and restrictions of the investigation suggests directions for forthcoming inquiries.

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Dated:

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LIST OF ABBREVIATIONS

S.NO.	ABBREVIATION	FULL FORM
1	IT	Information Technology
2	HRM	Human Resource Management
3	PR	Personal Resources
4	SE	Self –Efficacy
5	OBSE	Organizational Based Self Esteem
6	EE	Employee Engagement
7	IE	Intellectual Engagement
8	SA	Social Engagement
9	AE	Affective Engagement
10	OP	Organizational Performance
11	FP	Financial Performance
12	NFP	Non-Financial Performance
13	NF-S	Non-Financial Supply
14	NF-E	Non-Financial Employee
15	NF-C	Non-Financial Customer

CHAPTER -1
INTRODUCTION

CHAPTER – 1

INTRODUCTION

Human Resource Professionals believe that a person's opinion of their workplace and the treatment they get there are inextricably linked to their degree of employee involvement. According to this study, Personal Resources (PR) that helps people overcome challenges at work includes self-efficacy, optimism, resilience, and self-esteem. Employee Engagement (EE) describes a mental state in which people are enthusiastic, committed and involved in their work. Organizational Performance (OP) demonstrates how well individuals and the organization as a whole perform and produce results. This perspective is moulded by the individual's resources, which may include, among other things, self-efficacy, hope, optimism, and resilience. Because a company's employees' feelings and talents are intimately linked, combining the two aspects significantly influences the business's enactment. A subset of people fails to put forth their best efforts consistently despite the laborious efforts of human resources professionals and line supervisors to involve them actively. It is true even when these people are aware of the efforts undertaken on their behalf. The vast majority of employees, on the other hand, wish to remain loyal to their respective companies. It is because it satisfies a fundamental and profound craving for genuine connection. The body of published material is replete with examples of successful businesses that attribute their success to the Employee Engagement and contributions of their industrious employees. Personnel engaged in their work demonstrate great involvement and commitment across many dimensions, including the physical, mental (intellectual and dynamic), and social elements, to maximize the business's overall performance. They act as catalysts in the process of achieving monetary and market success. The persons in question produce outstanding results due to their efforts to widen their capabilities and the persistent pursuit of exceeding expectations and establishing unique achievement benchmarks. The goal of increasing Employee Engagement (EE) is becoming increasingly important in commercial organizations all over the world. Additionally, employees are more inclined to participate in organizations with healthy work environments than those with efficient communication systems. Workers can

express their problems in these situations and are offered avenues for personal development and full realization of their potential.

Even though Employee Engagement (EE) and Personal Resources (PR) are now recognized as crucial, IT organizations in Hyderabad still face on-going performance issues. Human resource strategies usually pay attention to structure and the work environment, but they do not consider what employees' minds bring to the job. Because of this, employees often lack motivation, are less engaged, and the organization's performance goes down. Additionally, there is a dearth of study on the connections among PR, EE, and OP in the Indian IT sector. This study's primary goal is to examine the relationship between Employee Engagement and Personal Resources as well as how Employee Engagement influences Organizational Performance in specific IT companies located in Hyderabad.

According to a recent study, workers who have Personal Resources are more confident in their abilities and potential and are more upbeat about the future. The relationship between a person's occupation and Personal Resources is a significant element in servant engagement. According to Xanthopoulou et al. (2007), this positive outlook empowers people to actively seek out and create new opportunities inside their workplace. Consequently, the expansion of Employee Engagement is made possible, making the pursuit of ambitious goals conceivable. The financial benefits accrued by employees result from a company's efforts to aid them in developing their resources. However, many businesses do not place a high premium on individual resources and the Employee Engagement of their workforce when it comes to their human resource (HR) strategy. Nevertheless, companies must acknowledge the importance of merging these aspects to alleviate their financial and workplace strains.

1.1 Background of the Study

Promised workforces have the potential to grow over time, increasing their value to the firm and making them valuable assets for businesses. Employees who go above and beyond their duty benefit the organization and the individual. This essay is essential for executives and professionals in the information technology business. It is feasible for people to give their all at work while prioritizing their health and maintaining a positive attitude about their profession. The goal is to evaluate how Personal Resources and

Employee Engagement affect Organizational Performance among Hyderabad's IT workforces. The justification for the present work is clarified in the face of the encounters confronted by IT companies in Hyderabad. Organizational Performance and the expected degree of employee involvement, the lack of an excellence statement, and the lack of accountability of employees in IT organizations were among the subjects of the study. Hence, a need has emerged to inspect the level of PR, EE, and OP, the components influencing it, procedures for its enrichment, and its connection through additional occurrences.

According to empirical investigations, active Employee Engagement within a firm has been identified as a critical component in achieving its potential. The current study examines the empirical data supporting the relationship between Employee Engagement and human resources and how it affects Organizational Performance. The study analysed the variables and their strong association with other factors: turnover intention, employee retention, employee satisfaction, commitment, dedication, participation, customer and client satisfaction, increased efficiency, and cost-effectiveness. However, comparable relations have not been established due to outdated theories like Personal Resources.

1.2 Personal Resource

Individuals possess diverse abilities and skills, which may be readily apparent or inadvertently concealed. These aptitudes and proficiencies are commonly referred to as Personal Resources. The manifestation of these talents and abilities might be either publicly disclosed or maintained in secrecy. Individual resources can encompass not only tangible assets but also intangible factors such as one's attitudes and dispositions. Personal Resources can encompass various aspects, including interpersonal connections, the apportionment of one's time, and energy expenditure. There is a widely held belief that a mutually beneficial link exists between an individual's resources and level of devotion. Workers are more likely to sustain their excitement for their work over time if they possess Personal Resources such as self-efficacy, organizational-based self-esteem, and optimism. Employees who validate extraordinary heights of Employee Engagement in their efforts are also invigorated by the organization's endeavours to

optimize the beneficial outcomes derived from their current Personal Resources, hence facilitating the acquisition of supplementary Personal Resources.

Self-worth is assurance in one's proficiencies in planning and implementing the essential actions to achieve specific goals meritoriously (Bandura, 1997). According to Bandura, people's self-efficacy beliefs—which relate to their confidence in their capacity to finish a task or achieve a certain goal—are influenced by four basic factors. The variables encompassed in this framework are as follows: (a) intellectual practices, (b) indirect capabilities, (c) communal inducement, and (d) passionate and psychosomatic states. Individuals who can gather plus integrate these materials and incorporate their advantages into a core system of ideas may experience increased Employee Engagement due to an extensive personal socialization process.

According to Pierce and Gardner (2004), OBSE is characterized by how a person perceives themselves as proficient, valuable, and deserving of being a contributor within an organizational collective. Mauno et al. (2007) found that workers who have greater organizational-based self-esteem (OBSE) feel they are more essential and useful to their companies. Consequently, these employees exhibit heightened motivation and increased Employee Engagement in their professional endeavours.

Optimism is defined by Scheier et al. (2001) as the tendency to have the belief that life will predominantly yield favourable outcomes. Individuals with a pessimistic outlook tend to attribute negative outcomes to external circumstances, whereas individuals with an optimistic outlook are more inclined to attribute positive outcomes to their actions. People who have a negative attitude are also more likely to blame outside factors for subpar outcomes. When amalgamated, these characteristics of Personal Resources serve as catalysts for fostering fervent Employee Engagement, profound absorption in one's tasks, and heightened levels of vigour among employees.

1.3 Employee Engagement (EE)

Approaches to Employee Engagement were first presented by Kahn (1990), who clarified how people might use their mental, emotional, and physical abilities while performing their duties. Schaufeli and Bakker (2004) define Employee Engagement as a positive and satisfying cognitive state associated with work that is marked by

extraordinary levels of dynamism, devotion, and immersion. Vigour is characterized by elevated vigour and intellectual suppleness throughout labour, a strong inclination to invest effort into tasks, and unwavering tenacity despite encountering obstacles. Individuals who exhibit dedication are characterized by their complete immersion in their chosen vocation, feelings of pride, a desire for personal growth, motivation, and a profound sense of meaning. The condition of being completely determined and deeply engaged in the workplace, characterized by a sense of contentment and the impression that time is flying by, is sometimes referred to as absorption.

Additionally, the researchers developed the "Utrecht Work Engagement Scale (UWES)" to assess the employee association stage. According to Robinson, Perryman, and Hayday (2004) and "the Institute for Employment Studies (IES)," employee participation refers to how positively employees view the company and its values (Robinson et al., 2004; IES). An employee that is dedicated and actively involved in their work has a discerning awareness of the organizational environment and actively collaborates with colleagues to advance their professional performance. The corporation's critical responsibilities lie in cultivating, maintaining, and extending organisational Employee Engagement. It entails fostering a interaction that is mutual between the employer and the worker. Shirom (2004) developed a measurement tool known as the Shirom-Melamed Vigor Measure (SMVM) that evaluates three crucial magnitudes: bodily power, expressive dynamism, and intellectual energy. Higher levels of organizational support are linked to higher levels of Employee Engagement, which indicates a stronger level of interest with the firm and the work itself, according to Saks (2006), who cites the Social Exchange Theory (SET). Furthermore, according to SET, business features are crucial in encouraging Employee Engagement with Organizational Performance, and knowledge of practical justice has a beneficial impact on Employee Engagement in general. According to Rich, Lepine, and Crawford (2010), three essential components of Employee Engagement are cognitive, emotional, and physical involvement.

Consequently, the categorizations about employee involvement present two conflicting perspectives. Firstly, is it a condition or a sequence of actions? Furthermore,

as stated by Sooane et al. (2013), it is worth noticing that Employee Engagement categories may not necessarily exhibit distinct differences. By studying the psychological foundations of Employee Engagement, specifically activation, positive affect, and focus, Sooane et al. (2013) created a speculative framework for Employee Engagement. Additionally, Kahn's (1990) conceptual framework served as the basis for the involvement Scale, which measures emotional, social, and intellectual employee involvement. EE measures the level of an employee's dedication to their work, active participation, and adherence to the company's core principles. A worker with high levels of motivation comprehends the prevailing business circumstances and actively engages through similar group participants to foster the development and enrichment of work enactment inside the organization. Every industry must cultivate and actively foster a culture of involvement. Establishing a mutual conversation among the staff and company members can facilitate achieving this outcome.

1.4 Organizational Performance (OP)

Organizational Performance (OP) is the study's dependent variable, while Personal Resources (PR) is its independent variable. This research looks at the ideas of Organizational Performance (OP), Employee Engagement (EE), and Personal Resources (PR). Various factors can influence the success of an organization, such as working conditions, employee commitment, the work environment, employee development, employee satisfaction, employee turnover, feedback mechanisms, and issues regarding the balance between job and life. Assessment of the workplace is among the various criteria that contribute to determining Organizational Performance. This assessment examines the accessibility of up-to-date information, the availability of flexible work schedules, and the frequency of changes made. The evaluation of employee development encompasses a range of elements, such as the results achieved through training initiatives, modifications in job responsibilities and roles, prospects for professional growth, and involvement in challenging and growth-oriented projects. Employee Engagement is a metric for evaluating an individual's intensity of connection to the organization. The researcher considered employee involvement the primary independent variable affecting Organizational Performance (OP).

Employee happiness can be wedged by various factors, including job flexibility, prospects for progress and evolution, the connection quality between supervisors and subordinates, clarity in communication, the consistency of organizational policies, and financial performance. The assessment of employee turnover can be conducted by analysing historical business data and reports, incorporating insights from timely Organizational Performance reviews and appraisal procedures. Sridevi and Kompaso (2010) argue that a strong and mutually valuable connection exists between employers and employees, as demonstrated by how important Employee Engagement (EE) is to attaining company success. Consequently, examining how human resources and Employee Engagement affect corporate success is crucial to evaluate the overall effectiveness and growth of IT firms in Hyderabad.

1.5 Scope of the Study

The study is explanatory, descriptive, and empirical. The study's stated research objectives and hypotheses were met through the utilization of primary and secondary data sources as well as employee observations at work. The research contains a sample of 05 IT companies out of the top 10 IT companies namely INFOSYS, TCS, WIPRO, HCL, and TECH MAHINDRA in Hyderabad. These companies were selected based on their Glassdoor Rating, a metric provided by Nestaway Information Guides (www.nestaway.com). The company selection criteria included factors such as corporate revenue, location and culture, and the top perks offered by each company. The target population comprises middle-level employees of select IT companies. It is calculated using an online sample size calculator that takes into account the population size, 50% population proportion, 5% margin of error, and 95% self-assurance level. Likewise, respondents guaranteed the privacy of their replies and their worries if some stayed unclear. Nearly 4 months remained allocated aimed at finishing and surrendering the questionnaire. Among the 500 circulated surveys, 419 respondents were used for PR & EE and OP for the study.

Reasons for choosing Middle-level Employees as Participants

Operational middle management is vital to each business's achievement as these employees play a vigorous part in determining advanced, creative, and energetic atmospheres that have a chief influence on employees' engagement levels (Wharton

University, 2011; Quick, Macik-Frey and Cooper, 2007). Middle-level managers or employees display an important role as executors and contribute to the execution of policies, procedures, and tactics placed through the uppermost administration, as they put their philosophies into accomplishment, escort a plan, safe capital, ease growth connect through significant stakeholders, however staying their total group passionate, involved and encouraged (Paddock, 2016). Therefore, provided their vibrant starring role, their self-analysed valuations may be capable of recommending experts pursue interventions at distinct, group, and managerial heights, containing information aimed at raising staff engagement levels.

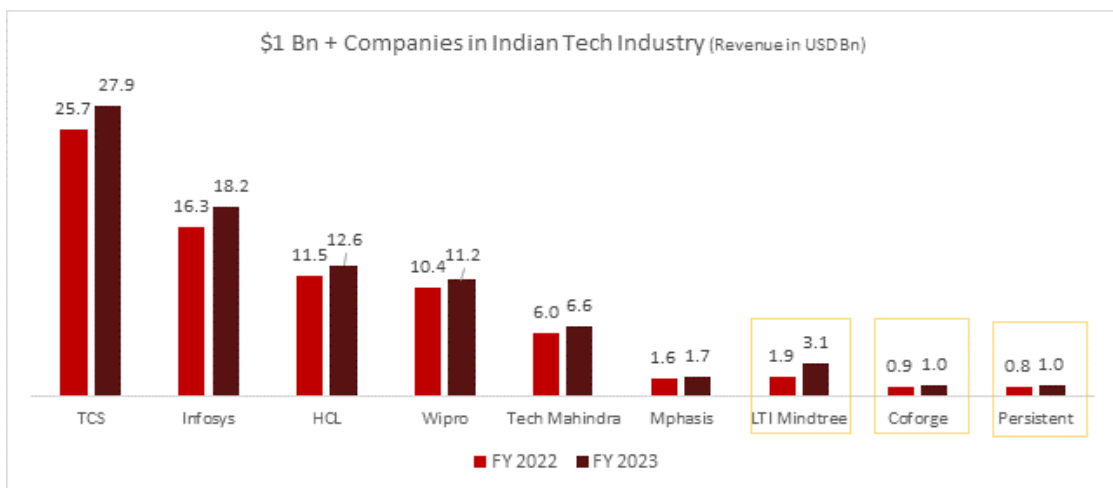
A sample of 419 is used, which covers both PR & EE and OP. The study included many business units and people from various security classifications. For this study, the subjects were chosen from middle-level employees in selected IT companies. Most of the responses were from middle-level workers, but a few were also obtained from top and lower managers. These factors were kept to maintain the size of the data and to show the influence of higher levels in the hierarchy, as is shown in Table 4.3.1. In order to improve the efficacy of the company and each individual, the current work is growing to identify, evaluate, and list the levels of Employee Engagement connected to individual resources.

1.6.1 Introduction to Information Technology Industry

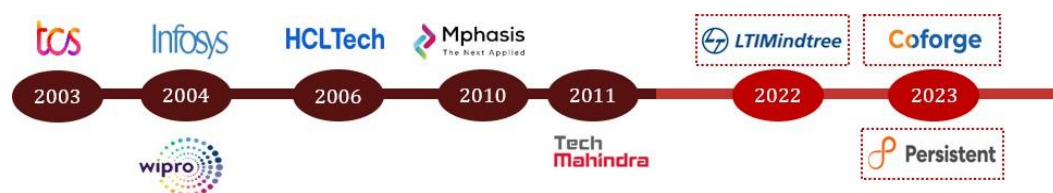
According to NASSCOM (2019), India's IT industry has a significant number of enterprises, with the count exceeding 15,000. This segment plays an important part in the country's employment landscape, directly employing over 4 million individuals and indirectly supporting an additional 12 million individuals. According to projections, the estimated value of the IT and commerce facilities marketplace in India will probably reach US\$19.93 billion by 2025. The IT business has emerged as the leading force in the market, generating substantial revenue of 99 billion USD during the fiscal year 2021. The aggregate revenue generated from international trade amounted to \$150 billion. The information technology sector profoundly donates to a country's Gross Domestic Product (GDP). IT businesses contribute approximately 8% of India's GDP, expected to reach \$5 trillion by 2024. Information Technology (IT) utilizes computer systems to store, retrieve, transmit, and modify data, typically in a commercial or organizational enterprise. Information and communication technology (ICT) is

commonly seen as a subset of information technology (IT). Leavitt and Whisler (1958) noted in their Harvard Business Review study that there was no widely accepted name for the new technology. At this point, the phrase "information technology" was initially introduced into contemporary vocabulary. The word information technology (IT) shall be employed. The description can be categorized into three distinct sections: processing methods, applying statistics and mathematics in decision-making, and simulating advanced cognitive processes on computer systems.

Fig. 1.1 Revenue Analysis of Information Technology Companies



Source: Company quarterly, Nasscom



Source: NASSCOM Strategic Review 2023

As shown in Fig. 1.1, the steady growth in IT company revenues reflects the sector's significant economic contribution, reinforcing the relevance of performance-based studies like the present one. While the phrase typically refers to both computers and computer networks, it is worth noting that other technologies for broadcasting information, such as television and telephones, are also included in the discussion.

Information technology (IT) covers various products and services, such as computer hardware, software, electronics, semiconductors, the internet, telecommunications equipment, and electronic commerce (e-commerce).

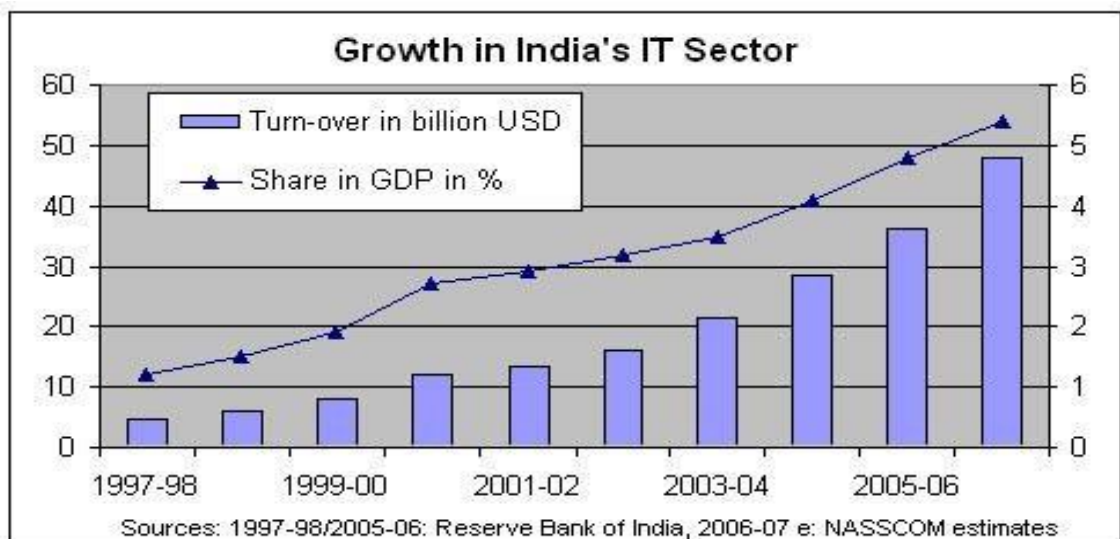
1.6.2 Information Technology in India

Origin and the History of the Indian IT industry: In 1974, Burroughs, a company that made mainframe computers, asked Tata Consultancy Services (TCS) to send a computer programmer to the US to connect the software structure for a client. This started the Indian IT business. The problem worsened because no local businesses were helped, and the Indian government was against private businesses. The Indian IT industry began when a company headquartered in Bombay sent programmers to IT companies outside India. IT didn't become a real business until 1984, and the government didn't pay for it then. In 1984, changes were made to the strategy, and the IT business was considered. During the 16 years, the Indian government passed the New Computer Policy (NCP), which lowered import taxes on hardware and software. The policy also said that software export was a "delicensed industry." Businesses that don't have licenses can get bank loans, don't have to follow license rules, and can set up offshore businesses in India for foreign companies. India's economy went through big changes in 1991. These changes ran to a novel period of globalization and financial incorporation worldwide, as well as about 6% annual economic growth from 1993 to 2002.

The Indian National Task Force on IT and Software Development was one of the top five objectives of the new-fangled government under Sri Atal Bihari Vajpayee, Prime Minister from 1998 to 2004. Wolcott and Goodman's 2003 report says that within 90 days of its design, the Indian National Task Force on Information Technology and Software Development made a related investigation into the situation of technology in India and an IT Action Plan with 419 suggestions. The Task Force was able to work rapidly since it used the knowledge and hindrances of public administrations, federal interventions, academic institutions, and the software industry. Many of the ideas were also in line with what the World Bank, the International Telecommunications Union, and the WTO thought and what they suggested. The Task Force also considered what Singapore and other countries learned from similar projects. It was less about coming up with something new than getting the networking community and the government to

act on what they already agreed on. In 1991, the Department of Electronics established the Software Technology Parks of India (STPI) to break the deadlock. As a government-owned company, STPI could give VSAT communications without putting its monopoly at risk. STPI's software technology parks in a few towns gave businesses access to satellite connections. Local connections were made through wireless radio links. In 1993, the government started giving each company its link. This made it possible for work done in India 17 to be immediately sent overseas. Indian companies quickly swayed American clients into thinking that a cable connection is just as stable as a group of computer operators operating in a client's office. In 1991, 1992, and 1993, Videsh Sanchar Nigam Limited (VSNL) introduced a large-scale Gateway Electronic Mail Service, 64 bits per second leased line service, and commercial Internet access.

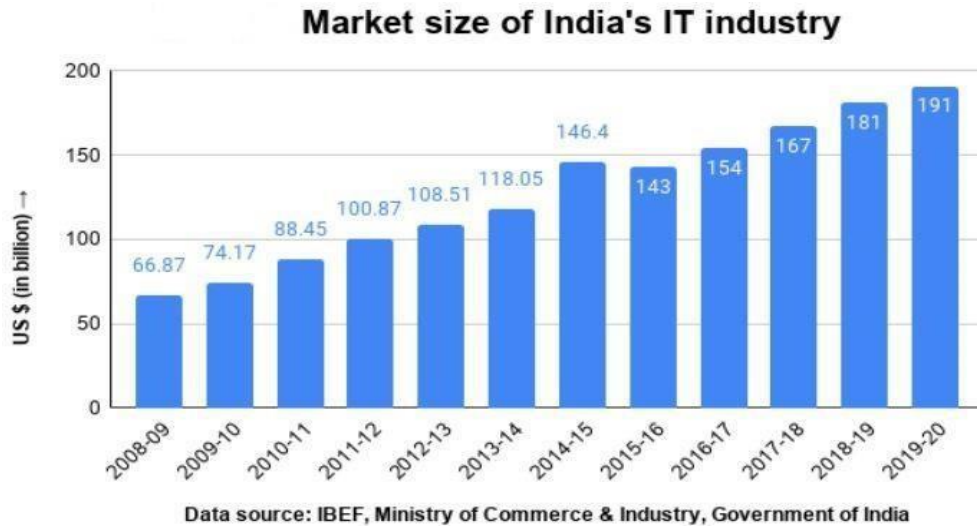
Fig 1.2 Growth of Information Technology Sector in India



Source: Global Innovation: A Research Project of TIM @ TUHH

From the data in Fig. 1.2, it is clear that India's IT sector is growing quickly, thanks to better digital infrastructure, more outsourcing, and constant innovation. This makes it necessary for organizations to focus more on Employee Engagement and using Personal Resources well to maintain their performance in this changing environment.

Fig 1.3 Information Technology Industries – Market Size



Source: Statista 2022

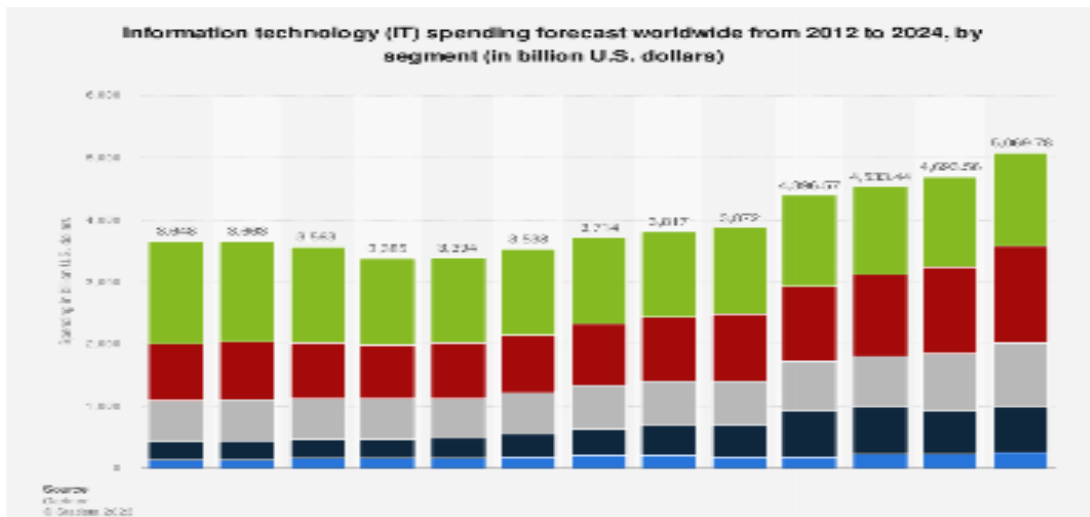
Figure 1.3 highlights the consistent growth of the Indian Information Technology sector, pointing out that it is becoming more influential for the national economy and the world's digital services. The election results were made available on NICNET which belongs to the National Informatics Centre. The Information Technology Act of 2000 governed e-commerce and other electronic activities. November 23, 2001, saw the EU and India gather a group of specialists to focus on investigation and expansion. India and the European Union decided to cooperate on science and technology on June 25, 2002. Bangalore will be the location for an India-EU Software Education and Development Centre and India wants to be present at CERN.

1.6.3 Global Scenario of Information Technology Industry

The information technology (IT) sector is anticipated to experience significant growth in the coming year, with a projected gain of 5%. At the start of the first quarter of 2018, the Comp TIA IT Industry Business Confidence Index reached one of its highest levels ever. Executives attribute the positive outlook to high consumer demand and the adoption of expanding product and service categories. A subsequent revenue increase should follow this trend. According to CompTIA's consensus forecast, the global technology industry is expected to grow by 5% in 2018. The predicted growth may, however, exceed 7 percent if all the stars align favourably. According to IDC's research,

the world will spend over \$4.8 trillion on information technology in 2018, with the United States spending approximately.

Fig 1.4 Information Technology Spending Globally



Source: Statista 2023

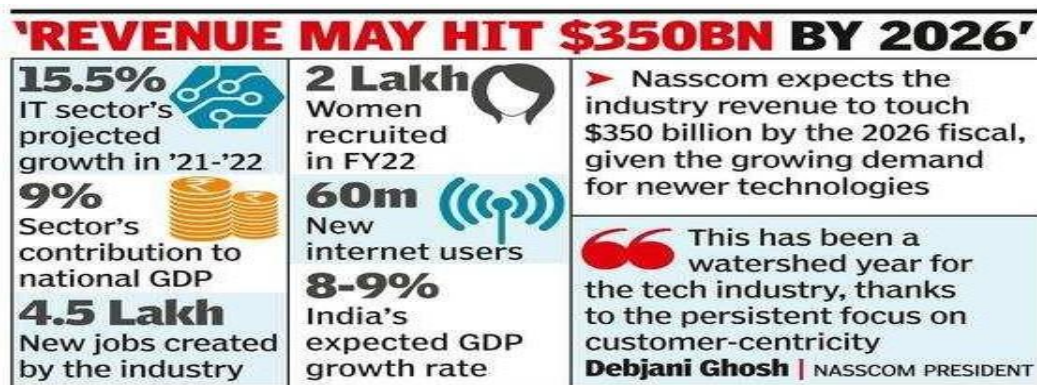
Indian IT and ITeS companies have built over 1,000 global service centers in about 80 countries. More importantly, the sector has helped India's economy grow and changed how the rest of the world sees India. India's main selling point (USP) in the global sourcing business is that it can offer IT services at 60–70% lower prices than in source countries. However, as big IT companies worldwide build creation centres in India, the country is becoming more important regarding intellectual capital. 18 India has become the world's digital powerhouse because it is home to about 75% of its digital ability.

1.6.4 Major Developments in Indian Information Technology and its Sector

Nasscom has just launched an online platform to improve the skill sets of over 2 million technology workers while teaching an additional 2 million prospective employees and students. During the fourth quarter of fiscal year 2017-18, the BFSI sector had a considerable increase in revenue growth, with a year-on-year growth rate of about 9%. As of March 2018, around 1,140 General Insurance Companies (GICs) were functioning in the Indian market. Between April and December 2017, a total of US\$ 7.6 billion was invested in India's IT and IT-enabled services (ITeS) sector by private equity (PE) and venture capital (VC) organizations. Government ingenuities are the

many acts and policies put in place by the government to solve specific challenges or achieve certain goals. These initiatives To encourage the expansion and advancement of the information technology sector, the Indian government has taken a number of important actions.

Fig 1.5 Developments in Information Technology Sector



Source: Static.toimg.com, The Times of India 2023

Among these initiatives, NITI Aayog announced a nationwide mission to foster the advancement of artificial intelligence (AI), aiming to harness its transformative potential for developmental activities across various sectors. This initiative was introduced as part of the Union Budget 2018–19, emphasizing AI's role in national growth. Furthermore, the Indian government expressed its commitment to exploring new avenues in industries such as remote business process outsourcing (BPO) services, digital healthcare systems, and smart agriculture, with the strategic objective of realizing a \$1 trillion digital economy.

1.6.5 Contribution of Information Technology Sector

Domestically, a sector must have domestic and global influence to contribute significantly. The Indian information technology (IT) sector is important domestically and globally. The information technology (IT) sector contributes significantly to the domestic economy. A study published in the journal Communications of the ACM in 2019 examines the domestic ramifications of India's information technology (IT) sector.

Fig 1.6 Impact of Information Technology on India



Source: CACM, 2019

The theory's findings are illustrated in Figure 1.6, which shows that IT sector operations have a significant impact on an organization's performance over time by promoting economic growth, job creation, skill development, and gender parity in the workforce.

1. Export Growth: The Indian IT industry contributes 7.9% of India's GDP and most of its foreign exchange. Over 25% of all exports come from the IT sector.
2. Skill and Job Creation: The IT industry creates jobs, especially for middle-class families. People frequently pursue training since the IT sector demands digital education, and NASSCOM has launched several initiatives that support capability development.
3. Women's Empowerment: 30% of the workforce in India's IT industry comprises women, which promotes women's empowerment.
4. Investment: Indian IT start-ups have gathered a lot of funding, and many companies consider India a potential location for their corporate operations.
5. Digital India: India has transformed into a Digital India due to technological growth.

Global Contributions

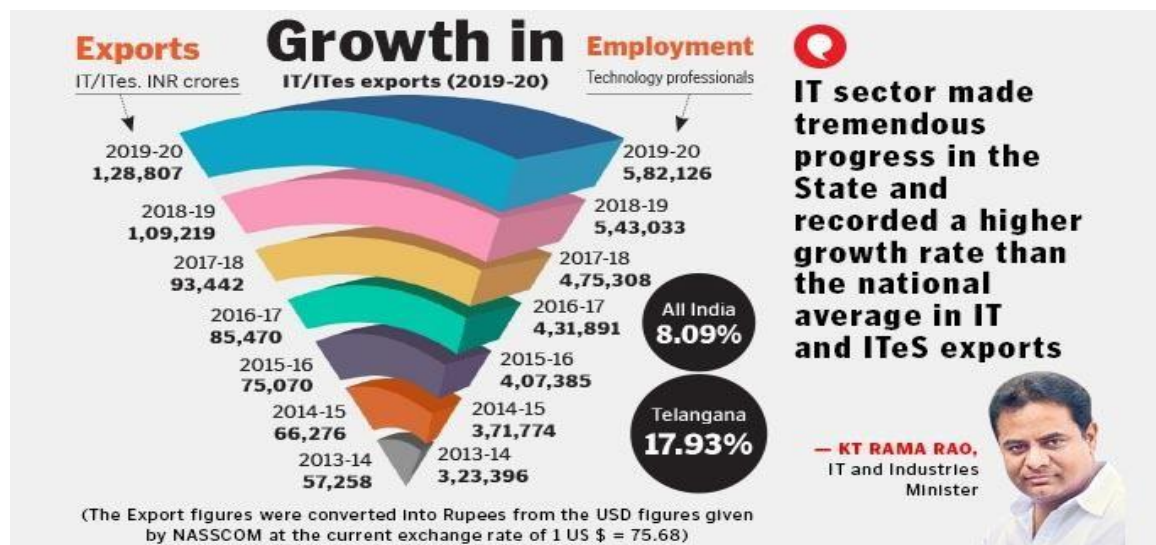
A global focus on cost optimization and quality improvement in the information technology industry led to greater shareholder returns and more than \$500 in cost

reductions. Indian enterprises have embraced global distribution and become delivery centres for various developed nations. Capability Maturity Model (CMM) level usage has substantially improved operating capabilities. Businesses are exploring global innovation and adopting digital transformation plans more. They vigorously pursue patents and copyrights and enthusiastically exploit digital technologies.

1.6.6 Importance of IT sector in Hyderabad, Telangana

Nearly 98% of IT businesses are based in Hyderabad, Telangana. The expansion of IT companies in the Hyderabad region was facilitated by the region's industrial policies and business friendliness. As a result, everyone won, which was advantageous for the IT sector. In addition to boosting Telangana's GDP, the information technology industry also opens up job opportunities. Telangana's IT industry is expanding at 17.93%, versus 8.9% for all of India. With an export rate of 23.5%, this growth is extraordinarily high. In Hyderabad, more than 1500 IT companies directly and indirectly employ more than 5.8 million professionals.

Fig 1.7 Information Technologies in Hyderabad



Source: Telangana IT exports, 2019-20

1.6.7 Importance of Personal Resources, Employee Engagement and Organizational Performance in IT Companies

Most IT organizations aspire to have a successful, efficient, high-quality, enthusiastic, empowered, and engaged staff. Top firms adopt EE techniques because they understand the importance of incentives and rewards since rewards encourage growth. This is because high-performing companies value quality and people capital.

Following are a few factors that contribute to PR and EE increasing OP and business success in critical areas:

- Identifies whether top performers are in danger of leaving the company for not getting used Personal Resources.
- Employee Engagement leads to productive staff and makes it easier to achieve organizational goals.
- A motivated workforce is a key asset for Organizational Performance.

A lack of investment in people and weak ways to engage employees are often the reasons for poor Organizational Performance. When there is high turnover, stress, not enough recognition and few chances for career growth, it affects the morale of employees. If employees are not made to feel valued or supported, they are less motivated to work towards the company's goals. So, if employees have self-efficacy, optimism and resilience, they can handle job problems more easily. At the same time, carrying out transparent communication, skill-building and fair performance reviews ensures employees are motivated and perform well which helps the organization succeed.

Employees who are engaged have the potential to grow over time, increasing their value to the firm and making them valuable assets for businesses. Employees who go above and beyond duty benefit the organization and the individual. This essay is essential for executives and professionals in the information technology business. It is feasible for people to give their all at work while prioritizing their health and maintaining a positive attitude about their profession. Before engaging employees, the organization must select metrics and KPIs to track Organizational Performance using Personal Resources because it increases organizational capacity.

1.6.8 Impact of IT Companies on Employees:

The dynamic environment of the Information Technology (IT) sector presents several challenges for human capital management. Managers often operate within constrained budgets, rigid compliance protocols, and organizational inertia that resist structural changes. These limitations restrict innovative human resource practices and hinder the development of younger talent, especially when employment frameworks prioritize contract-based roles over long-term engagement.

A major factor contributing to inconsistent Organizational Performance is the insufficient investment in Personal Resources (PR) and the lack of sustained Employee Engagement (EE). Working conditions in many Indian IT firms are suboptimal due to factors such as minimal motivation, irregular or night shifts, occupational stress, extended remote work, and an absence of a psychologically supportive environment. Additionally, unethical recruitment practices and vague employment contracts exacerbate employee dissatisfaction and weaken job clarity and performance expectations.

Work-life imbalance is another pressing concern. Poor task allocation and unrealistic workload expectations often result in employee burnout and strained personal well-being. The lack of fair and transparent appraisal systems, combined with inequitable incentive distribution, further contributes to low morale, interpersonal conflict, and reduced productivity. These factors collectively erode organizational cohesion and long-term staff retention.

Conversely, motivated workers are a vital resource for the company. Employees are more likely to be resilient, driven, and in line with company goals when Personal Resources like self-efficacy, optimism, and organization-based self-esteem are properly fostered. Such individuals contribute significantly to both operational efficiency and innovation. This study underscores the necessity for IT companies to prioritize employee well-being by developing frameworks that integrate personal resource enhancement with strategic engagement practices. A forward-looking HR approach—grounded in fairness, recognition, and developmental opportunities—can unlock employee potential, improve Organizational Performance, and foster a healthier, more sustainable workplace culture.

1.6.9 Challenges and Opportunities of IT Companies:

The Information Technology (IT) sector, while expansive and evolving, faces a host of structural and operational challenges. Despite the continuous growth in the labor force, many organizations remain reluctant to expand hiring due to various systemic constraints.

A key issue lies in the shortage of skilled and experienced professionals. Not all IT firms possess robust human resource infrastructure capable of managing modern workforce expectations. Many companies continue to focus narrowly on task

completion rather than fostering strategic engagement or long-term employee development. Additionally, traditional management approaches that emphasize hierarchical control over collaborative leadership are proving ineffective in the current dynamic work environment.

Cost-benefit analyses of employee contributions and technological tools are often undervalued or improperly executed due to limited trained personnel or budget constraints. Managers overseeing human resources in IT firms frequently grapple with tight financial controls, rigid regulatory compliance, and a deep-seated organizational resistance to change. These limitations prevent businesses from leveraging opportunities such as merit-based advancement, meaningful participation of employees, and the inclusion of younger professionals in innovative projects.

The study highlights that inconsistent Organizational Performance often stems from two primary deficiencies: underdeveloped Personal Resources and low levels of Employee Engagement. Many Indian IT firms exhibit working conditions marked by inadequate motivation, erratic schedules, occupational stress, and minimal psychological safety. This environment is further deteriorated by unethical hiring practices and vague role definitions, which impede clarity and diminish accountability among employees.

Furthermore, the lack of work-life balance, inefficient task allocation, and poorly designed appraisal systems contribute to internal inequities, particularly in the distribution of incentives. These systemic issues result in disengaged employees, decreased morale, and a subsequent decline in overall productivity and organizational effectiveness. Looking ahead, IT companies must reimagine their workforce strategies. This includes transforming recruitment, training, and organizational practices to better support performance, innovation, and profitability. It is imperative to address deficiencies in professional advancement, educational support, and skill diversity. Prioritizing the development of Personal Resources like resilience, optimism, and self-efficacy can greatly boost Employee Engagement and long-term organizational success. Human Resource departments must embrace data-driven approaches to measure engagement, monitor attendance, assess performance, and identify high-potential talent. By using analytics, businesses can match hiring procedures to strategic requirements,

creating a workforce that is not just competent but also inspired and equipped to make significant contributions to company objectives.

1.7 Information Technology Companies Used in the Study

The study focuses on five leading IT companies in Hyderabad: INFOSYS, TCS, WIPRO, HCL, and TECH MAHINDRA. Company profiles are detailed in Annexure II. As of 2020, Hyderabad is home to over 1,500 IT and ITES companies, employing nearly 600,000 professionals. Given this dense concentration of technology firms, the study selected five top-performing companies—INFOSYS, TCS, WIPRO, HCL, and TECH MAHINDRA—based on Glassdoor ratings and third-party organizational benchmarking. These businesses are appropriate for comprehending the effects of PR and EE on Organizational Performance (OP) since they are major participants in the city's IT industry.

Fig 1.8 Top 10 Information Technology Companies in Hyderabad



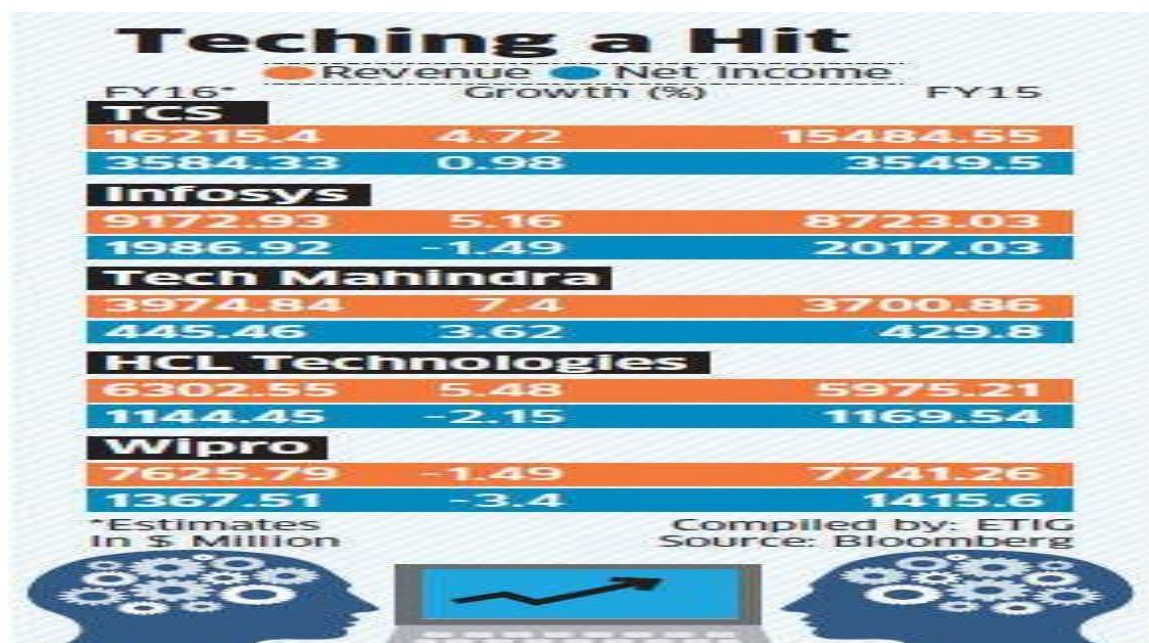
Source: Stock Market in India 2022

The five chosen IT companies in Hyderabad each received 500 structured questionnaires. Of these, 419 valid responses were received and analyzed, forming the final sample for evaluating PR, EE, and OP. The sample consisted of middle-level employees, identified as critical decision influencers in organizational hierarchies. The sample size was determined with a 50% response distribution, a 95% confidence level, a 5% margin of error, and population data pertinent to the Hyderabad IT industry using a standard online calculator. Company selection was informed by Glassdoor ratings (www.glassdoor.com), curated by Nestaway Information Guides (www.nestaway.com).

These rankings evaluate organizations based on key parameters such as corporate revenue, workplace culture, and employee benefits.

The selected IT companies operate in a highly competitive and globalized environment, where maintaining productivity, profitability, and workforce well-being is an ongoing challenge. Organizational success increasingly depends on the presence of a trained, motivated, and engaged workforce. This research builds on descriptive insights to conduct a quantitative analysis involving 419 respondents, aiming to empirically examine the relationships among PR, EE, and OP. Given the demanding schedules and high-performance expectations faced by IT employees, the study investigates how Personal Resources can be unlocked to enhance engagement and support sustained organizational outcomes.

Fig 1.9 Five Information Technology Companies Selected on Revenue



Source: ET Telecom, 2015

Fig 1.10 Five Information Technology Companies Employees Decline

STAFF STRENGTH

Infosys saw a net decline of 1,811 people while Tech Mahindra saw its workforce shrink by 1,713 people

	No. of employees as of		Net decline/addition
	30-Mar-2017	30-Jun-2017	
TCS	387,223	385,809	-1,414
Infosys	200,364	198,553	-1,811
Wipro	165,481	166,790	1,309
HCL Technologies	115,973	117,781	1,808
Tech Mahindra	117,693	115,980	-1,713
Total			-1,821

Source: Fact sheets of the five companies

Source: Mint, 2017

The Indian IT sector is characterized by high expectations, tight deadlines, and rapid innovation cycles, all of which place continuous pressure on employees to meet performance targets and deliver technological solutions. These demands often lead to stress, role ambiguity, and productivity challenges, making it essential for organizations to invest in personal and organizational resources that can enhance employee resilience and engagement. Moreover, the dynamic nature of IT work requires employees to continuously upskill and adapt, further intensifying the demand for supportive work environments. Contrary to the backdrop, the study investigates the levels and determinants of Employee Engagement (EE) and Personal Resources (PR), and their combined impact on OP. By analysing the strength of these interrelationships, the study aims to generate actionable insights that may support workforce retention, increase operational efficiency, and drive sustainable business outcomes in India's competitive IT ecosystem.

1.8 Significance of the Study

Current ages remained, and there was a fundamental change in the superior-subordinate rapport. Increasing levels of competition, globalization, and the economic environment's unpredictability make it difficult for organizations to recruit and keep the finest people. Modern employees no longer view single employment as a lifetime position, indicating that employee and corporate expectations are changing. As a result, Employee

Engagement is no longer what it once was. Nowadays, some people pursue short-term professions in various companies, believing that they will only commit for a brief period before quitting their jobs or will utilize the skills they acquire in one position as a springboard to another (Bates, 2004). Employee Engagement may be the "dealbreaker" for businesses looking for long-term success in an increasing unrest. Carl Markwick and Gemma Robertson-Smith's Report 449 According to Josh Bersin's (2015) study "Becoming Irresistible: A New Model for Employee Engagement," distributed via Deloitte University Press, some employees are now attempting to improve work culture as opposed to depending on individualized approaches to Employee Engagement. It also provided methods and instruments for interpreting and evaluating involvement levels, which promote organizational commitment and sustainability.

Typically, an employee's commitment to organizational achievement is supported by Personal Resources. The way IT employees operate how they function, and what jobs they hold have all altered dramatically. IT professionals now have the option and obligation to WFH, which has increased working hours, time obligations, and long-term stress, all of which have been related to a wide variety of known plus undiagnosed mental fitness conditions. Today's IT workers handle both routine jobs and new problems. Thus, studying this group will help researchers, policymakers, businesses, and the public and private sectors comprehend and analyze how EE affects OP. IT employees have a demanding schedule, which causes them to be stressed out, committed, and busy. In due analysis of Organizational Performance, Employee Engagement depends on commitments and goals to be met on time, but Personal Resources are generally ignored.

Analysis of Employee Involvement Employee participation Employees blindly believe in timely commitments and targets-driven engagement, and Personal Resources are not given much importance; in most instances, they are overlooked. The present study will address the issues and challenges of various issues and policy markings of the IT companies in the purview of HRM. For employees working in a private enterprise or a PSU or working under a centre or state government administrative setup, Organizational Performance has a bearing on the efficiency and effectiveness of that entire unit. Hence, irrespective of the sector selected, the perception of EE applies to every sector that takes the services of an employee. This study deals with studying

Employee Engagement in the IT setup. Hence, it contributes to solving HR issues for IT companies and assists in policymaking.

1.9 Outline of the Study

All research used in the existing work-study is factual and supports the investigation in HRM, Management & Organization Theory and Organizational Behaviour. In modern organizations and even Government Administration, the role of EE has become extremely important and widespread. This department, in any business or Information Technology company, depends on Employee Engagement for its productivity which starts with how they manage their responsibilities. Many firms and sectors have looked into how engaged employees are, but HRM studies on Employee Engagement in IT are rare. How engaged employees are in a business organization directly influences how effective, capable and productive the business is. No matter what, how involved employees in IT companies are in different roles, including departments, touches the interests of all stakeholders ruled by the top-level management. For this reason, this research gains a lot of strength by examining how the concepts and tools of HRM shape the IT sector's activities.

In order to ascertain the extent, contributing elements, and impacts of "Employee Engagement and Personal Resources on Organizational Performance," as well as the relationship between EE and PR on OP, the current review is utilized. Employees who are continuously stressed, committed, and busy with a tough schedule. The current research identifies the levels and factors of EE and PR and their impacts on Organizational Performance. It also analyses the relationship between EE and PR over OP. This is also used to identify factors using structured questionnaires and qualitative survey research with Google Forms. Middle-level employees in IT businesses, who are crucial to organizational effectiveness, participated in the survey. The study first aids in the identification of the Personal Resources that follow Employee Engagement. Motivated, content, and engaged staffs are essential for every firm because it is generally accepted that employee involvement is important. This study considers how all businesses use technology to enhance organizational effectiveness. Due to fierce competition and globalization, it is extremely challenging for IT organizations to

maintain profitability and productivity while meeting current market demands. Having a trained and motivated crew will help you overcome this.

Limitations and barriers to employee productivity are also mentioned. After doing descriptive research to obtain detailed information and using qualitative analysis to formulate and evaluate hypotheses, a quantitative study with a sample size of 419 participants was selected to be carried out. The study suggests numerous ways to improve Personal Resources and engage employees after a qualitative analysis, helping the industry identify where it is missing and how to address it.

1.10 Conclusions

Organizational growth, success, intention to leave, retention, employee satisfaction, and strategic decision-making are buzzwords in any company, especially the IT sector. Organizations are pursuing these initiatives. The only way to achieve Organizational Performance, the essence of businesses, is to have a motivated and technologically advanced workforce. It is an approach that can help organizations boost employee satisfaction by eliminating bias and increasing Employee Engagement and retention rates through employee comprehension. Because of the different dashboards, management may make more strategic judgments. As a result, Employee Engagement methods in IT organizations must be adopted at all levels and throughout all functional areas. This research contributes to better understanding and higher Organizational Performance by cultivating Personal Resources and implementing Employee Engagement tools and methods.

A mediating examination exposed that EE is foreseen by a crowd influence that can be categorised into work features, Personal Resources, relational affairs, and organisational provision. Numerous investigations have researched the connections between different factors and Employee Engagement. With several perceptions and inferences, Employee Engagement was coined to different behavioural spectacles. Previous studies have shown that people who maintain a happy attitude in both their personal and professional lives report better levels of Employee Engagement.

The existing exploration examines the intermediating consequence of Employee Engagement while investigating personal resource attributes that influence

organizational success. Consistent Organizational Performance among employees can be accredited to two major problems: a lack of human resources and a low degree of Employee Engagement. India's information technology (IT) business consumes fewer employed circumstances due to poor incentives, night-time swings, job-related anxiety, long-term commitments, and absenteeism from a decent work role or role performance. This industry is weighed down by substantial concerns restricting because of the wrong service performed. Notwithstanding employee involvement in employee output regardless of role and tenure, there are deficient credentials describing the role's prospects and necessities. The personnel capability to accomplish their owed responsibilities is put at risk. Worries relating to harmonizing action and private existence might influence people's stress levels. Inefficient task distribution causes challenges for employees and makes it difficult for them to combine their professional and personal duties. A shortage of labour and substandard Organizational Performance evaluation processes compound employee disparities caused by unfair incentive distribution. This phenomenon hurts people's commitment to employment and organizations, lowering overall productivity.

CHAPTER-2
REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

IT is critical to the progress of technology across industries and businesses. Human resource management (HRM) is vital to business administration since it controls and maintains organizational development and Organizational Performance. Initially, the HR department performed all operations by hand. As technology advanced, the HR department eventually incorporated IT into its activities. HRM in IT enables HR professionals to cooperate, organize, and analyse HR to manage, recruit, engage, and retain competent employees. It aids in making educated judgments in a variety of data-intensive sectors. HRM experts are certain that the Employee Engagement comes across in what way worker senses their effort involvement besides by what means they are concerned in the organization, with their abilities in which person capabilities of self-efficacy, hope, optimism, and resilience performed, collectively termed as Personal Resources. The current study deals with the emotions and talent of an employee associated with a business's victory. Some people certainly do not spring their greatest determinations, which are not substance to how firm HR personnel attempt to engage them.

Nonetheless, maximum workforces need to stand dedicated to their businesses since remaining in such a way is an influential and rudimentary requirement associated with anything substantial. Success stories of thriving commercial establishments ought to remain remarked on in terms of the comprehensive offerings of engaged employees. Engaged personnel intensely prompt themselves in all physical, mental (intellectual and affective), and social dimensions during their role to achieve maximum Organizational Performance. They are considered carriers of monetary outcomes in combination with marketplace success. They stretch astronomical enactments by demanding to spring themselves and uninterruptedly determined to overtake customary innovative values of quality. Crossways, the sphere of improving Employee Engagement (EE), has reproduced energy in commercial establishments. Personnel are involved once companies ensure strong job principles and Employee Engagement, where employees acquire junctures to prompt their nervousness and prospects to cultivate and progress their perspective.

According to the research title, extensive literature reviews were used on the study variables: PR, EE, and OP, which act as autonomous, mediating, and dependent variables. The writer identifies influences and accomplishment factors of the related conceptions. Review from different publications like Springer, Web of Sciences, Taylor and Francis, PubMed, Wiley, and noticeable datasets. The study reviewed the concepts of the study variable at the point where these relationships intersect and how they affect workers and organizations. A systematic review procedure is used to examine each variable in depth, including its components, process relationship, and results. Employees with Personal Resources are more confident in their abilities and potential and are more optimistic about the future, according to a recent study. The connection between a person's employment and their resources demonstrated a significant element in Employee Engagement. This optimistic view enables individuals to actively seek out and create new opportunities within workplace environments (Xanthopoulou et al. 2007). Consequently, the growth of Employee Engagement is made feasible, making the pursuit of ambitious goals conceivable.

To ascertain the connection between the study variables and thematic literature reviews, the influence of EE as an intermediary in the association between PR and OP. Personal Resources are very advanced and new knowledge and creations are continuously emerging due to different factors. Literature on PR acting as an independent variable and its relation with other factors is used mainly for this purpose. Keen observation is taken to analyse the impact of PR as a predictor variable in determining outcome variables from the latest reviews. The paradigm of Employee Engagement is truly multidimensional, and its areas are discovered from numerous viewpoints. A detailed thematic literature review was conducted by studying EE's role as an intermediary in the linkage concerning PR and OP. The literature on Organizational Performance in different sectors, including numerous dimensions, especially in connection with Personal Resources and Employee Engagement, was reviewed comprehensively. Several reviews were examined on the components influencing PR, EE, and OP.

Bakker et al. (2014), human resource practitioners have separated employee involvement into two primary categories: Personal Resources as an individual element and job resources as a contextual element. Job resources are viewed as a contextual component, while Personal Resources are viewed as a particular factor. As per the JD-R model, job resources are a profession's somatic, communal, and structural characteristics that promote work-related goals and personal development. The JD-R model also claims job resources affect work engagement (Xanthopoulou et al., 2007). According to Bakker and Demerouti (2008), Hobfoll et al. (2003), and Xanthopoulou et al. (2007), internal traits or favourable self-evaluations that are linked to an individual's resilience are known as Personal Resources, perception, and capacity to influence and manage surroundings to improve organizational outcomes effectively.

A proportional investigation discovered that Employee Engagement is anticipated via a congregation of dynamics that can be categorized into professional features, Personal Resources, interactive associations, and administrative maintenance. Several readings investigated profound connections between the mentioned features and Employee Engagement. The present investigation review discovered a constructive link between job crafting and Employee Engagement, demonstrating that workers who adopt practical procedures initiating a healthier individual-role frame are supplementary professionally. Employee Engagement is not restricted to the place of work but also includes enormous aspects of personal life. A wide-ranging analysis of research works was commenced to reach a coherent knowledge of the construct from a universal standpoint. The definitive and modern investigations of numerous extents of all the variables under the study have been judiciously inspected. Grounded on a cautious evaluation of preceding work, a few holes in the research were identified. Intersecting, the objectives and hypotheses of the study were outlined.

2.1 PERSONAL RESOURCES

This study treats Personal Resources (PR) as the independent variable and measures them through three main aspects: self-efficacy, organizational-based self-esteem and optimism. This part of the literature review combines different theories, categories and research studies about PR and its part in the JD-R framework. It also investigates the

effects of PR on EE and OP. Having Personal Resources in human resource management means employees rely on their mental and behavioural traits, including knowledge, skills, resilience, confidence, and motivation, to handle job duties and improve their performance. These qualities, either easy to notice or hidden, play a role in determining how effective someone is at work. Time, energy, and emotional stability are also important Personal Resources that are not physical. The following sections explain the important concepts and groupings that describe PR in the context of organizational behaviour and performance analytics.

Table 2.1 Descriptions of Personal Resources according to different Authors and Year

Author and Year	Description
Locke & Latham (2006)	Individuals with more positive self-regard are more likely to experience goal self-concordance, contributing to enhanced Personal Resources.
Luthans & Youssef (2007)	Intrinsically motivated individuals with goal self-concordance tend to demonstrate higher levels of job satisfaction and Organizational Performance.
Anthopoulou, Bakker, Demerouti & Schaufeli (2007)	Found that Personal Resources (self-efficacy, organizational-based self-esteem, and optimism) partially mediate the relationship between job resources and work engagement.
Xanthopoulou, Bakker, Demerouti & Schaufeli (2009)	Demonstrated a reciprocal relationship over time between job resources, Personal Resources, and work engagement.
Tremblay & Messervey (2011)	Identified compassion satisfaction as a personal resource that buffers the impact of job demands on psychological strain in high-stress professions.
Bakker et al. (2004); Demerouti et al. (2001)	Defined Personal Resources as positive self-evaluations linked to resilience and the capacity to influence one's work environment.

Hobfoll, Johnson, Ennis & Jackson (2003)	Argued that Personal Resources predict goal setting, motivation, organizational commitment, and both job and life satisfaction.
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2.1.1 Factors of Personal Resources

PR is skills and traits that help employees cope with difficulties, stay strong and work effectively in tough workplaces. Karatepe (2018) points out that psychological capital, resilience, self-efficacy, and emotional intelligence are important for employees to overcome difficulties at work, adjust to new situations, and stay positive. People with more Personal Resources perform well in various tasks and roles, which help the organization. According to Bhattacharyya and Bag (2024), resilience found to be the robust PsyCap factor of engagement, monitored by self-efficacy, OBSE, positivity and faith in IT companies, a significant evaluation towards understanding the connection between factors of PR and EE.

A study of Mumbai-based IT firms showed that psychological wealth confidently impacts commitment, on the other hand observed structural facility arbitrates that connection—highlighting the necessity intended for HR performs that strengthen psychological wealth. This review was used in understanding concepts of PR developing HR policies that leads to EE (Sihag, 2020).

Albrecht (2012) points out that optimism, self-esteem, and self-worth are Personal Resources that greatly affect employee well-being. They help people handle stress and avoid burnout, and they also encourage loyalty within the organization. At the same time, Albrecht points out that there is not much systematic research on Personal Resources, specifically in IT, which makes this study important. Because PR has evolved over the years, it is now crucial for understanding both organizational behavior and employee productivity.

According to Lee (2019), Personal Resources help lower anxiety and fatigue at work, which leads to better subjective health and increased job satisfaction. Results support the JD-R (Job Demands-Resources) paradigm, which shows that when people are under a lot of stress, their Personal Resources help them stay engaged. They (Albrecht and Marty) also state that when employees have more Personal Resources,

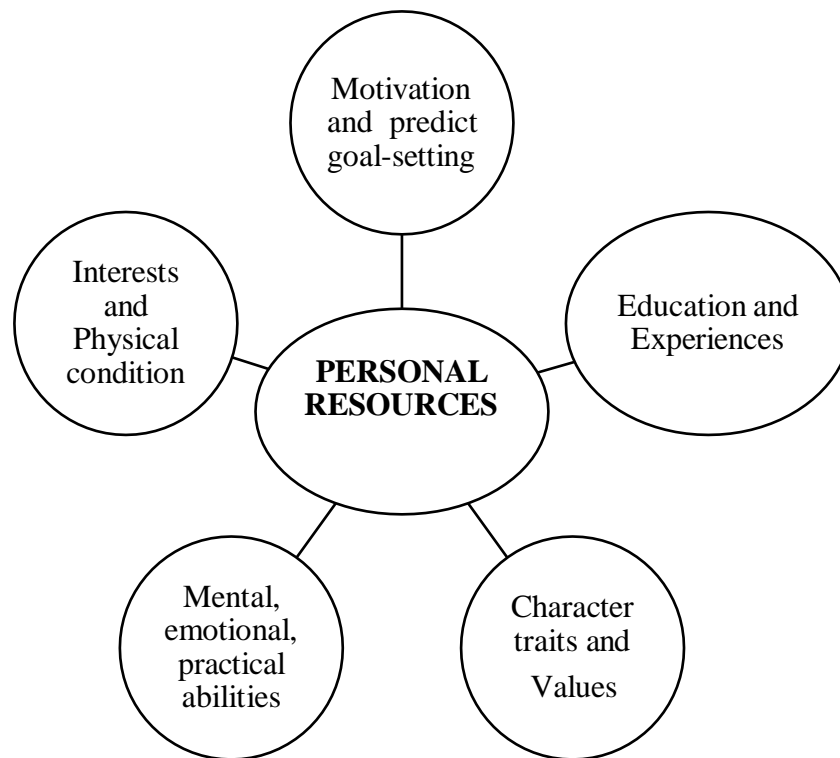
their commitment, enthusiasm and dedication increase. According to their studies, motivated employees put in more effort beyond what is required which improves their own and their organization's performance.

According to Zeglat and Janbeik (2019), higher Personal Resources in employees result in less turnover, fewer absences and greater commitment. The results achieved by these outcomes boost both operational efficiency and the effectiveness of the organization. Bakker and Demerouti (2008) see Personal Resources as the main factors that help employees grow and develop. Those who believe in themselves, are optimistic and have confidence often look for learning chances, plan their careers and achieve better results at work

Hakanen and Roodt (2010) state that personal and job resources combined influence employees' emotional well-being, physical condition, goal setting, and learning habits. This indicates that PR plays a key role in OP and is also crucial for EE. Saks (2006) also points out that organizational PR, relationships with others, and the nature of the job can all play a part in affecting an employee's willingness to remain with the organization. He points out that EE helps explain the link between PR and employee retention which is in line with the theory behind this research.

Young Sup Hyun and Woocheol Kim (2017) build on this idea by saying that PR can act as non-work variables that lead to engagement in difficult work situations. This review argues that employees' ability to shape and control their environment is key to both being engaged and helping the organization succeed. These findings all support the idea that PR significantly affects both EE and OP in the IT industry.

Fig 2.1 Factors of Personal Resources



Source: Saks, 2006

2.1.2 Personal Resources Acting as Predictor Variable

Many studies have shown that PR can independently impact both Employee Engagement and performance in an organization. In the view of Dave and Kant (2020), PR is important for older employees because it moderates their feelings of fatigue and enjoyment at work. Things like individual skills and a sense of well-being are related to less long-term exhaustion and greater satisfaction at work. In particular, being good at what they do encourages people to work longer, showing that PR is a key factor in shaping their career decisions. This boosts the study's central thesis by demonstrating how PR may boost EE and enhance OP.

In their study, Adi and Margalit (2020) showed that the presence of learning disabilities and a positive mindset can affect how employees handle stress through online avoidance coping. Optimism played a key role in showing that PR affects both thoughts and feelings at work. Mana and Margalit (2022) looked at how general self-efficacy, optimism, emotional impact, and adaptive routines in the workplace were connected, especially during the COVID-19 quarantine. Their study confirmed that self-efficacy is a key aspect of PR, which helped confirm its importance for this research.

According to Gilson and Harter (2004), resources such as autonomy, relationships at work, accountability, satisfaction, and enthusiasm in the business environment help increase Employee Engagement in mid-sized companies. Their results point to PR as an important factor that encourages employees to act in desired ways. In addition, Leiter (1993) studied the effects of sex, doing good things for others, how people view themselves in relationships, and job demands on exhaustion and disengagement. The absence of PR is linked to these factors, which suggest that employees feel more tired and distant from their work.

According to Tanova and Anasori (2023), mistreatment at work is a major factor in predicting emotional fatigue. The relationship between psychological distress and resilience was not significantly weakened by mindfulness. It further emphasizes that PR, especially resilience and emotional regulation, are crucial in protecting individuals from stress at work.

Jeanette and Jørgensen (2011) studied the connection between personality traits like neuroticism, sociability, openness, conscientiousness and agreeableness and general self-efficacy (GSE). The research concluded that being sociable and conscientious is linked to GSE which supports the idea that self-efficacy is significant for workplace involvement and results.

As per Demerouti and Bakker (2011), changes in job resources, Personal Resources, and performance expectations have a significant effect on worker engagement. Crawford and LePine (2010) found that job stress and PR are closely connected to burnout and engagement levels, and optimism helps to moderate the link between fatigue and engagement. By demonstrating how PR can either improve or worsen employee performance, they contribute to the theory's development.

Although this is not directly related, De Jonge and Siegrist (2000) found that different generations have different attitudes toward workplace rules and technology. Even though the focus is education, it also gives a small insight into engagement-related behaviours. To sum up, these studies confirm that Personal Resources significantly affect the company's results and employees' engagement.

2.1.3 Impact of Personal Resources on Employee Engagement

Malan (2017) examined how Personal Resources affect Employee Engagement and discovered that the two are closely related to one another. The research which

covered knowledge workers in the private sector, pointed out that emotional intelligence, internal work locus of control and career orientation are main factors that encourage engagement. Malan found that strengthening Personal Resources through HR strategies can help increase employees' commitment, motivation and performance.

Taking these observations into account, the "Job Demands–Resources (JD-R)" model explores how having personal and job resources can affect work engagement within different organizations.

Job Demand Resources Theory

Bakker and Demerouti (2008) developed the Job Demand and Resource Model of Work Engagement. This construct has an additional significant influence on work and the arena of rehearsal; similar constructs classify features that induce work engagement. Bakker and Demerouti (2008) concluded that Employee Engagement is resolute via characteristics of Personal Resources and the job. This model (Bakker and Demerouti, 2008) displays two suppositions of the JD-R model (Bakker and Demerouti, 2007; Demerouti et al., 2001), the first supposition is that work engagement is the result of job resources and high enactment. The subsequent supposition is that job resources chiefly control Employee Engagement, while professional difficulties (job demands) are great.

Personal Resources, which Xanthopoulou et al. (2007) introduced, are a different class of psychological factors that promote Employee Engagement. According to this view, job demands include different parts of a job that need to be dealt with and can lead to stress or health problems, such as pressure, doubts about job roles, or emotion-related issues (Demerouti et al., 2001; Bakker & Demerouti, 2007). In contrast, autonomy, positive feedback, and support from a supervisor are considered job resources that push people to do well, decrease pressures at work, and promote their growth.

Individual assets like self-efficacy, optimism, and organizational-based self-esteem can prevent the negative outcomes of job demands of job making job resources more motivating (Xanthopoulou et al., 2007). They help people stay engaged and support effective coping, a good attitude at work, and lasting success under stress. For this reason, using Personal Resources in the JD-R model gives us a complete picture of

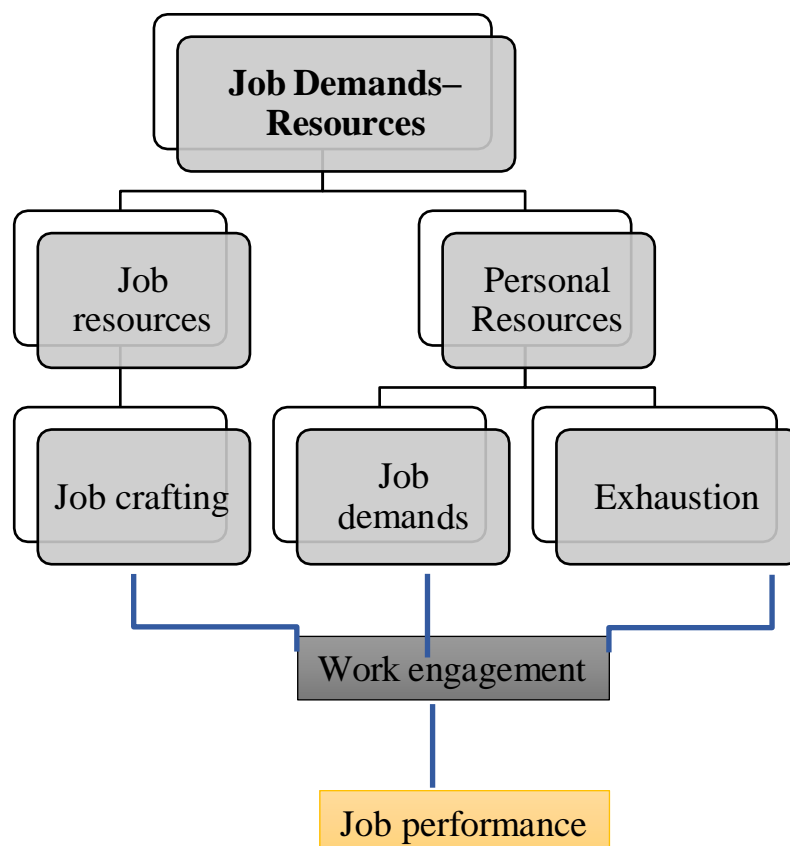
how people handle stress at work and succeed in tough industries such as information technology.

As stated by Bakker and Schaufeli (2004), when personal and job resources are combined, employees are better able to handle diverse situations at work. According to Bakker and Demerouti (2007), the JD-R model points out that resources like task clarity, autonomy, performance feedback, and support from supervisors are important for boosting Employee Engagement. But recent studies suggest that personal factors such as self-efficacy, optimism, and organizational-based self-esteem not only affect engagement but can also predict it on their own (Xanthopoulou et al., 2007). Such self-regulatory skills allow people to maintain their goals, emotional balance, and strength as demands increase. Hobfoll et al. (2003) state that Personal Resources include positive views of one that relate to a person's belief in their ability to manage and shape their environment. This idea matches the broaden-and-build theory in positive psychology, which points out that the resources a person has can strengthen their resilience and help them respond to changes. Mauno et al. (2007) discovered that workers who have a high sense of organizational self-worth are more likely to feel motivated and committed, important aspects of engagement, because they see their work as meaningful for the organization. Based on the theories, this study proposes that Personal Resources help people become more engaged in their work, rather than just reacting to difficulties. These factors help employees gain access to more resources which leads to employees staying committed and helping the organization perform better. So, the main reason for including Personal Resources in this research is that they are well supported by theory and have been proven through research, making them key factors affecting engagement and performance in IT sector workplaces.

Hobfoll, S. E. (2002) S. E. Hobfoll (2002) conducted a study on nursing staff, demonstrating that Personal Resources are important in controlling their stress at work and their job satisfaction. He discovered that having Personal Resources helps employees feel more engaged at work and also reduces the effects of tiredness, which shows that engagement and fatigue affect each other. This is consistent with the COR theory, which holds that people attempt to acquire and preserve valuable resources to aid with stress management. The study's finding that exhaustion and engagement are inversely related adds strength to the study's main ideas, especially in the busy,

technology-focused world of IT companies. As a consequence, it is thought that possessing emotional strength, self-confidence, and self-esteem at work can help avoid burnout and motivate employees to continue working, which is good for the organization in the long run. The relationship between Personal Resources and Employee Engagement is depicted in Fig. 2.2, which is taken from Bakker et al. (2007, 2010).

Figure 2.2 The Job Demands–Resources Model- Personal Resource as a predictor of Employee Engagement



Source: The Job Demands–Resources Model (Bakker et al., 2007, 2010)

Table 2.2 Impact of Personal Resources on Employee Engagement using different factors

The connection between self-efficacy, organizational-based self-esteem, optimism, and Employee Engagement has been summarized in the table given below. Numerous studies find that these variables are strongly and positively connected which is why they should be included in the model.

Author(s) and	Key Personal Resource	Reported Influence on Employee
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Year	Factors	Engagement
Schaufeli & Bakker (2004)	Adequate Job and Personal Resources	Strong positive association with engagement; resources foster vigor and absorption
Hackman & Oldman (1976)	Job autonomy, supervisor support, recognition	Autonomy and recognition as enablers of intrinsic motivation and higher engagement
Tuzun & Devrani (2011)	Supervisor's enthusiasm and support	Enhanced relational engagement through leadership-driven resource reinforcement
Prieto et al. (2008)	Self-efficacy, optimism, organizational-based self-esteem	These PR dimensions mitigate burnout and enhance engagement
Hu et al. (2011)	Self-efficacy, optimism, organizational-based self-esteem	Statistically significant positive effect on all three dimensions of engagement
Kim & Hyun (2017)	Interpersonal social resources	EE acts as a mediator between interpersonal PR and performance outcomes
Mazzetti et al. (2016)	Job-related stressors and contextual resources	Engagement is positively moderated by environmental and psychological supports

2.1.4 Impact of Personal Resources on Organizational Performance

Numerous studies have demonstrated that personal assets such as self-efficacy, organizational-based self-esteem (OBSE), and optimism are key factors affecting Organizational Performance (OP) in the IT industry and other sectors. Kim and Hyun (2019) looked at how PR affects Korean employees' desire to leave and found that the relationship between the two is mediated by job engagement. Employees who had more self-confidence and a positive attitude toward work were more involved in their jobs and less likely to leave, which helped the organization succeed. Having strong OBSE led to higher levels of engagement, but when employees' expectations were not met by

the organization, their OBSE also increased their chances of leaving, showing how personal and organizational factors can affect each other. Maslach and Leiter (1997) found that intellectual capital, which is related to PR, has a significant impact on forecasting the organization's performance and longevity. They have shown that integrating emotional and mental skills into workforce planning is important for improving OP, especially in IT services, where people are the main resource.

Another study by Luthans and Peterson (2010) examined the connection between Personal Resources and the way young professionals see their employability. They found that optimism and psychological capital were important factors in adapting to the job market and achieving success in any role. The research backs up the idea that companies that encourage PR development among staff are more likely to increase productivity and gain a competitive edge.

According to Hackman and Oldham (1980), personal initiative which is a main feature of PR, is a strong indicator of how well someone will perform and be employed in a changing job market. Alternatively, being passive at work reduces a person's ability to adjust in demanding jobs. Their model of job characteristics further supports the idea that PR helps employees do their work better and know their roles more clearly which are both key to OP. Cropanzano and Mitchell (2005) also looked at how organizational and Personal Resources relate to conflict and work-family engagement. They discovered that RE, ORESP and job resources greatly reduced the negative impact of personal stressors on people's performance. Those employees who were highly engaged and had strong Personal Resources were better able to handle pressure which increased the organization's achievements.

All in all, these studies confirm that Personal Resources help employees resist work-related stress and also support their efforts to meet the goals of the organization. Improved self-confidence, emotional control, and belief in oneself help people be more innovative, take fewer days off, and cooperate well in teams, which are key to company's on-going success. So, modern human resource management should focus on building and using Personal Resources, especially in IT, where results depend on both knowledge and strong mental health.

2.2 EMPLOYEE ENGAGEMENT

The study uses EE as a main intermediary and defines it through three main dimensions: Intellectual Engagement, Social Engagement, and Affective Engagement. The section brings together the theories, research, and practical uses of EE in organizations, mainly in areas such as Information Technology (IT). The review covers various areas: the key ideas behind EE, what affects it, its role in organizations, its effects on performance, and ways to measure and assess it. In current organizational studies, EE is seen as how much employees think about their positions, feel involved with the organization, and act with initiative, dedication, and enthusiasm (May et al., 2004). At research-based institutions and in fields where innovation matters, keeping employees engaged helps spark new ideas, maintain a lead over competitors, and boost the results for the company. EE involves more than just having a certain attitude; it is a state of involvement that changes and is affected by psychological, social, and organizational factors. Important research (Rothmann & Storm, 2003; Strumpfer, 2003) has pointed out that the focus in management has moved from seeing burnout as a deficit to focusing on engagement, motivation, and meaning at work. Schaufeli et al. (2002) therefore viewed EE as burnout's antithesis, highlighting energy, dedication, and absorption as the main aspects of engagement. To make sure the study is valid and consistent with theory, it uses various empirical definitions and examines how they relate to each other, not by order but by how they match the research objectives.

According to Bakker (2011), the foundation of contemporary engagement theory was established by Kahn (1990), who first proposed the concepts of disengagement and personal engagement. They describe the extent to which people's bodily, mental, and emotional selves are used in their professional capacities. Kahn believed that involvement happens when people at work feel that their tasks are meaningful, safe and readily available to them. This theory gives us a solid way to explain how EE helps connect Personal Resources (PR) and Organizational Performance (OP) in the present study.

2.2.1 Factors of Employee Engagement

The idea of EE has changed a lot over the years by using different psychological and organizational theories. According to Kahn (1990), his work introduced the concepts of being personally engaged or detached from a role that emphasizes mental, physical, and emotional expression patterns. Following Kahn's approach, Rothbard (2001) improved EE by introducing two main aspects—attention and absorption—to show how people's minds and feelings are engaged in their work. Because of these theories, contemporary research in EE, including this study, considers Social Engagement, Intellectual Engagement, and Affective Engagement as main dimensions. In their study, Trullen and Bonache (2021) used Social Exchange Theory (SET) to argue that Employee Engagement at work is increased by strong leadership. Saks (2017) pointed out that EE encourages employees to share knowledge and try new approaches, which are vital for improving the effectiveness of research and development (R&D). In the same way, Song, Li and Zhi (2019) discovered that employee involvement plays a major role in R&D success by encouraging OCB, which leads to better OP. A methodical evaluation of prominent Indian IT companies (Varma & Kasana, 2023) emphasised that incorporated HR structures (e-performance, e-learning, etc.) raise a universal commitment atmosphere, connecting reverse to workers' personal resource growth and expansion, plugs critically towards the relationship between EE and PR. According to a post-pandemic survey of 453 IT workers, involving guidance, observed structural provision, and work individualities were all significant precursors of Employee Engagement. Engagement, in turn, anticipated both job enactment plus managerial social responsibility performance. This particular review points towards factors of engagement used in the study impacting OP.

Gallup (2018) demonstrated that Kahn's framework is accurate, as meaningful work, role fit, and safe workplaces are major predictors of Employee Engagement. It was found that having good relationships with coworkers and being guided by managers helps create a sense of safety, while not agreeing on company values and lacking self-awareness can reduce it. Saks (2017) added Personal Resources to the framework, showing that having them helps psychological availability, but external demands can reduce engagement readiness. Maslach et al. (2001) claim that EE is the antithesis of burnout and is constituted by six significant aspects of work life: rewards and

recognition, workload, social support, control, perceived fairness and value congruence. All these elements together help employees decide if their jobs are meaningful and sustainable which affects their feelings and actions. It is in line with the current study's focus on how working conditions affect EE and the outcomes for the organization.

Saks (2006) added more support by using Social Exchange Theory to show why employees react differently to similar situations at work. When workers feel that their employer is supporting them, they are more likely to be engaged. It highlights the way EE helps shape the relationship between what a company does and its outcomes. Schaufeli and Bakker (2004) agreed with this by defining EE as a state at work that is positive, fulfilling and includes vigor, dedication and absorption.

Joshi and Sodhi (2011) further explained what EE means by pointing out that meaningful work, growth opportunities, recognition, positive relationships and effective communication are key factors. They focused on how individuals took charge of their duties, using initiative, being resourceful and being resilient. In Bakker's (2017) view, EE is a highly mental state marked by a lot of energy, excitement and attention when working. They highlight that EE has many aspects and help choose the main dimensions for this study.

In their study, Barik and Kochar (2017) looked at how strong leadership and strategic planning help research organizations achieve EE. They found that having clear goals, recognizing research success and supporting employees' careers are important to keep engagement high. The results confirm that EE does in fact influence how an organization performs. The Q12 Meta-Analysis from Gallup confirms that engaged employees are strongly connected to better results for the organization such as higher productivity, greater profitability and greater customer satisfaction. Because of this evidence, organizations are encouraged to regularly review and improve their EE with well-set metrics.

Kahn (2017) repeated the importance of autonomy and empowerment in encouraging engagement, pointing out that when employees have a say in what they do and how they do it, they are more likely to take part in research. Shuck, Reio Jr. and Rocco (2017) added that chances to improve skills, move up in their jobs and develop personally play a big role in boosting engagement. Saks (2017) pointed out that a

culture that supports teamwork, appreciates research and promotes creativity helps keep employees involved, mainly in knowledge-based industries.

According to Demerouti, Bakker and Leiter (2008), managing workload and encouraging work-life balance can help people take part in research projects and lower their stress at work. The study by Rice, Marlow and Masarech (2012) revealed that Employee Engagement is influenced more by emotions such as how employees feel about their relationships, opportunities to learn and recognition, than by just mental or physical factors. Their study points out that emotional well-being and organizational objectives should be considered together in EE.

According to Patel and N. (2017), research firms found that employee involvement programs greatly affect how engaged employees are. Their results show that organizations should regularly put in place engagement strategies that support their main performance goals. A variety of typologies and frameworks were reviewed to make sure they fit with the theory behind this study and those that did were included.

All these reviews together create a strong base for exploring the different aspects that influence Employee Engagement. As a result of these factors, employees' actions improve their commitment to the company increases and the organization performs better which justifies the study's framework and hypotheses.

Fig 2.3 Factors of Employee Engagement



Source: Paul Turner (2020)-Employee Engagement in Contemporary Organization

2.2.2 Employee Engagement Acting as a Mediating Variable

The role that EE plays as a mediator in intricate organizational situations has drawn increased attention from academics in recent years. According to Osman M. Karatepe and Raheleh (2020), Psychological Contract Breach (PCB), Task-related Pro-environment Behaviour (TPB), and Proactive Pro-environment Behaviour (PEB) are important factors that relate to EE. The research found that PCB, which is usually seen as a stress factor, actually helps engage employees when employees also take pro-environmental actions. When employees are highly engaged, they usually act more environmentally friendly and adjust better to situations where the organization fails to keep its promises, suggesting that EE helps maintain commitment and performance in the organization. It introduces a new way of thinking about EE, which is now seen as a flexible and unifying factor in how behaviour develops.

Firzly and Lagacé (2022) also pointed out that organizational career development plays a key role in influencing how engaged employees are. Researchers found that EE plays a role in how organizational career growth initiatives influence employees' long-term commitment to their careers. By being involved in this link, EE

helps convert career support into on-going professional commitment, proving it is a key mediator in HRD frameworks. In their study, Alessandro and Guido Veronese (2020) found that EE helps balance the effects of distress on job satisfaction. The study showed that being engaged at work helps people handle stress better in high-pressure workplaces.

Yuhyung and Wook-Hee Choi (2020) examined how EE affects the connection between job performance and job crafting, as well as how co-worker support acts as a moderator. They found that job crafting is more successful when people get instrumental and emotional help from their colleagues which boosts their job engagement and performance. Because EE acts as a mediator and a moderator, this gives the present study's framework additional value. In a similar way, Luca and Rusu (2019) concluded that having conscientiousness and emotional stability affects EE which then directly influences job performance and psychological well-being. It means that EE helps to explain how personal characteristics relate to performance at work. Chayanon and Jermstittiparsert (2020) studied how EE is used in employee training, learning and recruitment and found that it helps explain the link between these practices and a company's competitive advantage. The results prove that EE is important both as a result of HRM activities and as a factor affecting strategic goals. Alka Rai (2019) investigated how job characteristics, organizational commitment and job satisfaction are related, finding that EE is the main mediator. EE helped demonstrate that job design and employee attitudes are linked which supports its role in organizational psychology. In the same vein, Parul Malik and Pooja Garg (2016) showed that different dimensions of a learning organization, like gaining knowledge, involving staff in policy decisions and constant improvement, have varying effects on EE. This particular review explains how organizational learning is carried out through employee involvement.

All in all, these studies provide strong evidence that EE should be considered a main factor in organizational research. Because of EE, explanations in management theory are clearer and this knowledge can be used to design interventions that support employees in reaching the goals of the organization. These findings therefore support

the hypothesis that EE helps explain the link between Personal Resources and how well an organization performs, confirming its role in supporting sustainable outcomes.

2.2.3 Drivers of Employee Engagement to Improve Organizational Performance

EE is not merely an outcome but a strategic lever that significantly influences Organizational Performance. The determinants or drivers of EE are multifaceted and operate at individual, relational, and organizational levels. For organizations seeking sustainable growth and competitive advantage, particularly in knowledge-intensive sectors, prioritizing engagement through targeted interventions is essential. Engagement-enhancing practices, when strategically implemented, foster an environment that elevates employee morale, motivation, innovation, and ultimately performance outcomes.

Organizations that regularly engage employees strategically help them use their own resources like autonomy, self-belief, and meaningful work, say Macey, Schneider, Barbera, and Young (2018). Improved creativity, learning, and organizational citizenship behaviours are strongly associated with these engagement drivers, and these behaviours in turn support overall performance. Employees show greater levels of dedication and discretionary effort when they are provided with opportunities for professional growth, development, and recognition, which boosts output and organizational success.

Vale (2011) emphasizes that when it comes to promoting involvement, leadership is essential. Leaders who actively model and encourage research-based participation among employees create a culture of openness and trust. Such leadership behaviour signals organizational commitment to shared values and stimulates intrinsic motivation among employees. When leaders champion participation and dialogue, it results in heightened psychological safety, enabling employees to innovate and take initiative. Consequently, this form of leadership acts as a catalyst for Employee Engagement and thereby improves Organizational Performance outcomes.

Spreitzer (2018) highlights that workplace empowerment—through autonomy, participative decision-making, and role clarity—strengthens employees' sense of control and competence. Research studies over two decades reveal that, when people feel they control their work and their efforts are respected, they are more motivated and take part

meaningfully. This empowerment nurtures an ownership mind-set, translating into elevated productivity, creativity, and a deeper alignment with organizational objectives. The Chartered Institute of Personnel and Development (CIPD, 2017) underscores the role of equitable and transparent reward systems in fostering Employee Engagement. By recognizing and rewarding contributions to research and innovation, organizations reinforce the behaviours they seek to promote. Recognition serves as positive reinforcement, enhancing employees' sense of value and encouraging consistent high performance. These mechanisms, when systematically embedded, support a culture of continuous engagement and high organizational output.

Edmondson (2019) contributes to this discourse by positing that a psychologically safe work environment, where communication, inclusivity, and collaboration are encouraged, positively influences employee willingness to contribute to research-oriented activities. Such an environment facilitates the open exchange of ideas and feedback, fostering a culture of mutual respect and shared purpose. This type of climate not only sustains engagement but amplifies collective efficacy, innovation, and adaptability—hallmarks of high-performing organizations.

Wrzesniewski and Dutton (2017), states that when employees redesign their jobs to fit their beliefs and aptitudes, they feel a greater sense of purpose at work. When job duties and the organization's mission match, employees become more motivated and determined. When people are intrinsically motivated and these motivations are connected to the organization's goals, this improves the performance of individuals and teams.

Harter, Schmidt, and Hayes (2018) present meta-analytic evidence demonstrating a solid link between engaged employees and superior organizational outcomes. Their findings show that Employee Engagement correlates positively with customer satisfaction, productivity, profitability, and reduced turnover. Actively engaged employees exhibit initiative, creativity, and resilience, which are indispensable for sustaining innovation in dynamic industries such as information technology and research-driven enterprises. Bersin (2018) further emphasizes that organizations that invest in engagement initiatives are more likely to retain top talent and attract high-performing individuals. This study reveals that engaged employees are not only more loyal but also more inclined to promote their organizations as desirable places to work.

This employer branding, rooted in authentic employee experiences, enhances recruitment and retention strategies, thus ensuring long-term organizational sustainability.

Shuck and Wollard (2019) extend the discussion by demonstrating that engaged employees contribute to a collaborative culture through effective team dynamics, knowledge-sharing, and mutual support. These interactions foster a synergistic work environment that magnifies the organization's capacity for innovation, responsiveness, and resilience. Such interpersonal dynamics serve as foundational mechanisms through which engagement translates into improved performance metrics. Albrecht and Saks (2019) highlight the reciprocal relationship between Employee Engagement, HRM practices, and economic performance. Their research posits that HRM strategies aimed at enhancing well-being, development, and participation create a virtuous cycle wherein engaged employees deliver superior outcomes, thereby justifying continued investment in engagement-centric HRM.

Gallup (2018), through its extensive Q12 meta-analysis, reports that organizations with higher engagement scores consistently outperform their counterparts on critical performance indicators. These include customer loyalty, financial profitability, and operational efficiency. The report also makes the case that putting engagement first is a strategic necessity that is closely related to financial outcomes rather than just being a human resources function. The reviewed literature provides compelling evidence that Employee Engagement is both an outcome of and a driver for organizational excellence. By implementing well-structured engagement strategies—rooted in empowerment, recognition, alignment with values, and supportive leadership—organizations can foster a resilient, innovative, and high-performing workforce. These insights are especially pertinent for the present research, which examines the interplay of Personal Resources, engagement, and Organizational Performance within IT sector firms in Hyderabad.

2.2.4 Impact of Employee Engagement on Organizational Performance

The Human Resources Department is a key in assessing the impact of EE on OP, mainly in businesses that change rapidly. It is important to check if the company's

engagement initiatives match its strategies and actually affect employee behaviour and productivity. Kumar and Pansari (2015, p. 70) state that EE can be measured by organizational pride, discretionary effort, altruistic behaviour and teamwork. When these traits are supported as a group, they help build a culture where employees both follow the company's values and trust its products and services. By believing in this system, people in the organization are encouraged to set and achieve high standards. The study also fits with the latest research model by suggesting that EE helps boost OP.

Marwick and Robertson-Smith (2009) suggested that EE is a practical approach that can be measured, mainly by looking at recruitment costs and employee productivity. When employees are more engaged, they are more involved which helps improve customer satisfaction and loyalty. Their findings show that engaged employees are more committed, take on additional roles and help the organization achieve its goals in new ways which makes EE a useful indicator of OP. Paul Turner (2020) points out that employees who show strong engagement and commitment are less likely to want to leave and more likely to keep customers loyal. Because of these behaviors, the organization achieves better results in keeping customers and delivering services which helps it compete more effectively. Turner's ideas are especially important for studying the effect of EE on organizational success and greatly contribute to the current thesis. Levinson (2007) found that customer loyalty, repeat visits and recommendations from others are all increased in companies with high Employee Engagement. Departments where employees are highly involved see about twice the results as those where workers are not engaged. This proves that EE helps to increase job satisfaction and supports many other important functions in the organization. Markwick and Robertson-Smith (2009) pointed out that employees who take part in setting their own goals, values, and career plans are better at their jobs and more in line with the organization's goals. They agree that OP should be considered as a result of EE, which matches the research methodology. MacPherson (2013) related EE to how people can advance in their careers and improve themselves. He claimed that when individuals can show their professional identity in their roles, it supports the organization's unity and plans. It allows EE to be seen as more than a human resource approach and instead as a way to unite employees and the company as a whole. Research by Demerouti et al. (2001) found that the relationships employees have with their managers are important for

developing EE. Because of this open communication, trust, transparency, and inclusivity are created, all of which greatly help the team succeed. Studies show that a company's structure and its leadership style help determine the link between engagement and performance.

Saks (2006) also found that when employees are involved, they have a stronger sense of connection to their work and also be happier, which helps their mental health and loyalty to the company. It was found that family-friendly policies and a positive work environment are important for keeping employees involved. They help build a complete link between EE and OP. According to Sridevi Komposo (2020), EE is characterized by both employee and employer working together in the same direction. When staff members are motivated to do more, their involvement has a big impact on how the organization performs. It is confirmed by the study that EE directly influences OP which is a key aspect of this research thesis.

2.2.5 Measurement of Employee Engagement

Many organizations find it hard to correctly measure Employee Engagement (EE) and relate it to important business results such as finances, productivity and customer satisfaction. This section explores studies and methods that have tried to put EE into practice, focusing on the effects on Organizational Performance (OP). Bailey (2022) pointed out that less than half of all companies regularly use key performance indicators like customer satisfaction, employee retention and growth in market share to assess EE. Because there are no standard ways to measure engagement, organizations cannot take full advantage of their efforts. Alternatively, successful companies use detailed metrics to monitor and improve their EE activities which helps them stay ahead in the long run. The Net Promoter Score (NPS), employee satisfaction indices and the service-profit chain are now used to measure the impact of EE on the business. Through these measurement models, organizations change qualitative staff opinions into strategic performance indicators which support the present research objectives. According to Chaurasia and Shukla (2014), assessing engagement or job satisfaction means considering many human and organizational factors. This means how employees divide their physical, mental and emotional energy among their work tasks. They believe that a person's engagement should be examined in all three areas: their role in the team, their relationships with others and their place in the organization. They stress that assessing

engagement should consider many factors and fit the company's context, especially when measuring EE's role in success. The study uses the above frameworks and scholarly findings to include both perceptual and behavioural signs of Employee Engagement in its analysis of how engagement affects an organization's performance. Therefore, measuring EE is important for HR analytics and for guiding the development of an organization's strategy.

2.2.6 Overall Employee Engagement

Hao et al. (2023), conducted in the US and China, employed the conservation of resources (COR) theory to compare work participation and emotional weariness in less conscientious persons. According to the three-way interaction research, job participation affected emotional exhaustion. This study fills the gap, and it is possible to do future studies on workplace engagement and counterproductive job behaviour. Assefa & Singh (2023) proposed using the AMO Model and Social Exchange Theory (SET) and investigated how HRM Systems affect EE and OP. HRM, EE, and OP are positively and statistically associated. Employee Engagement intermediates the relations between HRM and OP. Hence, this review enables a virtuous conception of the current research by contributing to the definite concept of the present work. Mediation was analysed to a greater extent by using this review.

ChaohuiWanga et al., (2023) studied professional identity, EE, job satisfaction, and turnover intention of employees working in Chinese hotels using the conservation of resource theory. They found that hotel workers have four professional identities: career practice, career affirmation, identification with commitment, and commitment reconsideration. Expert distinctiveness improves Employee Engagement, contentment, and turnover intentions. The above work has developed the ideas of EE, job satisfaction, and purpose to leave and their significance, which assisted in understanding the variables in the research undertaken.

Yuhung Shin et al. (2023) look into the relationship between two forms of peer support and Employee Engagement in relation to job crafting and role performance. Both studies found that job crafting and Organizational Performance were completely mediated by work involvement. Fellow workers' responsive and contributory provision mitigated the lack of direct control of job crafting on job performance via EE. The real

sense of research is obtainable by reviewing such studies to understand the relation of job crafting with Organizational Performance in determining EE. K & Gayathri Ranjit (2022) investigates how job engagement and organizational commitment sequentially mediate self-leadership and creativity. This study uses self-determination and theories to examine how self-leadership influences employee creativity indirectly through organizational commitment and work engagement, which is very pioneering in defining the impact of EE on other factors.

Adedapo & Ojo (2022) proposed that the COVID-19 outbreak has shown business vulnerabilities and spurred employee participation. Using the conservation of resource theory (COR), how employee participation affects work engagement was of greater help in extending the implications on EE for the current work. Vincent Greenier, (2021) determined emotion management and PWB influenced work engagement in all British and Iranian teachers. PWB, on the other hand, predicts work engagement better. British instructors were more involved in PWB work. This analysis has provided a predictive analysis of EE, which is essential for conducting current research. Hsiu-Yu Teng et al., (2021) proposed job embeddedness has been studied as an antecedent, mediator, and moderator. Work embeddedness antecedents have rarely been studied from the perspective of employees. The study suggests a new work embeddedness model based on findings, which offers a novel theme in the area of EE and is evaluated by the scholar to develop the theories of EE.

Seung and Hur (2021) found frontline workers' OBSE and work engagement influenced CSR perceptions and sustainable safety behaviours. The favourable connection between CSR beliefs and extra- and in-role safety activities and behaviours was additionally mediated by OBSE and job engagement, which is important in assessing the relationship between EE and OBSE, a dimension in PR laid down for the current research work. Ju Guo, and Yanjun Qiu (2021) revealed that self-perceived employability minimizes the negative impacts of employment uncertainty on EE (dynamism, devotion, plus absorption) and moderates the mediating influence of workroom incivility on EE. Hence, this study fulfils the basic criteria of the present study in terms of understanding different concepts of EE.

Fabian O. Ugwu (2020) found that person-environment fit moderates workload and Employee Engagement. This review puts out another viewpoint on EE in detailing

the broad spectrum of its uses and applications. Daniel Trabucchi et al. (2020) analysed grouped engagement-innovation connections into two groups. One area of emphasis is "engagement as an attitude," or formulating and implementing new ideas. This is, however, engagement literature that the scholar assumes on large scales to note the multiple consequences of the EE construct. Ali Raza Nasir et al. (2019) investigated how goal setting affects IT supplier market employment results, Employee Engagement, and workplace optimism. The above constructs mediations investigate goal setting and employment outcomes. This study uses almost all the studied areas of the present work, like EE, Optimism, and the IT sector, which coincide with the hypothesis and inferences developed by the existing work. Takashi Jindo et al. (2019) revealed workplace exercise, psychological discomfort, and work engagement all impact employee mental health and productivity. The Utrecht Job Engagement Scale and K6 assessed job engagement and psychological distress. The findings show there is no link between job exercise and mental illness. Workplace exercise at least once or twice a week may improve Employee Engagement, particularly among white-collar workers. This study uses the right format to examine the impact of physical workouts on EE, which is an alarming point in the philosophy of EE for the writer.

Widani (2018) performed poorly despite ethical leadership's growing leadership value. Employee participation improves Organizational Performance through ethical leadership. Third, if it passes Employee Engagement, organizational citizenship behaviour (OCB) can minimize the Organizational Performance impact of ethical leadership, an additional knowledge to the needs and scope of the study. Kasimu Sendawula et al. (2018), in Uganda's health industry, researched how training and involvement increase worker performance. Cross-sections and correlations are being investigated. Personnel role is foreseen by preparation and Employee Engagement through 44.7%, although Employee Engagement is stronger. It provides a basis for correlation analysis of the dimensions of the study conducted.

According to Neha Gupta (2016), EE mediated the relationship between employee resilience (ER), high-involvement HRPs, and leader-member exchange (LMX) and ERP. This study assists Indian academics in better understanding EE variables and how they impact employee ERP, which provides the basis for mediation analysis for the current research. Using ranked correlation analysis, Parul Malik and

Pooja Garg (2016) revealed that different upcoming company characteristics predict work engagement. By studying the relationship between learning organisations and work engagement, the current review fills a vacuum in theoretical and practitioner-collected works in the Indian organisational setting. Hence, it helped to analyse the parameters of EE in organisational settings, broadening the nature of current research.

The function of psychological capital (PsyCap) in the work demand-resources model is established by Steven L. Grover (2016). According to PR theory, it influences job demands, incomes, and outcomes. Job pressures may be lessened by Personal Resources, and resources on results proved to be an effective analysis in existing work for the impact of PR on EE. Samira and Namdari (2015) look into how female nurses at Isfahan Alzahra Hospital's job and Personal Resources affect their intention to leave. In the study, job and Personal Resources predicted job turnover, and work engagement mediated the predictive and criterion variables. This study provided important implications for the researcher in studying the increased levels of Employee Engagement.

2.3 ORGANIZATIONAL PERFORMANCE

The study's dependent variable, OP, has both financial and non-financial components. Thematic review of literature includes the OP from different authors, factors of OP, the impact of PR on OP, the effect of OP on EE, and OP as outcome variables. Several classifications obtainable in the present work were inspected to measure the OP, and the identical is examined in the subsequent sections, bestowing the resemblance of the hypothesis. OP refers to the efficiency and competence of an organization in attaining its objectives and intentions. Things are restrained through various metrics; however, they are restricted to financial success, operational performance, customer happiness, staff engagement, and innovation. Organizational Performance evaluates a company's performance concerning its predetermined goals and objectives. It includes the concrete outcomes or outputs that an organization delivers that are reviewed concerning the outputs that the organization anticipated. The organization's performance was assessed using respondents' self-reported ratings. These rankings rely on different types of components, counting operational plus financial success, profitability, employee turnover, and opportunities for promotion. The shortcomings in the collected works remained recognized by carefully reviewing previous studies. As a result, study

objectives and theories were developed. It acts as an outcome variable in the research. Deepalakshmi et al. (2024) in Bangalore reported leadership-driven PR interferences raised EE, which fully carried possessions on together job efficiency and OP. This review put forwards the impact of PR on EE in raising OP

Personal Resources and Employee Engagement are two critical attributes that are compared to organizational success in this study. It also investigates how external factors such as developing technology and environmental sustainability affect organizational efficiency. The perception of Organizational Performance is a subjective construct; it has been the subject of various critical examinations of both the term and its measuring methodologies (Lebas, 1995; Wholey, 1996). Organizational Performance is subjective, and there are now multiple interpretations. Consequently, the concept of Organizational Performance devices recently attracted much consideration and is widely applied in many fields of human activity (Yatim Mustaffa, 2012), which meets the elementary idea of OP in the study.

According to Cho and Danserea (2010) and Boru Demeke and Chen Tao (2020), Organizational Performance is evaluating a company's performance concerning its predetermined goals and objectives, hence adding to the subject matter of the current work. Tomal and Jones' (2015) definition of OP includes the concrete outcomes or outputs that an organisation delivers, which are evaluated concerning the outputs that the organisation anticipated. A conceptual paradigm for assessing organisational performance is proposed, which provides fruitful knowledge in examining the OP-related concepts of the study. Singh, S.K. (2018) investigated a specific topic, namely organisation performance, in their study and found profitability, revenue, market share, productivity, debt ratios, and stock prices are common business evaluation standards that are prerequisites for the evaluation of OP in terms of output generation of the present study.

2.3.1 Factors of Organizational Performances

The way an organization performs (OP) is influenced by many things such as strategic management, leadership, adaptability, knowledge systems, financial planning, human resource management and organizational culture. Hitt and Hoskisson (2003) stated that strategic management is essential for an organization to succeed. This review explained that making, carrying out and regularly checking on strategic plans is very important for

achieving better results. This is consistent with the study's goals by pointing out that how well a company aligns its strategy affects its performance.

Porter and Martin (2017) point out that creativity and leadership are vital for an organization to succeed in the current competitive and unpredictable business world. Their findings suggest that leaders help teams innovate by supporting an environment where people are encouraged to try new things and take calculated risks which boosts both agility and results. These points give a key understanding of how IT organizations operate and perform, which is this study's primary focus.

Jacobsen and Jakobsen (2018) also believe that organizations that value knowledge creation, sharing and learning are more successful than others. If companies use knowledge management techniques to gather, keep and use their knowledge assets, they can become more competitive. It expands OP by adding intellectual capital and knowledge flows to its main concepts. Cameron and Quinn (2019) believe adaptability and resilience play key roles in how organizations manage uncertainty and disruption. According to the Competing Values Framework, adaptable and tough companies are better able to maintain their performance when hit by shocks. The current research uses these constructs to evaluate performance by looking at both its structure and behaviour.

Lapiņa and Kairiša (2019) point out that financial management plays a key role in shaping the results of an organization. Their study points out that financial viability and growth are mainly driven by strategic financial planning, thorough financial analysis and monitoring performance. Therefore, financial indicators are included in the way performance is assessed within this thesis. The way leaders and managers operate has often been related to OP. The study by Avolio and Yammarino (1991) showed that leadership styles that encourage motivate and guide employees in their work are related to higher performance results. The research demonstrates that leadership helps people use their resources to achieve the goals of the organization.

Fatoki (2019) adds to this discussion by studying how organizational culture influences team efficiency by setting certain values, beliefs and norms. After studying four decades of research, the study confirms that culture plays a key role in performance, mainly in knowledge-intensive and service-based areas. Shuck and Rose (2018) concentrate on how motivated employees are; stating that those who are psychologically committed are more productive and loyal which supports efficient

operations. These findings add more evidence to the main idea of the study: that performance is impacted by Employee Engagement. According to Sowa and Edwards (2019), when human resources procedures such as hiring, screening, training, evaluations, and pay are combined, they help the organization perform better. They have found that HRM systems are important for both personal and organizational success, especially in changing environments. In addition, Chen and Poza (2019) stress that organizational structure and design play a key role. They discovered that having well-defined jobs, clear ways to communicate and quick decision-making are keys to maintaining good results. This aspect matters a lot in IT organizations, since being agile and coordinated is very important. All in all, the literature analyzed confirms that Organizational Performance has many different aspects. The theory that integrates strategic, cultural, structural, and human resource factors forms the basis of this investigation. They affect OP alone and connect with Personal Resources and Employee Engagement to determine the overall outcome of the organization.

Table 2.3 Relation of Organizational Performance to other factors

Author And Year	Factor	Description
Reena & Shakil, 2009	Employee Satisfaction	Employee satisfaction and motivation towards works refers to prospects of the employee about the organization and his approach frontward his service
Matthew, Grawhich, & Barber, 2009).	Motivation	An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization, which contributes to the efficiency and effectiveness of the organisation, which leads to the maximisation of profits

Richard, 2003	Work Environment	The modern organisation are making all possible effort to make working environment more comfortable, safety and health
Huselid, 1995	Training And Development	Training and development is related to Organizational Performance in many ways. There have two scenarios; first the training programmes can increase the firm specificity of employee skills, consecutively, increase employee productivity as well as reducing job dissatisfaction that results in employee turnover.
Dess, 1987	Management Involvement	Management involvement is providing opportunities for communication, clarification, and sharing strategic understanding and commitment with the employee
Aliza & Sharipah, 2011	Employee Behaviour and Attitudes -	HRM system influences firm performance by shaping employee behaviour and attitudes.
(Horga, 2012).	Individual Performance	The individual performance of the members of the team working at the organization level that involves economic efficiency- satisfaction of customers- satisfaction of employees, leadership creates a link between individual performance and organizational efficiency"

2.3.2 Organizational Performance Acting as Outcome Variable

An organization's (OP) strategy is one of the elements that affect its performance, leaders, ability to adapt, knowledge systems, financial planning, HR management, and its culture. According to Indra & Isyanto (2021), implementing marketplace coordination, changing leadership and conglomerate policy, and competitive advantage impact OP. Economic benefit too takes an optimistic consequence on Organizational Performance. The above investigation provided an idea about how economic benefits impact OP. According to Gemachis and Mohd Abass Bhat (2022), mechanisms of market share (M-Share), foreign ownership (F-own), and management ownership influence Organizational Performance as dependent variables. Market share positively affects foreign ownership (F-own) and management ownership, which impacts Organizational Performance, predicting OP as an outcome variable for the research. According to Ilias Vlachos (2008), outcomes deliver total support for all HR practices, excluding job security. Discriminating Employee Engagement remains an important exercise that enhanced OP. Hence, the above work lays the foundation for the connection between EE and OP as a dependent variable.

According to Niki & Karassavidou (2011) deliver an effect from the perception of a balanced scorecard employing the examination of income restraint as a policy map, an effort is prepared to express a spontaneous connection price sequence which highpoints one likely way over which working out can impact OP for the study purpose. According to Azmi (2011), four SHRM strategies were identified, collectively called SHRM inventory. Results found that all the fits of SHRM deliver substantial and optimistic links with OP, acting as a dependent variable. Using the above viewpoints, the researcher developed a detailed theoretical concept of study construct.

According to Mohd Amin, Rahmat, & Mohd Asri (2019), OP was measured by the self-reported rating, which indicates financial and operational performance. Self-reported ratings include maintenance of profits, personnel income, and the chance for staff to grow. The alteration manager arbitrates the association between HR proficiencies and OP, an important input for the current research findings. According to K. Van & J. (2010), the organizational environment at period plug one inclined OP at period plug 2 is somewhat more than the opposite, or together procedures exist concurrently. The researcher rightly points out the importance of the organizational environment in predicting OP, an underlying assumption of the research undertaken. The US-based Society for Human Resource Management (SHRM) found workforces engaged in work remain more committed towards

their organizations, which indicates vital economic benefits, including greater efficiency and reduced employees (Vance, SHRM 2006, 1). The above study stresses the linking in the middle of Employee Engagement, commitment, and Organizational Performance, the only constructs considered useful in predicting the relationships among the study constructs.

In the UK, the Chartered Institute of Personnel and Development (CIPD) conducted research on relationships in the middle of EE plus OP, finalizing that were constructive interactions towards factors of OP like income, returns, progression, financial steadiness, efficiency, worker retaining, in addition innovation (CIPD 2017). Reviews from CIPD are always evident to be productive in determining something useful; the same is the case with this research that helped to the maximum extent in confirming a positive, direct, important relationship between EE and OP. According to Karina Nielsen, & Isaksson (2019), employee well-being and performance found no significant difference in the workplace Personal Resources, proposing that interferences might emphasize some of these grades. Cross-wise analysis reviews showed a more resilient rapport in the middle of employee welfare and OP than longitudinal studies that facilitated a large-scale research hypothesis generation.

All in all, the literature shows that Organizational Performance involves several different aspects. The theory used in this study is based on integrating strategic, cultural, structural and human resource factors. They affect OP by themselves and also interact with Personal Resources and Employee Engagement to determine overall results for the organization.

Fig 2.4 Outcomes of Organizational Performance (Jon & Randy, 2009)



Source: Based on Jon & Randy, 2009

2.3.3 Relationship of Organizational Performance and Personal Resources

Many studies highlight the many ways human and organizational resources help improve how an organization performs. Self-efficacy, optimism, hope, and resilience are all components of psychological capital, or PsyCap, is now seen as very important for workplace results. Both Avey et al. (2011) and Luthans (2015) noticed that people with higher PsyCap tend to be more motivated, content with their job and actively involved in it. All of these mental assets together support better performance at work, providing a way for businesses to succeed for a long time with a strong and resilient team. According to Seibert et al. (2013) and Nahapiet and Ghoshal (1998), employees who have good social networks can more easily get needed information, Personal Resources and support from others. Because they are part of the organization, they can easily share knowledge, build trust and work together to solve problems which helps the company become more efficient and innovative.

Relational capital, which is part of social capital, helps improve how well an organization functions by increasing service quality and engaging stakeholders. Abd-Elrahman (2019) in the context of Egypt's telecommunications sector found that having strong relationships at work leads to better job performance and better results for the organization. The study's main objective is to find out how trust and teamwork play a part in the relationship between Employee Engagement and the success of the organization and this study offers support for that objective. According to Kompier et al. (2014) and Sonnentag (2017), employee health, energy and vitality are very important physical resources. They have found that the physical health of employees has a major effect on how productive and effective the organization is. A healthy workforce is more motivated, uses their minds better and joins in activities which give the company a competitive edge in high-performing environments.

In addition, the way Personal Resources and organizational frameworks influence each other has been widely studied by scholars. According to Bakker and Xanthopoulou (2009), how an organization is structured, who is in charge and its culture can either increase or decrease employees' Personal Resources. Through involvement, dedication, and innovation potential, they have a direct and indirect impact on Organizational Performance. This implies that individual resources—typically regarded as personal qualities—are also impacted and used in an organizational context. Nielsen et al. (2019) and Bakker (2018) state that successful organizations give back to employees by helping them develop, not just by using their skills. An increase in market share, happy customers, and profits encourages companies to focus on developing employees' skills, their mental health, and their loyalty. Such cycles improve an organization's abilities and make it more resilient. A good framework for comprehending these elements is provided by the JD-R model. According to Bakker, Demerouti and Sanz-Vergel (2014), the way a company performs depends on the balance between job demands and the resources available to employees, psychological, social, and physical. If organizations take care of these resources and improve their use, it helps prevent burnout and boosts job satisfaction, which supports lasting success.

2.3.4 Theoretical Foundation: The JD-R Model and Personal Resources

The JD-R model explains work engagement as the product of resources and job demands (Bakker & Demerouti, 2008). As Xanthopoulou et al. (2007) mention, workplace resources include parts of the job that help staff complete their tasks, relieve pressures, and encourage their development. As explained by Hobfoll et al. (2003), Personal Resources are feelings like optimism, resilience, self-efficacy, and self-esteem that increase people's confidence in their ability to influence and manage what happens around them. It is believed, based on the JD-R model, that Personal Resources help employees get involved more in their jobs and protect them from work-related stresses. The model gives a useful explanation of how the resources a person has influence their job satisfaction, which also relates to the success of the organization in India's IT sector.

2.3.5 Relationship of Organizational Performance and Employee Engagement

Many studies have shown that Employee Engagement is strongly connected to a company's performance. Macey and Schneider (2016) and Harter et al. (2020) explain that above-average Employee Engagement improves the company's financial outcomes, how customers rate it, the number of staff who stays new developments and all-around productivity. An Indian IT worker has Personal Resources that can affect their level of engagement and thus impact the performance of the organization in many successful ways. The results from these studies have inspired the present study which believes EE is essential for OP.

Bakker et al. (2006) further this discussion by viewing Employee Engagement as a link between psychological resources and results within organizations. According to their findings, job satisfaction, commitment to the organization and how well work is perceived help shape EE which in turn supports OP. It strengthens the theoretical background of the study, because it shows that EE is a way to change individual features into better outcomes for the organization. In a similar manner, Saks (2017) and Shuck et al. (2018) point out that the relationship between EE and OP is affected by things such as the culture of the organization, the style of its leaders and the

characteristics of the industry. According to their research, when employees are well-matched to their jobs, leaders provide good support and the workplace is positive, EE has a bigger impact on OP. It emphasizes the current research's aim to explore the factors that help EE become a major influence on performance.

Mone et al. (2017) suggest that when organizations perform well such as by increasing sales or expanding their market share, this can actually boost Employee Engagement. In these cases, better performance leads to more employee involvement which helps OP keep rising. The relationship points out that EE and OP are best seen as parts of a system that support and reinforce each other. Mone also concentrates on personality traits and intrinsic motivation to improve the existing research and suggest fresh topics for study. All of these studies help establish that the model in this study is valid, because it considers EE as an important factor affecting how an organization does.

2.3.6 Employee Engagement Mediating Role in Organizational Performance

Many studies revealed the outcome of OP in the context of EE as an intermediating variable. According to Harter et al., 2020; Bakker & Demerouti (2017), job satisfaction and organizational effectiveness influence each other. Results revealed employee involvement improves work satisfaction and organizational effectiveness. Employee Engagement enhances job satisfaction and organizational success by making work meaningful, entertaining, and rewarding. This study used different constructs to determine OP using EE, demonstrating a conceptual analysis of the variables mentioned above in the work undertaken.

According to Rich et al., (2010) and Macey & Schneider (2016), organizational commitment mediates firm performance. Employee involvement boosts firm performance and organizational dedication; this analysis displayed employees who are engaged are more loyal to their firm, its goals, and ideals, which increase organizational commitment and dedication has been shown to improve Organizational Performance, an important assumption of the current research work and is the most studied phenomenon of the study variables. According to Saks (2017), employee involvement increases job performance, which may influence corporate enactments. Engaged personnel accomplish improvements, take more initiative, and are more proactive, which increases

productivity and Organizational Performance. It helped frame the hypothesis, generate the relationships, and study the underlying assumptions of the existing research.

2.3.7 Dependent Variable-Organizational Performance

Organizational success is measured using quantitative metrics such as public performance data and subjective factors such as respondent assessments. While participants provided feedback, the researcher evaluated performance using available data. The subjective Organizational Performance statistic assesses respondents' perceptions of the company's performance improvement over the previous year. According to Business World 1, sales, return on capital employed, and shareholder returns influence the cordial association between HRM effectiveness and OP (SHRM 2006). The above research and others provide enough proof that considering OP as a dependent variable projects the basic philosophy of the current research.

Employee self-evaluations were used to gauge Organizational Performance. Financial and operational performance, profit sustainability, personnel attrition, and potential for expansion were all evaluated. Change agents moderate this link between the employee self-evaluation and OP. According to Long (2013), a positive and significant relationship between HR competencies and OP is through the change agent acting as a mediator. Hence, from the above review, it is taken as OP is considered to be a dependent variable for not a particular factor or dimension but all factors of employees and sub-dimensions, which are tricking points in the analysis of the present study. The research addresses OP, which operates as a mediator, predictor, and moderator. Among all the deliberations provided, considering OP as a dependent variable was one of the prominent ones in the current work.

2.3.8 Overall Organizational Performance

Andrea and Mariateresa (2023) presented organizational innovation and Organizational Performance influence each other. The author points out the board's decision-making culture's moderation, and examining the board's methodology and judgments requires detail to show that female board members promote organizational creativity. According to Cong & Patel (2023), Chief Global Officers (CGOs) are becoming part of corporate executive teams. A Corporate Governance Officer (CGO) intervenes in connecting geographical sales dispersion to firm success and the positive correlation between CGOs and business performance. This research, in particular, gave the researcher a

broad perspective on the concepts of OP, foreign trade, and stock market performance support hypotheses. Different variable measurements, model parameters, and matched-pair sampling yield reliable results that contradict the present research's results. CGOs have a distinct role in top management compared to other functional executives.

According to Binhua (Eva) Huang et al. (2022), education needs faster and better services. Such aims require high-performance work systems (HPWS). Additionally, teachers should be more imaginative. The author has examined how staff creativity affects educational organization success to end this gap. Data also suggest teacher creativity improves student life. HPWS' benefits to teachers' work performance negate this relationship. This study shows that HPWS improves instructor creativity, which coincides with the underlying themes of the current work undertaken. Musa and Ray (2022) developed a theoretical framework to improve enhancing both individual and Organizational Performance in developing economies through employee and Organizational Performance. Mediating employee performance benefits the company and addresses a sequential understanding of the research contexts to fulfill the literature review's demands. Human resource and electronic-HRM best practices that improve individual performance can improve corporate performance. Employee performance mediation will boost e-HRM's organizational impact and give a broader spectrum of OP about employees for denoting the relationship of constructs of the research.

According to Raed Abueid et al. (2022), internal business procedures and bank performance are positively correlated. Some beneficial consumer, financial, and learning and development relationships indicate that the internal business process perspective was most influential, followed by learning and growth, customers, and finances. It implies that a one-unit increase in customer, learning, development, and internal business process perspectives enhances bank performance by 67%, 18.5%, 15%, and 10%, which has generated large implications on the applications of monetary representations of organizations in the context of OP of developed research. From the reviews of Zonghui Li et al. (2021), a more comprehensive technique has been determined to examine and find the impact of the financial aspects of the employee on Organizational Performance to determine the objectives of the current work. The above review has found the effects of clarified and unqualified CEO salary modifications for organizations short- leading to longer time progress in resolving contradictions.

Unexplained executive pay gaps impair short-term Organizational Performance. However, explainable CEO pay discrepancies, which indicate compensation disparity, boost long-term growth. This study explains CEO compensation dispersion and firm success. Emphasized pay dispersion models and corporate success over time to advance the field.

From the reviews of Usman Ahmad Qadri et al., (2021), there are sequential mediating impacts of Knowledge Management (KM) performs—information generation, storing plus allotment for Organizational Performance (OP) and Organizational Learning (OL) in a crisis. The author uses a sequential mediation model to explore how knowledge management approaches improve Organizational Performance during crises, providing the required information for the researcher to study the research gap of the current study. It uses action, knowledge, and resource theories. The above results support the premise that organizational learning (OL) is essential to software firms' knowledge management (KM), especially during crises that help research IT companies in Hyderabad. This research introduces two novel knowledge management concepts. It helps companies improve operations and crisis management. Second, it examines how commercial crises generate new knowledge, allowing the author to study OP regarding IT companies.

According to Katsuyuki Nguyen (2021), female CEOs affect a company's finances. The stock market likes a company's first female CEO. The CEO's gender doesn't strongly affect the company's accounting success, as is generally known. Tobin's Q aligns positively and statistically with the expected coefficient for a female CEO and founder. This review provided a statistical relationship between OP and gender, creating provisions to examine the demographics of the current work. According to Aare V€ark and Anne Reino (2020), formal, informal, and personal knowledge management (KM) strategies help organizational personnel execute daily tasks. The author concluded that formal, informal, and personal knowledge management systems help businesses complete daily tasks, which was useful in determining the impacts of OP on factors. According to Jeroen G. Meijerink, et al., (2020), personal and professional resources, including abilities, empowerment and enabling relationships, are linked to descriptive HRM methods. According to the study, positive HRM procedure ratings were also linked to work attitudes, notably dedication and job satisfaction. Personal and

professional Personal Resources and work approaches moderately intermediate the optimistic attachment amongst employee-reported HRM performance and presentations. Forthcoming evaluations should discriminate among HRM worker information by category.

According to Abid Ullah Ghulam et al., (2020), CRM systems must be implemented and maintained to give a company a competitive edge. CRM adoption is crucial for innovation-driven competitiveness. The results also suggest customer relationship management (CRM) improves customer satisfaction and business-to-consumer (B2C) performance. Technological volatility significantly affects CRM adoption and organizational effectiveness, the researchers observed. All these inferences have proved to be very useful in attaining the goals of the research. According to Shamika Almeida, et al., (2019), personal and organizational factors affect employees' involvement, safety, and work pleasure.

According to Shalini and Lata Bajpai (2020), **Employee Engagement** and intent to leave are influenced by openness to experience and neuroticism. Employee Engagement, neuroticism, and turnover intentions are negatively associated with private development creativity, commitment, and frankness to understanding. Openness, along with neuroticism, was mediated. According to Yiling Hu, Minmin Wang, et al., (2021), guiding apprenticeship quality affects supporters' work-to-family positive spillover (WFPS) using individual talent improvement and core self-evaluations. Findings show the positive mentoring-WFPS on personal skill development. Furthermore, high-CSE mentors greatly improve personal skill development, supporting the research's implications.

According to Choi Sang Longa, et al., (2019), firm knowledge culture management, successful link building, and HR growth. OP influences respondents' self-rated financial and operational performance, profit sustainability, people turnover, and growth. According to Witchulada Augustyn (2018), Cost analysis, strategy, and review by ABC increase operational and indirect financial performance. There is more evidence of ABC's influence on OP. It also applies to developing nations. According to Mahmoud Al-dalahmeh, et al., (2018), IT worker involvement improved Organizational Performance through enthusiasm, absorption, and passion. The essential aspect of IT worker involvement was vigour, which boosted job satisfaction significantly. According

to Karina Nielsen, Morten B. Nielsen et al., (2017) examined that workplace Personal Resources impact worker welfare, including individual, group, leader, and Organizational Performance. According to Saad Alaaraj et. al (2018), inter-organizational trust affects the impact of external growth activities on business performance. Regarding growth strategies, there is an impact on organizational effectiveness useful for the current research.

Gaurav Manohar, et al., (2017) proposed a framework by illuminating personal demands in Bakker and Demerouti's (2008) job demands-resources (JD-R) paradigm and distinguishing between work-related and personal experiences as job thrust. Psychological states of equilibrium among paradigms of personal and workplace measurements are also suggested. Both work push and individual push influence the work state. The concepts of disengagement and full participation are opposed. This paper provides a novel way for investigating work states using personal demand, which would greatly aid research into the "JD-R model". This work aimed to establish a connection between psychological work moods and job engagement. Personal and professional pressure interactions can also impact psychological work moods, meeting the utmost purpose and needs of the current work done.

According to Chidiebere & Valizade (2016), High-performance work practices (HPWP) influence organizational success through employee results. The study evaluates HPWP, Organizational Performance, staff absenteeism, and patient importance in terms of the impact of OP and its relationship with other research factors. Bashaer Almatrooshi et. al (2016) proposed a literature review framework using Organizational Performance drivers and developed a leader paradigm. Cognitive, emotional, and social traits influence leadership, staff, and organizational success. This study can help leaders improve their leadership abilities to improve the performance of their teams and organizations. Bakker and Demerouti, (2007), the extended Job Demands-Resources Model's "work-stress model" was empirically tested by Hiep et. al (2016) to evaluate by what means security compliance demands, organization, and Personal Resources affect end-user security compliance. According to the study, security compliance needs, organizational and Personal Resources, and individual

compliance are all mediated by fatigue and Employee Engagement. Personal Resources can help alleviate the consequences of a compliance-related security environment. This research successfully meets the needs of research and talks about the relationship between PR and OP projects, which is the important objective of the current study. According to Qihai Huang et al., (2016), human resource management approaches increase employee well-being and resilience and can help organizations become more resilient. The literature fails to recognize the impact of gender on employee resilience and well-being, giving a new inference for meeting the research gap and indicating practical implications.

According to Jing Wang (2016), hours underemployment, employee turnover, and HR practices has a profound impact on OP and are supportive in analysing the study impacts. These findings expand the literature on hour's underemployment by person fit influence on organizational-level controlling elements, giving human resource professionals concrete data to reduce its detrimental implications. According to Luke Fletcher (2016), personal development and Employee Engagement are linked by psychological elements such as boundary needs, which are becoming increasingly significant. The current study sought to determine if perceived development prospects promote job engagement indirectly through meaningfulness and whether this link is contingent on interactions with line managers, which will be used to generate a broader analysis of meeting the research demands. According to Oliver Koll (2015), the utility of organizational approaches to business stakeholders impacts the organization's environment, which fosters organizational longevity and well-being. Some theoretical schools place a premium on constituency emphasis on situation-contingency balance. The researcher analyses these contradictory assumptions and evaluates them concurrently.

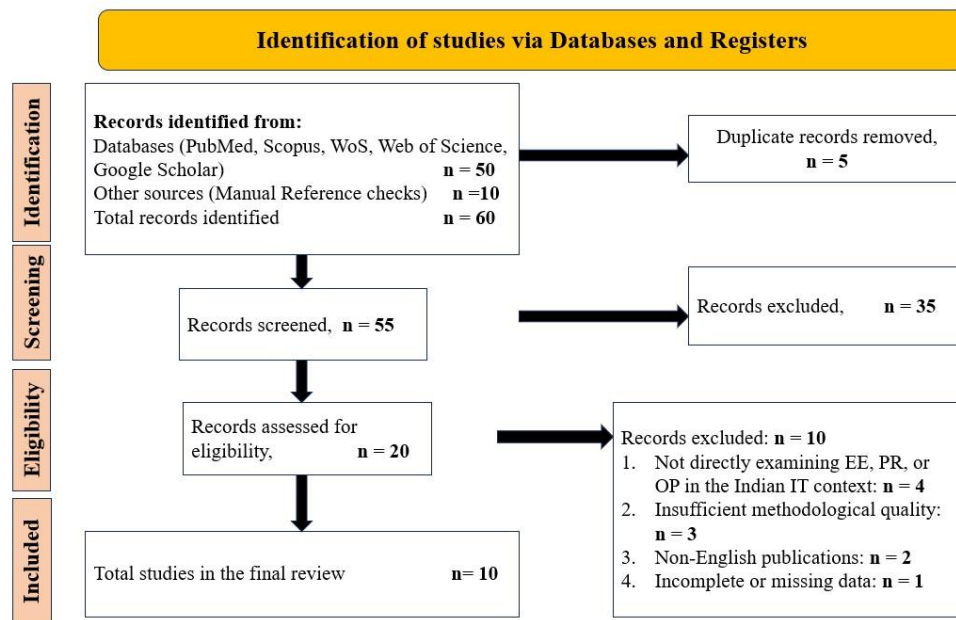
2.4 Structured Review of Recent Studies on Employee Engagement, Personal Resources, and Organizational Performance

This review investigates the interrelationship between Employee Engagement (EE), Personal Resources (PR), and Organizational Performance (OP) within the Indian IT sector, where rapid technological changes, high attrition rates, and the demand for agile human resource practices make these constructs critically important for sustaining

productivity and innovation through a systematic approach grounded in the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework. A thorough search was conducted across databases such as Scopus, Web of Science, IEEE Xplore, and SpringerLink to identify peer-reviewed literature from 2019 to 2024. Boolean keyword chains such as "Employee Engagement and IT India," "Organizational Performance and HR practices," and "Personal Resources and stress management" were employed to filter relevant studies. Inclusion criteria focused on peer-reviewed journal articles published between 2019–2024, directly related to EE, PR, and OP in the Indian IT context. Exclusion criteria removed non-English papers, duplicates, and non-empirical work. The Critical Appraisal Skills Programme (CASP) checklist was applied to evaluate the quality and relevance of selected studies.

As a part of the PRISMA methodology, 60 records were retrieved initially: 50 records were retrieved the help of effective databases searches (Scopus, Web of Science, IEEE Xplore, and SpringerLink), and 10 records were retrieved with the help of additional sources, including manual reference checks. After the removal of 5 duplicates, 55 records were left that were screened based on the title and abstract. Of them, 35 articles were eliminated since they failed to fulfil the research scope of Employee Engagement (EE), Personal Resources (PR), and Organizational Performance (OP) in the Indian IT context. The remaining 20 full-text articles were assessed in regard to their eligibility, and 10 articles were excluded due to the following reasons: the lack of methodological quality, the language other than English, the incompleteness of data, or the lack of relevance to the thematic scope. Finally, thematic synthesis involved 10 good quality studies.

Figure 2.5 PRISMA Flow Diagram for Structured Thematic Review (2019-2024) shows the detailed selection process.



The ten articles were reviewed and summarized into consistent themes, namely (1) the workplace climate and workforce well-being, (2) motivation and retention practices, (3) formalized HR practices, (4) remote working effects, (5) employer branding and trust, (6) gender-specific engagement patterns, (7) AI and sustainable HRM, (8) talent management and retention, (9) work-life integration and flexibility to provide a comprehensive insight into EE, PR, and OP relationships.

To begin with, Rafi (2024) emphasizes a negative impact of unhealthy workplace conditions on job satisfaction and stress, thus the importance of psychosocially healthy environments in IT companies. Anand et al. (2024) confirm the high importance of employee welfare measures, including mental health resources and work flexibility policies, in enhancing productivity of an organization. Narasimha and Neena (2024) offer the motivational engagement model that deals with attrition, suggesting the use of intrinsic rather than extrinsic incentives.

The positive relation between a well-organized HR practice and employee morale is discussed in the work by Singh (2022), where the author finds that training and participatory management are the main factors that spur innovation in IT

environments. The influence of remote work is systematically reviewed by Fatima et al. (2024); the researchers demonstrate that digital collaboration tools can preserve the level of engagement and decrease burnout. Likewise, Chawla et al. (2024) divulge that a strong employer branding stimulates trust and organizational citizenship behavior.

Honnamane et al. (2024) investigate gender-specific patterns of engagement and discover that gender-specific engagement programs improve the performance in gender-diverse teams. Within the scope of technology and sustainability, Thangaraju and Palani (2024) demonstrate that HRM systems incorporated with AI serve the purpose of employee empowerment and sustainable operations. Bhatt and Sharma (2019) concentrate on talent management, demonstrating that multi-layered engagement activity has a considerable influence on employee retention in IT/ITES industries. Finally, Yadav et al. (2022) also stress that work-life integration enhances engagement and reduces absenteeism in favor of flexible work designs.

The presented systematic review offers a multi-dimensional evidence-based prism through which one can comprehend the intersection of EE, PR, and OP in Indian IT companies. The organization of the findings into themes and the establishment of the methodology based on PRISMA provide the study with a strict basis in the further development of theoretical models and the formulation of research hypotheses. Moreover, the review has practical policy and practice implications in Indian IT organizations- well-designed HRM systems, investment in digital tools of engagement, and well-targeted well-being programs are needed to build a resilient high-performing workforce. The organization of findings in themes and the establishment of the methodological basis in PRISMA provide the study with a solid basis in developing theoretical models and research hypotheses.

2.5 Research Gap:

The past review discovered studies on Employee Engagement using a sectional study that cannot find why even extremely promised employees sometimes show poor performances and are on and off. The longitudinal analysis examines regular changes in Employee Engagement and its factors. The reviews identified the lack of research on

HR and Employee Engagement in Organizational Performance in IT businesses as the most important research gap. Numerous works have laid down a connection between job resources, job demands, and Personal Resources by using job demand theory, which shows an acute part in defining Employee Engagement. From the above opinion, designing Employee Engagement policies might remain expressive in conducting Employee Engagement studies by using factors like Personal Resources and Organizational Performance from different professions to answer the emergent desires of a specific occupation.

Numerous authors conclude employees are the organization's backbone and shape and mould the organization by investing themselves bodily, intellectually, and enthusiastically to achieve the desired goals, which is called Employee Engagement (Kahn W, 1990; Schaufeli and Bakker, 2004). Though countless studies (Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B., 2009) investigated Employee Engagement and Personal Resources are significantly connected, additional research in this region might respond to the query of whether engaged employees use Personal Resources. According to Barik & and Kochar (2017) reviews, effective leadership and management methods that promote a positive research environment, establish clear Organizational Performance criteria, recognize and reward research achievements, and support professional growth can enhance employee research Employee Engagement. Gallup's Q12 Meta-Analysis is reviewed here to analyse EE and the organisation's outcomes. This further look into the topic links Employee Engagement to what happens in the organization. The level of Employee Engagement can be determined by the outcomes of the organization. As performance is important for any organization, it is necessary to find out how EE affects OP. Though Personal Resources remain crucial for the employees to engage (Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B, 2009), using PR inadequately encompasses certain undesirable significances meant to the employees who are engaged (Geurts and Demerouti, 2003 and Bakker et. al, 2004) which lead to disengagement and finally express the conditions of employee disengagement and reduced Organizational Performance. Henceforth, keen investigation became obligatory to inspect the linkages between Personal Resources and Employee Engagement for increased Organizational Performance.

Information technology employees repeatedly strive to improve worker enactment and retain employment. In context, Employee Engagement in Organizational Performance and its relationship with Personal Resources has become a crucial research interest. Focusing on the geographical spread of the study variables like PR, EE, and OP, it is remarkable that fewer similar explorations have been carried out in India. If at all, it is conducted in India using such combinations of variables in different sectors like aerospace, telecommunications, academic, and hospitality, but not in Hyderabad IT companies. A prerequisite for conducting work is charting the insight of the Indian residents in the context of its philosophy and worth classification in India. The evaluation of the works confirmed the essentiality of conducting an inclusive review of PR, EE, and OP, along with the impact of EE as an intermediating role in the middle of PR and OP, as very few studies of such type are available. Studies on Employee Engagement in IT companies using Personal Resources and their effects on organizational outcomes, considering the special size and situations in the industry, are among the least explored areas of research. It has been shown that effort involvement is the link between job resources and organizational commitment (Hakanen et al., 2006).

Additional investigation examining the association between middle-of-work Employee Engagement and organizational obligation might contribute to the growth of HR strategies for wide-ranging hypothetical grounds. The available reviews found that research on IT companies involving constructs like EE, PR, and OP in combination was not found. Most studies emphasized creativity and innovation over Organizational Performance in the IT sector in other countries but not in India. The present study uses Organizational Performance as a new metric in IT to try to fill the gap. For this, it is necessary to move forward with additional proof of Employee Engagement practices with Personal Resources and Organizational Performance to understand the necessity for such practices. Next, it was also analysed that studying Employee Engagement in prototype with Personal Resources could exist as a distinct purpose as it raises the Organizational Performance of the organization; however, only little studies have been done on how to upsurge the organizational enactment when adding such prototype of Personal Resources with Employee Engagement. It is a sizeable challenge that needs to be addressed by future research.

Several studies have discovered that while the correlation exists between Employee Engagement and managers' efficiency and commitment in the Indian IT industry, it does not happen in Hyderabad IT companies. Most of the research dealt with how demographic profiles affect EE and PR and how this influences IT companies' organization performance. The work will analyse how Personal Resources and Employee Engagement play a role in the performance of IT organizations which is currently under-researched. Even so, while Employee Engagement studies and their contributing factors do show results based on evidence, studies focusing on Employee Engagement as a connecting factor in the relation between PR and OP appear less frequently in the field of academic research and the IT industry. The current study offers useful advice on how to get employees involved in improving their companies' performance and how to address any obstacles that arise while trying to achieve these goals, supplying a base for further research.

2.6 Summary

The chapter covered the literature review about the study variables and was important for the research and main ideas of this dissertation. In literature reviews, collections of relevant texts on each variable's basic theories are made and end with focused studies on each concept. This chapter covered a detailed review of the suggested inquiry.

It was determined by the research title that extensive studies were done on the main topics such as Personal Resources, Employee Engagement and Organizational Performance, functioning as independent, mediating and dependent variables. The author points out the key factors that affect and shape the related ideas. In order to conduct the study, the author used literature from Springer, Web of Sciences, Taylor and Francis, PubMed, Wiley, as well as widely recognized datasets. The ideas of the study variable were looked at where they meet and how they impact employees and organizations. All variables, their components, the way they relate and the resulting outcomes are evaluated by using a rigorous analysis method. Thematic literature reviews helped to identify the connections among the research variables to determine EE's role as a link between PR and OP. The relationship of each study construct, and its impact on one another are reviewed predominantly. Studies about Information Technology are also investigated. This essay discusses the implementation issues in the IT business.

A company's efficiency is determined by its leaders' team management and collaboration abilities. Working professionally on difficult subjects is vital. Organizational Performance measures how successfully a company positions itself in the marketplace through available information, financial, and personnel activities. Employee performance impacts organizational success in the short, medium, and long terms. The above work examines employee perspectives on Organizational Performance theory and practice. (Eleonora Gabriela, 2020). OP is a dependent variable across dimensions in management and public administration studies. Scholars and authors employ a variety of styles. Researchers agree that evaluating organizational efficiency requires investigating all unit operations and human interests. An entity's uncertain, contested, and inconsistent goals make Organizational Performance subjective (Demeke & Tao, 2020). Finally, research gaps were recognized from the literature and reviews, and consequently, study objectives and hypotheses were outlined.

CHAPTER- 3

RESEARCH METHODOLOGY

CHAPTER III

RESEARCH METHODOLOGY

The goals, theories, research design, and techniques of the work are the main topics of this chapter. The created questionnaire was additionally tested utilizing measuring techniques through reliability and validity analysis. To find out about the performance of the chosen IT companies, researchers explored how Employee Engagement links to Personal Resources. Human Resource Practitioners describe how the Employees are

involved in the organization as two main factors: Personal Resources are personal traits and occupational resources depend on the job situation (Bakker et al., 2014).

The JD-R model of work engagement states that job resources are organizational, social, and physical elements that are utilized to accomplish work objectives and advance one's own growth (Xanthopoulou et al., 2007). Personal Resources are features of the identification of oneself or optimistic introspection of oneself usually connected to personal springiness, one's potential of performing something, intelligence about abilities and code of conduct, and overall environment towards successful control of organisational performance (Bakker and Demerouti, 2008; Hobfoll, et al., 2003; Xanthopoulou et al., 2007). Job Resources and Personal Resources proved significant predictors of EE; the past few reviews depicted personnel possessing Personal Resources as assertive about capabilities and latent and positively referring their personalities as beneficial for a future prospectus to ascertain and generate numerous novel features of surroundings that are supportive in conquering organizational goals and subsequently to stimulating Employee Engagement (Xanthopoulou et al, 2007). The financial benefits of an organization in taking action to support the employee through enhancing their Personal Resources, companies never make it a priority, but it is time to include Personal Resources and Employee Engagement in their HR strategies to minimize financial burdens and human Personal Resources conflicts.

3.1 Theoretical Concepts of the study

The following section involves the theoretical concepts of the study, which lay the development of the research design. Theoretical concepts include definitions, advanced knowledge, factors, measures, and relationships of the study variables. Concepts of PR, EE, and OP with other factors are primarily used for this purpose. The paradigm of Employee Engagement is truly multidimensional, and its areas are discovered from numerous viewpoints. A detailed thematic literature was taken into account by studying the role of EE as an intermediary in the linkage concerning PR and OP. The literature on Organizational Performance in different sectors, including numerous dimensions, especially concerning Personal Resources and Employee

Engagement, was reviewed comprehensively. Several reviews were examined on the components influencing Personal Resources, Organizational Performance, and Employee Engagement.

3.1.1 Theoretical Concepts of Personal Resources

Human resource management defines Personal Resources as an individual's traits and features that may affect their welfare and Organizational Performance at work. This context contains information, skills, abilities, attitudes, beliefs, and other human attributes within employees, either expressed outward or suppressed without awareness, collectively called Personal Resources. For some time, energy and cost are also valuable Personal Resources. These factors influence workers' capability to do their occupation and succeed at work. Personal Resources can encompass various aspects, including interpersonal connections, the apportionment of one's spell, and the expenditure of one's energy. Many believe that commitment and resources are closely connected for a person. Individuals who have self-efficacy, organizational-based self-esteem and optimism tend to keep interested in their jobs for a long time. According to Karatepe (2018), psychological capital (PsyCap) is the optimistic psychosomatic condition of expectation, efficiency, flexibility, and positivity. This study unequivocally demonstrates a link between PR and EE by confirming that the workplace affects employee performance, well-being, and problem-solving skills. According to Schaufeli and Bakker (2004), job crafting helps employees proactively reshape employment, relationships, and perceptions to meet their workplace abilities, values, and objectives. The phenomenon may impact Employee Engagement, work happiness, and productivity. A key concern for the current study is the impact of job crafting on employee performance, which is covered in full in this study. Psychological ownership results in an individual's subjective sense of ownership and personal engagement with their work, team, or organization, claim Pierce, Kostova, and Dirks (2019). These traits may influence employee motivation, commitment, and job attitudes. The study investigated psychological ownership in organizational settings and provided theoretical frameworks to comprehend its implications on the purpose of the stated work.

According to Ryan and Deci (2022), Self-Determination Theory (SDT) involves the capacity of autonomy, competence, and relatedness to change human behaviour emphasized in SDT, a motivational framework, the influence of autonomy as

well as competence on employee enthusiasm, well-being, and enactment. Self-determination theory acts as psychological requirements that engage, motivate, develop, and well-being, reflecting the actual purpose of using PR. According to Dweck (2017), a growth mindset relates to hard work, knowledge, and determination, the growth attitude, it can improve a person's aptitudes rather than intelligence. With the help of this literature, the impact of factors, namely employee learning, development, and efficacy on PR, is mostly analysed.

Fig 3.1 Drivers of Personal Resources



Source: Based on Bakker and Demerouti, 2008.

Dimensions of Personal Resources used in the study

Individual resources mean optimism and self-awareness about one skill that has a strong influence on your environment (Hobfoll et al., 2003). According to Xanthopoulou et al. (2007), Employee Engagement was expected to result from three specific Personal Resources: self-efficacy, organizational-based self-esteem and optimism. It was found that involved workers are highly confident in their abilities that allow them to trust others and handle different kinds of professional challenges. A positive and strong workforce ensures that employees recover quickly and notice the good outcomes after dealing with let-downs. Employees tend to have high self-esteem in their jobs since they think they can fulfil their needs and wants through their work in the business (Mauno et al., 2007).

The previous literary piece links to the main points of this study. Self-efficacy, OBSE and optimism are some Personal Resources that people can count on. Although PR is self-governed, research reveals that consistent sources have an impact on employees' job-related satisfaction. Personal Resources which are not related to work, play a role in inspiring work engagement in the JD-R model.

Self-efficacy: Personal Resources in this study include intrinsic motivation, positive affectivity, and self-efficacy. Social cognitive theory states that motivation and Organizational Performance are regulated by a variety of self-regulatory systems (Wood and Bandura, 1989). Gist and Mitchell (1992) assert that learning and experience have an impact on self-efficacy, which in turn affects choices, affective reactions, and endeavours. According to Wood and Bandura (1989), the social cognitive theory implies that self-conscious people are less likely to work harder and succeed in their employment than those who are encouraged, which is used to analyse the relationship between PR and Self-efficacy. Employees' self-efficacy may be increased by motivating them with high-performance work practices such as autonomy (Xanthopoulou et al., 2007). Employee self-efficacy is encouraged through organizational support. According

to Bandura, A. (2008), positive organizational support increases employee efficacy and autonomy, which refers to the positive relationship between study variables.

Organizational Based Self-Esteem: Organizational-based self-esteem (OBSE) is an individual's judgment of their worth within their organization and a person's perception of their skill, effectiveness, and self-assurance in their work and contributions to the business. Pierce and Gardner (2004) define Organizational-Based Self-Esteem (OBSE) as an individual's view of their own worth in their organization or place of employment. The study was used to know how individuals perceive the competence, effectiveness, and significance of their organizational roles and contributions. According to (Mauno et al., 2007), OBSE is conceptually distinct from general self-esteem. OBSE is a person's self-perception within an organization, whereas GSE is their overall judgment of their worth and value. Hence, this has given direction for self-analysis of the employees of IT companies.

According to Bakker et al., (2014), individuals using elevated OBSE remain confident in their organizational abilities and values. They feel they can perform effectively, contribute, and achieve professional success. Study outcomes and behaviours in organizational behaviour have been linked to OBSE. According to Fletcher & Robinson (2013), Employee motivation, contentment, Organizational Performance, organizational commitment, and well-being are all affected. OBSE research looks at supportive organizational climates, positive feedback, job attributes, and workplace social comparisons. Understanding OBSE can assist people in understanding how they see themselves at work, which can affect their attitudes, behaviours, and Organizational Performance.

Optimism: According to Scheier & Bridges, M. W. (1994), Optimism is defined as hope and optimism about life, events, and situations. It is the conviction that most things will turn out well and that joyful outcomes are attainable. Optimists look for the positive, are resilient, and feel they can overcome obstacles. The following characteristics are frequently associated with optimism in the current study. According to Xanthopoulou et al., (2007), positive expectations hold many Personal Resources. Despite hurdles, optimists expect positive things to happen. They are optimistic and confident in their ability to overcome obstacles, which helped to study the positive nature of the employees. Bakker and Demerouti (2008) define resilience as the quality

of optimistic individuals and optimistic people who demonstrate resilience by bouncing back from setbacks or failures. The above work analyses the challenges of using employee PR in creating a positive organizational environment. Hence, provided to view challenges as temporary and are more likely to persist and find solutions instead of giving up

3.1.2 Theoretical Concepts of Employee Engagement

According to Kahn (1990), individuals practice erratic grades of themselves in their work. The additional persons pull on themselves (traits) towards achieving their role in work, the more inspiring their results are. Kahn (1990) founded his philosophy on the notion that individuals have an inborn predisposition to save themselves through segregation and Employee Engagement through interchangeably dragging back and affecting assembly connections. Kahn's explorations are grounded on effort reshaping exemplary of Hackman & Oldham (1980), declaring an individual's approaches besides comportments are determined through psychosomatic knowledge of work and next, constructed on discrete, interactive, crowd, teamwork, and business constructs persuading organizational behaviour (Alderfer, 1985). Therefore, engaged workers place considerable exertion on work and work roles and justify the work done as they get the identification out of that.

According to Kahn (1990), an energetic, enthusiastic, forging connection happens amid the individual who capitalizes on private dynamism interested in job roles at one side, and that work role allows the individual to express himself on the other side, which is the most important base of the current work. Kahn's work worked to a maximum extent in finding out the relationship of EE with other factors and concepts. Stimulated by the exertion of Kahn (1990), Rothbard (2001) explained Employee Engagement as an inspirational and motivated phenomenon containing two extents: consideration and captivation. Consideration refers to the period of attention in effort and residual emotional worries in the work role. It can be evaluated after the period consumed in predicting the concentration required to carry out work. Captivation refers to the concentration of application. This review laid the foundation for the study.

Evidence-based motivational theories:

Present research work uses the detailed thematic analysis of EE as a mediating role. An analysis of motivational theories has pinned the importance of fulfilling the needs of the

present work. The four major theoretical frameworks that emphasize EE are the social exchange theory, the social identity theory, the self-determination theory, and the self-regulation theory. The study aims to give thorough definitions, metrics, and outcomes for Employee Engagement within different theoretical viewpoints. According to Coffman & Molina, G. (2002), Employee Engagement is enhancing Organizational Performance in the workplace through employee satisfaction (Sarah & Tran 2021).

Definitions of Employee Engagement

There are many theoretical investigations to answer these concerns because employee involvement has roughly fifty interpretations. Even the best managers can be confused by abundant language (Hobfoll & Shirom (2001). Employee Engagement is a distinct concept characterized by zeal, determination, and immersion in a pleasant and fulfilling work-related cognitive state. Schaufeli and Bakker (2002) discovered a high relationship between employee motivation, commitment, and willingness to participate. Buchbinder and Shanks (2017) and Kahn (1990) defined Employee Engagement as the grade to which organizational people invest themselves bodily, spiritually, intellectually, and passionately throughout the Organizational Performances of their work roles.

According to Maslach and Leiter (1997), EE and exhaustion are essential. EE is the optimistic contrast of exhaustion. It suggests that employees who are engaged will have little heights of exhaustion. Schaufeli et al. (2002) specified that EE and burnout are two different constructs and are depressingly correlated. They demarcated EE as the optimistic, rewarding, job-related brain condition characterized by dynamism, perseverance, and Employee Engagement. Harter et al (2002) have illuminated the work of Gallup Group investigators (2012), portraying EE remarks as an individual's involvement, satisfaction, enthusiasm, and commitment to work. Saks (2006) defined EE as a separate and definite paradigm that involves cognitive, emotional, behavioural, and psychological factors connected with individual role performances (p. 602). The common notion in the investigations of Kahn and Saks focused on the Organizational Performance of work roles. As a novelty, Saks (2006) characterized Employee Engagement into two kinds' job engagement and organizational engagement. Job engagement denotes the Organizational Performance of a job as a work role, and organization engagement refers to doing the work as an associate of the business. EE,

being such a massive and comprehensive notion, is the greatest subtle query in describing how it is. Macey and Schneider (2008) projected a mixture of features of Employee Engagement. Their theoretical agenda comprises attribute engagement, state engagement, and behavioural engagement.

Table 3.1 Approaches of Employee Engagement Using Different Factors

Approach	Definition	Author
The Mixed Approach	Mixture of all features of Employee Engagement. Their theoretical agenda comprises attribute engagement, state engagement and behavioural engagement.	Macey and Schneider (2008)
The multi-dimensional approach	A separate and definite paradigm involves cognitive, emotional, behavioural and psychological factors connected with individual role performances	Saks (2006)
Positive state of mind approach	Positive, fulfilling work related state of mind that is being characterized by vigour, dedication and absorption.	Schaufeli et al. (2002)

The Satisfaction Engagement Approach	Employee Engagement depends on individual 's involvement, satisfaction and enthusiasm for work	Harter et al. (2002);
The Burnout antithesis approach	Employee Engagement is the positive antipode of burnout.	Maslach and Leiter (1997); Schaufeli et al. (2002)
The Needs - Satisfying Approach	Employee Engagement depends upon the fulfilment of three psychological conditions or needs namely meaningfulness, safety, and availability.	Kahn (1990)

All the above-stated definitions provide a detailed analysis of what Employee Engagement is and how it is used in achieving the objectives of the existing research work and to comprehend other constructs of the study.

Dimensions of Employee Engagement

Employee involvement varies by industry and is influenced by seniority, occupation, and length of service. Seniority is related to Employee Engagement. The most engaged are presidents, vice presidents, managers, and operational staff. This preference may differ depending on the organization. Although seniority and Employee Engagement are linked, Employee Engagement frequently declines as service time increases. Gemma Robertson-Smith and Carl Markwick 2009 analysed contemporary literature on Employee Engagement and discovered it to be popular, which helped fill the research gap.

Gifford and Young (2021) illuminated from the work of CIPD-2021 investigated many Employee Engagement difficulties and mentioned Employee Engagement in scientific research consisting of personal role Employee Engagement, work engagement, and multidimensional engagement emphasizing factors of EE in the current work. According to Kahn (1990), the following are the dimensions

Cognitive Engagement

Employees' mental and emotional investment in research initiatives is considered in this aspect. The evaluation considers attentiveness, focus, Employee Engagement in research activities, analytical thinking and problem-solving and unique research contributions.

Emotional Engagement

This is the emotional attachment of workers to research tasks. The construct considers a person's enthusiasm, enthusiasm, and penchant for study, as well as their emotional obligation and intelligence of achievement commencing their contributions.

Behavioural Engagement

Employees' research-related actions and activities are included in this component. The individual's initiative, pro-activeness, and readiness to go above and beyond their professional responsibilities to support research activities are considered. They must also work together, share knowledge, and participate in research.

Intellectual Engagement (IE)

According to Kahn (1990), intellectual engagement in human resource management refers to employees' mental commitment, stimulation, and proactive involvement in their jobs. The idea is to build an intellectually engaged, motivated, and empowered workforce to smear their awareness, talents, and abilities towards achieving company goals. Work happiness, creativity, innovation, and Organizational Performance all benefit from intellectual engagement. According to Demerouti et al., (2001), work design organizes and distributes a profession's work and obligations. Work enrichment increases intellectual engagement by giving workforces extra independence and responsibility, besides policymaking power. According to Grant and Ashford (2008), Job crafting," in which people deliberately modify their jobs to boost involvement and relevance, is also relevant. They have made substantial intellectual contributions to job

design and workmanship. Her work documents these accomplishments. Therefore, the above study emphasizes the actual concept of IE used as the purpose of the current work.

According to Parul Malik & Pooja Garg (2016), intellectual engagement allows employees to improve their abilities, learn new things, and advance their careers, increasing their intellectual stimulation and engagement. Professional progression, continuing education, and training and development programs can all help to increase intellectual engagement. This study laid a vision on the relationship of IE with other factors to determine the level of IE. Hackman and Oldham (1980) and Saks (2006) state that intellectual engagement can be increased via Organizational Performance management that prioritizes growth and expansion. This review analysed how employees can improve their skills and knowledge by receiving regular feedback, coaching, and creating goals. Management and feedback studies may produce surprising outcomes that act as the most basic needs of the current study.

Social Engagement (SE)

Building relationships, contacts, and communication between research workers are all part of this component. It is critical to participate in research-related forums, networks, and communities, as well as joint efforts, collaboration, and supervisor support. According to Fong & Chi Lu (2020), Employee Engagement has been connected to transformational leadership, which empowers subordinates. Leaders encouraging employee participation, creativity, and intellectual challenges increase intellectual engagement. The above investigation provided the factors of SE and its relationships with other factors for the work done. According to Bakker and Demerouti, (2007), Employee Engagement is influenced by corporate culture and ethos. Employees are intellectually engaged when an organization's culture values knowledge, innovation, and idea sharing. This research looks into the company climate and culture and stresses the importance of culture in determining the scores of SE for the existing study. According to Macey and Scheider (2008), social engagement refers to the bond, cooperation, and attachment that employees have with their co-workers, work groups, and the organizational population as social engagement. Priorities include fostering community, social networks, and supportive workplaces. Social connection improves job satisfaction, teamwork, organizational dedication, and well-being. This review was

of great help in understanding the impact of SE on other factors of employees in measuring SE.

According to Saks (2006), Socialization and teamwork abilities are intertwined. Employee collaboration, knowledge exchange, and support all contribute to increased social engagement. Team dynamics, teamwork, and Organizational Performance research may contribute to increased social engagement. Kahn's review of pulling out of SE cooperated with comprehending the construct. According to Kahn (2017), effective Communication and activities build social bonding. Employee Engagement and connections are increased in companies that encourage open communication. Internal communication methods, employee feedback, and communication technologies all have the potential to produce major effects.

According to Bakker and Demerouti (2008), leadership and relationship-building are critical in promoting social participation as a leader. Workers are more socially engaged when helpful leaders establish a pleasant work atmosphere and encourage networking. According to Bakker et al. (2003), social engagement necessitates prioritizing worker comfort and work-life imbalances in a workplace. Employee Engagement and social relationships are improved when employers promote employee well-being, deliver supple labour periods, and boost employee well-being. Organizational support, employee well-being, and work-life balance research can all contribute to encouraging social engagement.

According to Bakker and Demerouti (2007), Social involvement is influenced by business culture and socialization. Employees benefit from a nice and welcoming workplace culture that promotes diversity, creates social interactions, and supports socialization events. Organizational social capital, socialization, and culture may all generate important results. All the reviews of Bakker and Demerouti provided substantial viewpoints on the paradigm and relationships of the constructs used for study purposes.

Affective Engagement (AE)

According to Demerouti et al., (2001), employees' favourable feelings about their workplace, company, and co-workers are called affective engagement in human resource management. People's excitement, passion, and sense of fulfilment in their employment are considered in theory, which promotes commitment, job satisfaction,

and Organizational Performance. The above examination delivered the dynamics of AE and its interactions in response to attaining the purposes of the present work. According to Richardsen et al., (2006), Workplace involvement and pleasure depend on affective involvement. Employees who are obliged to provide a resilient, affectionate supplement to their work have a higher purpose, intrinsic motivation, and job satisfaction. Employee motivation, job happiness, and Employee Engagement research may all aid in increasing emotional involvement. The above evaluation remained abundant support for empathy towards AE and its factors.

According to Hakanen et al. (2006), employees should be encouraged and rewarded to increase emotional participation. Employee Engagement and emotional connections grow when they feel recognized, valued, and supported. Insights may be gained from research on company support, employee recognition, and incentives and recognition. The above reviews delivered significant perspectives on the model AE to increase EE for the study. Tausig and Fenwick (2001) recommended that time factors be better assumed using the apparent disproportions in personal and professional life. This factor is important to work-life balance in emotional Employee Engagement and delivers a new standing line to AE for analysing study assumptions. According to Montgomery et al., (2003), employees who possess positive qualities will carry positivity towards their personal life. Demonstration of considerably greater intensities of commitment associated with employees not facing such cross-overs, displaying the significance of optimistic emotions by place of work, coincides with the concepts and theories of the research undertaken.

3.1.3 Theoretical Concepts of Organizational Performance

Organizational Performance evaluates a company's performance concerning its predetermined goals and objectives. It includes the concrete outcomes or outputs that an organization delivers that are evaluated concerning the outputs that the organization anticipated. OP relies on different components, including operational plus financial success, profitability, employee turnover, and opportunities for promotion. Organizational Performance refers to the efficiency and competence through which an organization attains its objectives and intentions. It contains various metrics, however, restricted to financial success, operational performance, customer happiness, staff engagement, and innovation.

Bakker & Demerouti (2007) developed the Resource-Based View (RBV) theory that projects internal Personal Resources and competencies strongly influence an organization's effectiveness. Personal Resources and competencies that are valuable, unique, distinct, and irreplaceable are regarded to aid research organizations in their operations. Therefore, this reading indicates a comprehensive examination of OP plus its factors in the existing work. Kaplan and Norton (1992) developed the Balanced Scorecard, a tactical organization instrument that assesses financial, customer, inner procedures, and knowledge-related development Organizational Performance. This method fully assesses Organizational Performance, ensuring strategic alignment and allowing for continuous improvement, which is the foundation of exploration used to measure study constructs. According to Raed and Nhat (2022), Organizational Performance, new ideas, goods, services, and processes must be created and implemented. According to research, innovation improves Organizational Performance by boosting creativity, flexibility, competitiveness, productivity, and invention. This study helped understand the factors responsible for increasing OP and also derived the cause-and-effect relationship of OP. According to Rana & Jabir (2022), organizational culture consists of shared opinions, Organizational Performances, arrogances, and behaviors that influence a company's identity and operations. He proposed fostering a positive and supportive culture prioritizing research quality, collaboration, and continual learning, whose proposals lead to improved research organization performance.

Paul Tuner (2020) focused on strategic alignment, which refers to the goals and objectives of organizational research and should be consistent with its strategic approach. Efforts in strategic research domains can improve Organizational Performance by aligning research efforts with an organization's goals, vision, and strategic priorities. Therefore, his work is the foundation of exploration that agrees with the research model. Nguyen & Hasan (2022) used Organizational Performance measurement to measure progress, identify areas for development, and influence decisions. Research performance must be accurately analysed as the assumptions developed by reviewing such articles. Bibliometric indicators, peer review, and benchmarking can be used to evaluate research Organizational Performance. Social wealth consists of information, services, aptitudes, and experiences of employees in

organizations. Research success depends on highly skilled and motivated individuals contributing to new knowledge and research advancement. The above reviews deliver a profound knowledge of the application and outcome derivation of the OP construct by fulfilling the research needs.

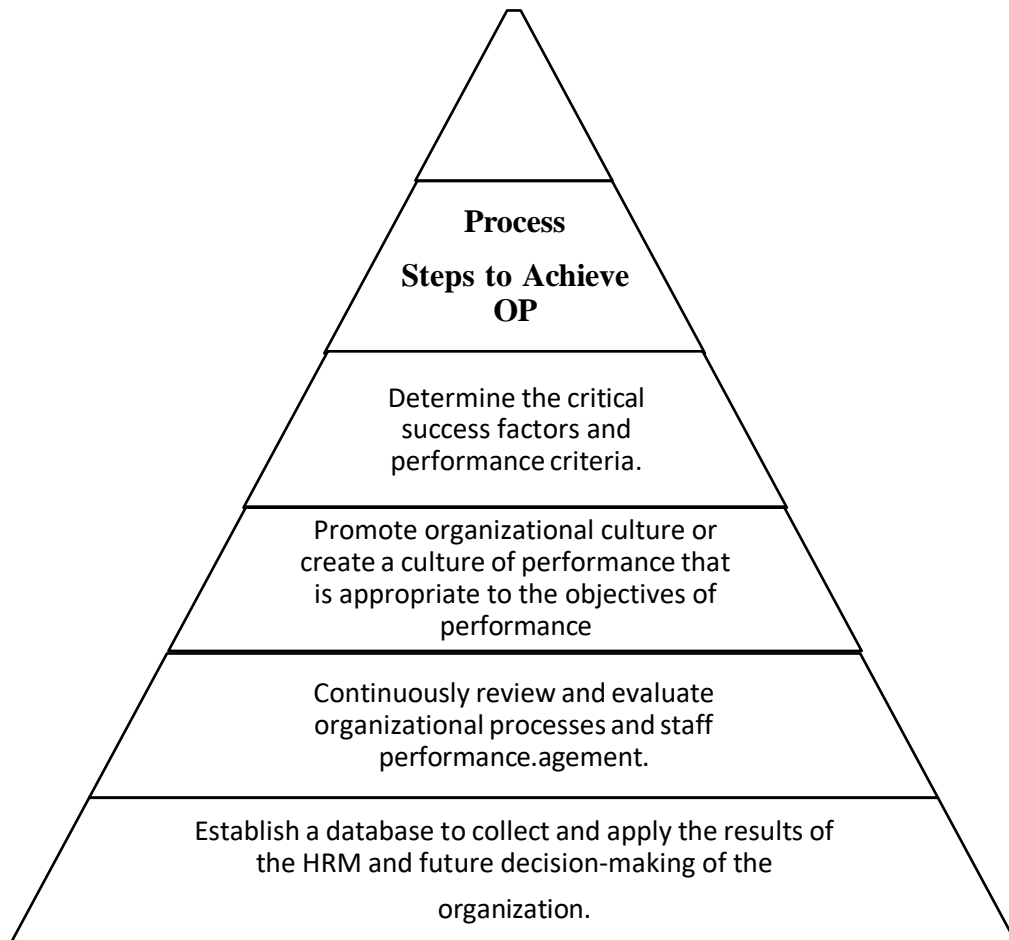
Table 3.2 Measurement and Evaluation of Organizational Performance Models

Model	Author and year	Description
The Performance Measurement	Matrix Keegan et al., 1989	Based on two types of Organizational Performance measures: Those related to the results and that focus on the determinants of the results. This model includes four different classes of Organizational Performance: financial, nonfinancial, internal, and external
Results and Determinants Framework	Fitzgerald et al. 1991 -	It classifies the measures into two basic types: those related to the results (e.g., competitiveness, financial performance) and the causes (e.g., quality, use of Personal Resources, innovation).
The Performance Pyramid System	Lynch and Cross, 1991	This pyramid model with four levels associates the corporate strategy, the strategic business units, and the operations, translating the objectives from the top down (based on customer priorities) and low measures up.
Balanced Scorecard	Kaplan and Norton, 1992	It is a strategic management tool to (i) clarify and translate vision and strategy; (ii) communicate and relate to the strategic objectives and actions; (iii) plan, set goals and align strategic initiatives; (iv) Improve strategic feedback and learning.

Integrated Performance Measurement Systems	Bititci et al., 1998	It is based on two external dimensions (financial performance and competitiveness) and five internal dimensions (costs, factors of production, activities, products, and revenues).
European Foundation for Quality Management	EFQM, 1999	The EFQM Excellence Model is a non-prescriptive model based on nine criteria, five considered as factors (leadership, people, policy and strategy, partnerships and Personal Resources, processes) and four as a result (which are derived from the people, customers, society, and performance).

Process to achieve OP: Fatemeh Azizi Rostam, (2019) finds and examines critical success factors and Organizational Performance standards. Improve Organizational Performance by assisting firms in aligning their cultures with Organizational Performance management goals. Organizational procedures and employee performance must be evaluated regularly. The goal is to build a comprehensive database to collect and analyse HRM results to enhance company decision-making. This research is supposed to be very supportive and contradictory as it has come up with ways. It means attaining OP, which is crucial to analysing the OP in achieving the research goal; hence, it works on the major foundation of the theoretical concepts of the study construct OP.

Fig 3.2 Process Steps to Achieve Organizational Performance



Source: Based on Fatemeh Azizi Rostam, 2019

Dimensions of Organizational Performance in the Study

I Financial Performance

In Organizational Performance, financial performance measures a company's finances and achievements. They examine financial variables such as sales, profitability, liquidity, return on investment, and market value to evaluate a company's financial performance and ability to accomplish targets. According to Sultan & Quzwen (2021), the exchanging stock indicates a business's commercial linkage location, which devises a substantial destructive impression on tactical threat, although it does not influence its financial performance. The above study finds that financial factors have a negative relationship with financial performance, which assisted the researcher in generating an intense deliberation on the financial performance of the research work.

II Non-Financial Performance

Non-financial performance in Organizational Performance indicates the evaluation and quantification of aspects that are not directly related to financial results but are critical in determining an organization's efficacy and success. Non-financial performance approach involves non-financial factors such as customer satisfaction, Employee Engagement, innovation, social responsibility, and environmental sustainability. According to Juliana and Edward Brenya (2021), managerial background constructs like shareholder contribution and governmental provision influence the OP. The authors revealed a variance of 31.8 percent change in OP. Nevertheless, the conclusions recommend that shareholder contribution could be an improved forecaster of performance management compared to governmental provision, which meets the laid assumption on the non-financial performance construct of the current research.

Moreover, workers' age, gender, and company size were statistically significant. This study links two organizational environment indicators (stakeholder and political support) and their effect on Organizational Performance management dimensions (Organizational Performance monitoring and evaluation and Organizational Performance review). The above article assisted in evaluating the nature of NFP that delivers a descriptive analysis of the study constructed by the researcher.

i) Non- Financial Supply

Non-financial performance of suppliers assesses and measures a company's suppliers or supply chain. This method focuses on non-monetary aspects of supplier performance that increase a company's supply chain efficiency and productivity. Non-financial performance measures for suppliers include quality, delivery reliability, responsiveness, innovation, and sustainability. Evaluation of non-financial supplier performance is critical to supply chain reliability and durability. Reviews of Al-Hamad & Aldomy (2022) and Brenya & Abane (2021), delivered with confirmations on Organizational Performance management and achieving organizational effectiveness, provided a detailed analysis of non-financial supply Organizational Performance and its identification.

ii) Non-Financial Employee

According to Karina& Isaksson (2017), the measuring and quantification of organizational member Organizational Performance and effectiveness is referred to as

non-financial employee performance. Employee performance aspects that significantly impact firm efficacy and efficiency are considered first. Therefore, the above review concludes that employee performance is the NFE performance, assisting the researcher in putting usable implications in NFE performance.

According to Cong & Patel (2017), by providing a direct and positive relationship of the employees with the OP by using chief global officers and geographical scales dispersion, Therefore the above review brings a proliferation in understanding NFE and developing a model construct of the study by including such dimension for current research work. Non-financial employee performance indicators include Employee Engagement, contentment, productivity, collaboration, innovation, and professional growth. Non-monetary employee performance evaluation is critical for a healthy work environment, employee well-being, and organizational success.

iii) Non-Financial Customer

Non-financial metrics include customer happiness, loyalty, perceptions, business yields, amenities, plus customer journey. Witchulada & Augustyn (2020) projected non-financial customer performance factors influence organizational success and competitiveness. This study facilitated the right information on the findings of non-financial customers, which are prerequisites for the analysis of the current work. Raut & Kamble (2020) found a direct positive impact of thin industrialized executes on OP in Indian industrialized corporations, indicating the significant and positive relation of NFC with other factors in fulfilling the objectives of the current research work.

Non-monetary Organizational Performance measures include customer satisfaction, loyalty, brand perception, experience, and advocacy. Monitoring non-financial customer performance is critical for customer loyalty, connection building, and company success.

3.2 Objectives of the study

Objectives of the current work will provide solutions to the following.

1. To find out the level of Personal Resources in the Information Technology Companies in Hyderabad.
2. To find out the level of Employee Engagement in the Information Technology Companies in Hyderabad.

3. To find out the level of Organizational Performance in the Information Technology Companies in Hyderabad.
4. To find out the relationship between Personal Resources and Organizational Performance in the Information Technology Companies in Hyderabad.
5. To find out the relationship between Personal Resources and Employee Engagement in the Information Technology Companies in Hyderabad.
6. To find out the relationship between Employee Engagement and Organizational Performance in the Information Technology Companies in Hyderabad.
7. To study the mediating role of Employee Engagement in the relationship between Personal Resources and Organizational Performance in the Information Technology Companies in Hyderabad.

3.3 Conceptual Framework

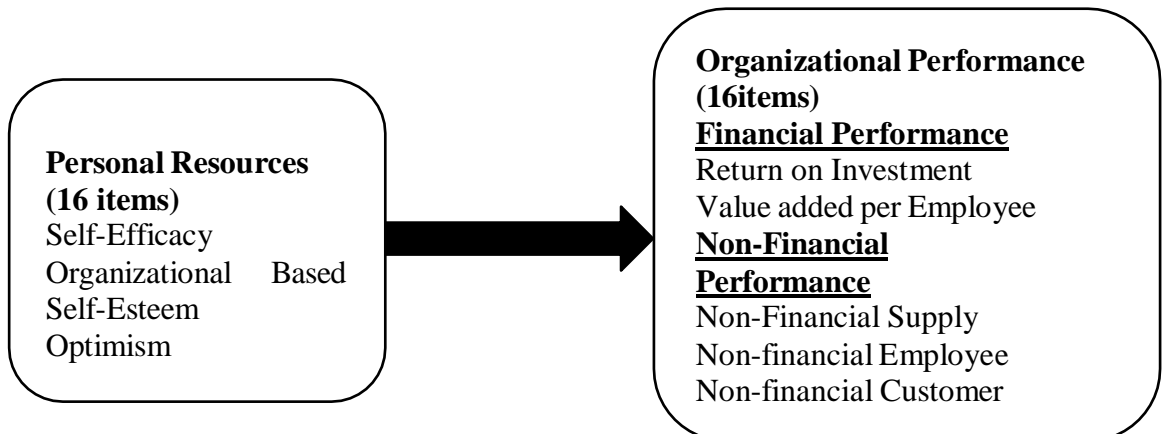
A conceptual framework model is used in this research to identify the gaps recognized based on the wide-ranging literature review of PR, EE, and OP. The research intentions are formally established and grounded in the philosophies and historical exploration in the arena, as stated in the anticipated model of the research. The three variables in this study—Personal Resources, Employee Engagement, and Organizational Performance—are the independent, mediating, and dependent variables. Personal Resources include independent factors such as optimism, organizational-based self-esteem, and self-efficacy. Employee Engagement is a mediating variable that encompasses aspects of emotive, social, and intellectual engagement. Organizational Performance is the dependent variable includes aspects of Financial Performance and Non-Financial Performance. By assessing each variable's level, the study discovered how Employee Engagement affected the relationship between individual resources and Organizational Performance. It also established how each variable related to the others. The current research deals with determining the relationships among variables and the mediating effect of EE amid PR and OP. This is categorized into four steps.

- Step 1 involves the relationship between PR and OP.
- Step 2 involves the relationship between PR and OP in the presence of EE
- Step 3 involves the relationship between PR and EE.
- Step 4 involves the relationship between EE and OP.

Step 1: Direct Effect

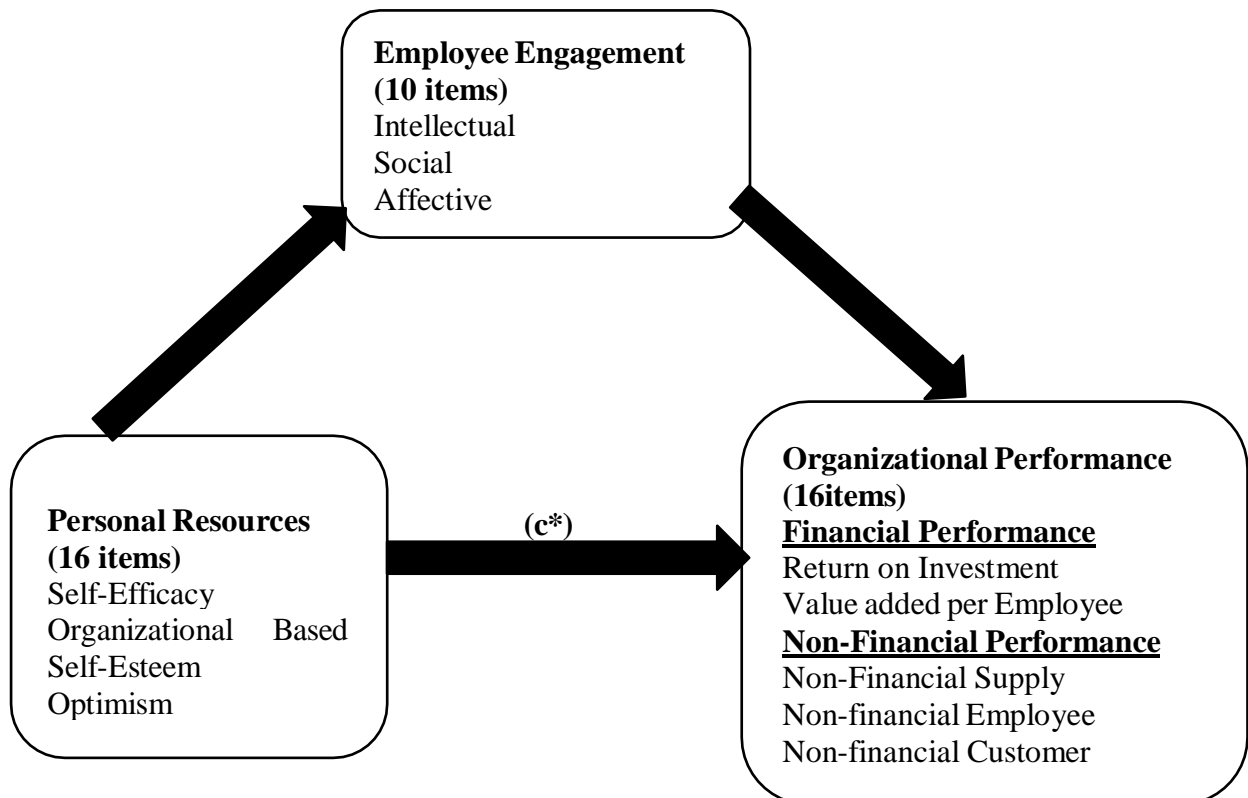
Relationship between PR and OP in the presence of EE (First Regression Equation)

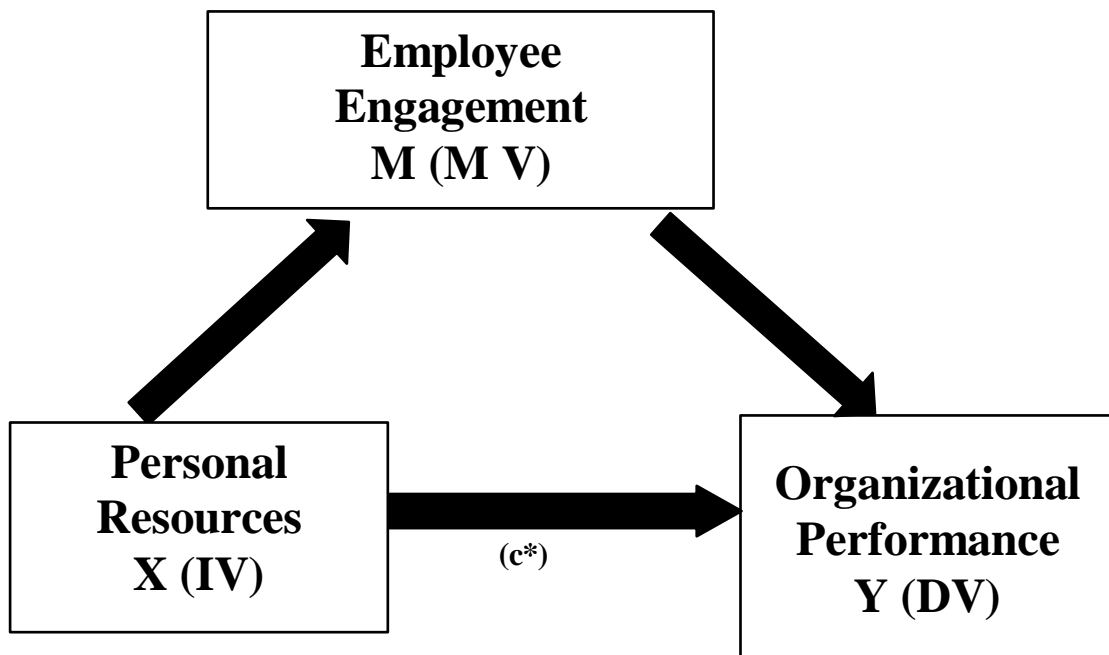
- i) A direct effect is a direct relationship between PR and OP



- ii) A direct effect is a direct relationship between PR and OP in the presence of EE(c^*)

{Direct Effect (c^*) = PR and OP regression coefficient in presence of EE}





Step 2: Indirect Effect

Relationship between PR and EE and from EE to OP (Second Regression Equation)

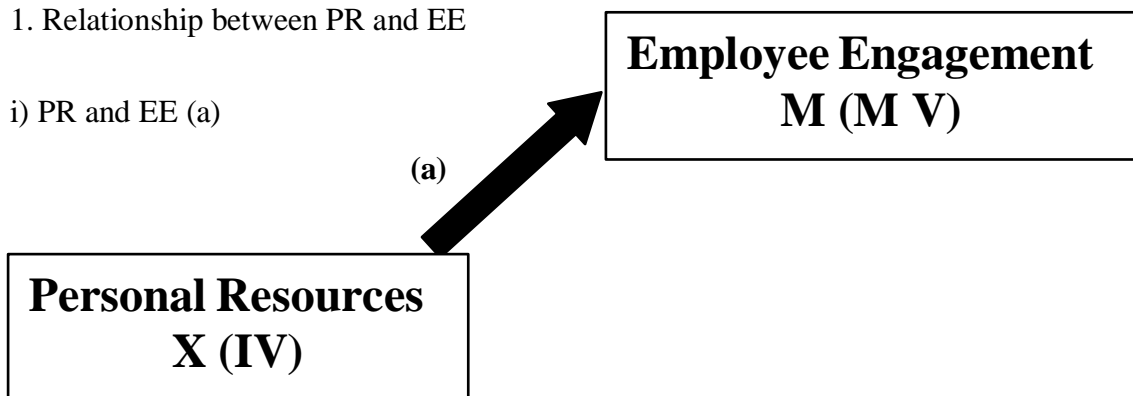
An Indirect Effect is the indirect relationship flowing from PR to EE and then from EE to OP ($a*b$)

{PR and EE = (a), EE and OP = (b)}

Indirect Effect = PR and EE * EE and OP (Or) $IE = a*b$

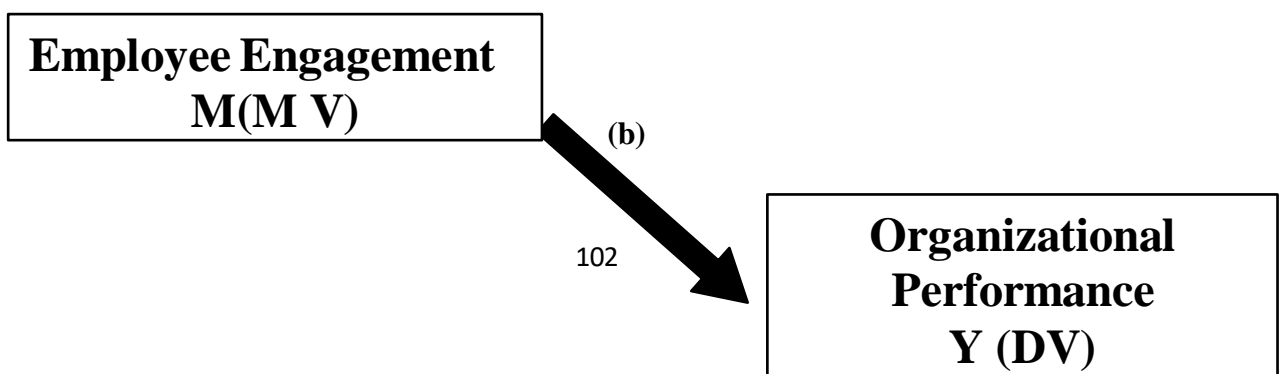
1. Relationship between PR and EE

i) PR and EE (a)



2. Relationship between EE and OP

ii) EE and OP (b)



Indirect Effect = PR and EE (a) * EE and OP (b); IE = a*b

Step 3: Total Effect= Direct Effect +Indirect Effect

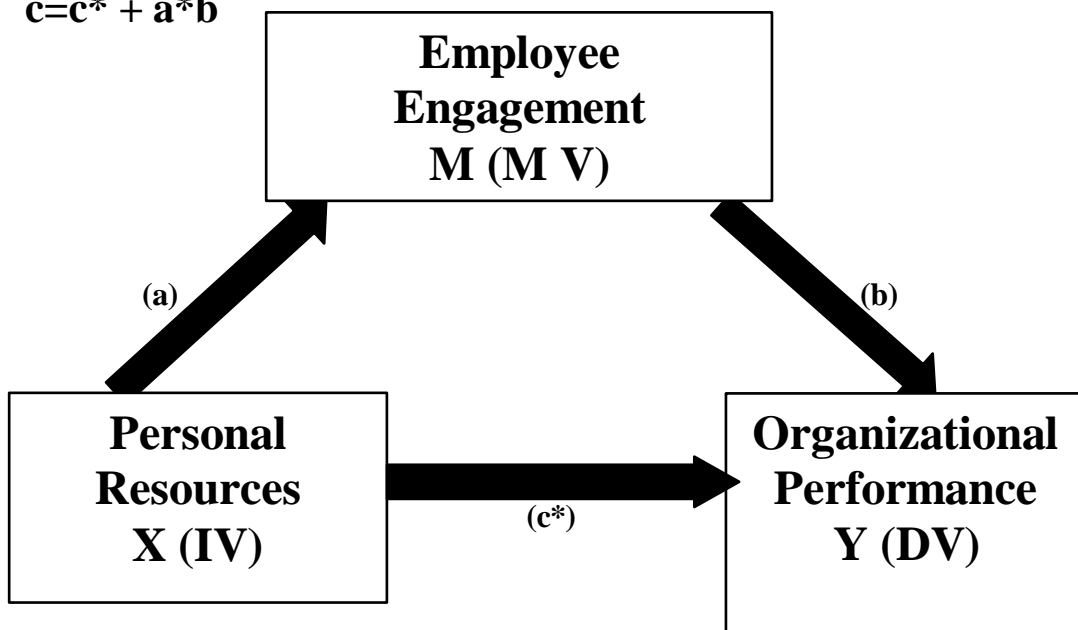
The total effect is the combined effect of direct effect and indirect effect (Third Regression Equation)

Relationship between PR and OP utilizing EE and the effect of PR on OP in the presence of EE is called a direct effect. Relationship between PR -EE and EE-OP is called an indirect effect.

{Total effect c=PR and OP(c*) + PR and EE (a)*EE and OP (b) (a*b)

(Or)

$$c=c^* + a*b$$

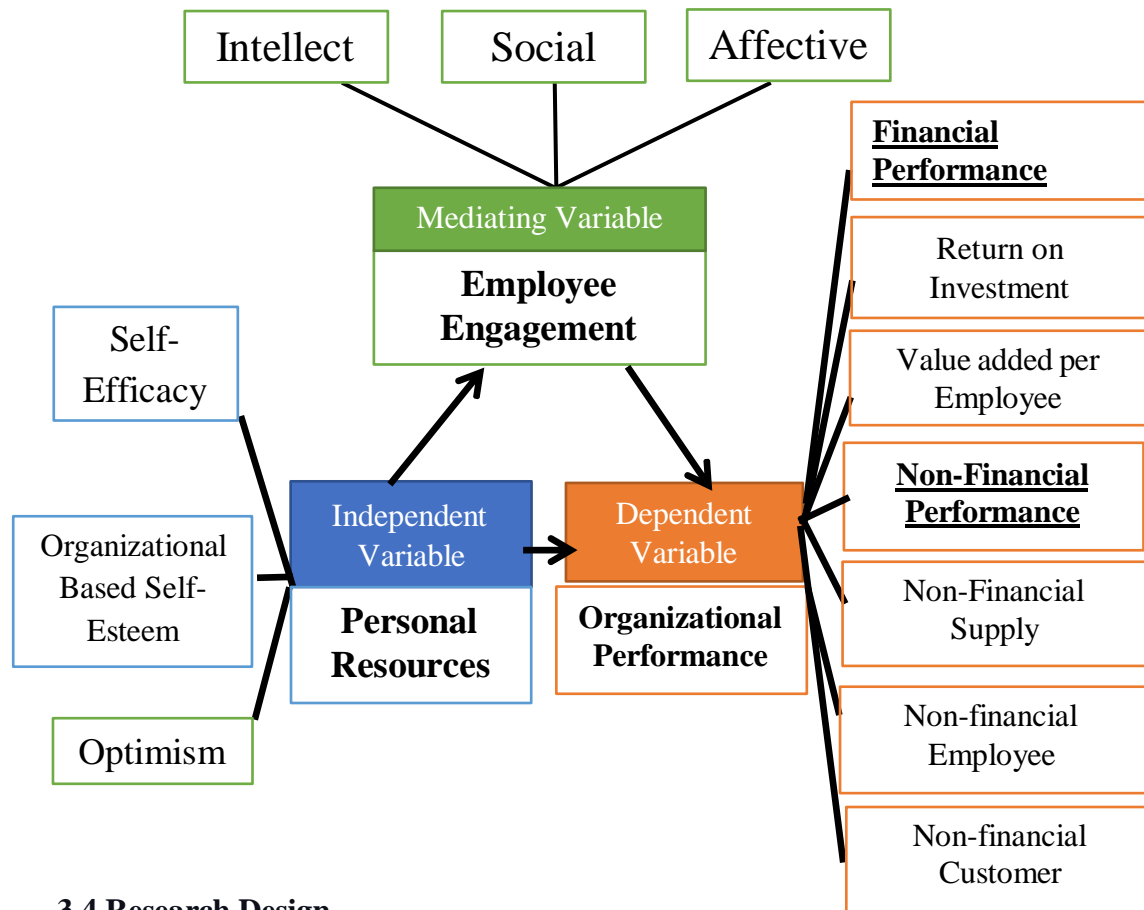


Total Effect (c) is the relationship between X and Y (c*) plus the relationship between X to M (a) and M to Y (b)

If the Baron and Kenny 1986 study is correct, then, according to full mediation, the independent variable (PR) impacts the dependent variable (OP) in the presence of the mediating variable (EE) only. The intermediary impact of mediating variable is managed and has been controlled, when the influence of the independent variable on the

dependent variable occurred only in presence of mediating .This provides an evidence for full mediation.

Fig 3.3 Research Model of PR, EE and OP (PRACTICE MODEL)



3.4 Research Design

Paul Tuner (2020) defined a research design as one that resembles an exclusive model that explains all the steps carried out during research. The design highlights data definition, from where the data is collected, how the data is collected, what the methods of analysis are, and how you would interpret the results. Hence, a research design describes the research, research process, and approaches involved. The methodologies adopted for exploring the research area through framing the research hypothesis. A research design is an architectural proposal for examining consequences to resolve research queries. The plan is an inclusive arrangement or database of exploration, which summarizes how and what the researcher determines from assumptions and their functioning inferences towards the ultimate examination of statistics (Schindler, 2012). Therefore, an exploratory study was conducted to understand the study constructs across the

target population. To study and analyses systematically, research methodology is a technique. It is a process of obtaining answers to questions, and problems may need to be handled during the study (Polit and Beck, 2016). The study is descriptive in nature. The study employed both primary and secondary sources of data in addition to employee observations during work hours in order to meet its goals.

3.5 Sampling Method

Sampling is the collection of comprehensive statistics grounded on findings and implications. It is the protocol of developing data on the population by investigating merely a portion of it. Sampling is used to draw inferences related to the population, functional for quantity, and constraint approximation. The results and conclusions from the study's findings remain reliable based on sampling enumeration. The sampling method includes the sample and its features. The nature, characteristics, and scope of the sample are discussed here. Normally, the sampling method is a sampling procedure comprised of universe, population, sample size, sampling technique, and statistical tools, which deliver a detailed examination of the data.

3.5.1 Universe

All personnel of Hyderabad's IT enterprises are included in the universe of the current work. There are more than 1500 IT companies in Hyderabad, and as of 2020, there were six lakh people employed by these companies.

3.5.2 Population

Components, sampling unit and the sketch of time are used to define the population and this definition is important for setting the objectives of the study. There were 3000 employees working at IT Companies in Hyderabad. Middle-level Employees from IT companies have been chosen as the target group for this study. Using the online sample size calculator, the sample size is found with a confidence level of 95%, a margin of error 5%, population proportion 50% and population size.

3.5.3 Sample Unit

The first step in sampling was to determine the group of people the research was aimed at. For this study, employees from INFOSYS, TCS, WIPRO, HCL and TECH MAHINDRA which are the top five IT companies in Hyderabad, were chosen as the sampling unit. The companies were chosen from the top 10 IT firms on Glassdoor (www.glassdoor.com) and checked by Nestaway Information Guides

(www.nestaway.com) using factors such as their revenue, company culture and benefits for employees. These five firms were picked because they have high ratings from outsiders and are also very mature, big and influential in India's IT industry. They are recognized for their organized HR systems, employee involvement programs and standard methods for measuring performance which fit the concepts being studied. Also, the range in company sizes, structures and market positions allows for a wide variety of results that can be applied to many situations. Therefore, this approach improves how clear the study is and how it fits the situation, according to best practices in organizational research.

3.5.4 Sample Size

The number of samples in the study was set after considering how the analysis would be done and how complex the study was. A total of 500 questionnaires were given to workers in five leading IT companies in Hyderabad: INFOSYS, TCS, WIPRO, HCL and TECH MAHINDRA. Of all the responses, 438 were received, giving an effective receiving rate of 87.6%. Among them, 419 were fully completed and valid by providing 83.8% response rate of employees working in IT Companies in Hyderabad. The target population of this study includes middle-level Employees of selected IT companies. It is derived by using a sample size calculator which is provided online based on a confidence level 95 of %, a margin of error-5%, population proportion-50% and population size.

The statistical techniques used, including mediation analysis were appropriate for this sample size. The chosen sample includes enough people from different positions, management levels and departments in IT. The study's findings are made stronger by meeting the usual criteria for the number of respondents compared to the number of variables used in empirical organizational research. In addition, having a large sample allows for correct and powerful statistical analyses such as reliability checks, normality tests, correlation, regression and mediation analysis. A large and representative sample improves the dependability and ability to apply the study findings to the whole population. In the specific context of Hyderabad's leading IT companies, it also enables the observation of the relationship between Organizational Performance, Employee Engagement, and Personal Resources.

3.5.5 Sampling Technique

To conduct the study, purposive sampling was used for the study. The study chose this method because it involved participants who have detailed knowledge about the areas being studied: Personal Resources (PR), Employee Engagement (EE) and Organizational Performance (OP). The use of purposive sampling was appropriate because the study aimed to study relationships between constructs using validated psychometric instruments which need participants who are perceptive and experienced. The employees chosen for the study were middle-level workers in the departments of Human Resources, Information Technology, Finance, Marketing and Strategic Management. Only those who had worked for at least one year as full-time professionals in their organizations were considered. Thanks to this criterion, respondents had a good understanding of the firm's HR practices, engagement efforts and performance systems which helped them give accurate answers. Of the 500 questionnaires given to the five companies, 419 were fully completed and valid which is an 83.8% response rate. People involved in project teams, knowledgeable about complex work and easily reached in the organization were chosen as participants. This way of sampling matches what is done in organizational and behavioural research, where researchers concentrate on cases that are most helpful. The choice of the five IT firms was influenced by external indices such as Glassdoor ratings and national IT reports which look at employee satisfaction, the company's reputation, and its HR systems and how big the operations are. Since they are well-established and perform well, these companies are good stand-ins for understanding the whole IT sector in India. Even though the sampling was not random, it did not weaken the study's internal validity, since the goal was to study a specific and relevant group, not all IT employees in India. Because of privacy rules and restricted data access in private IT firms, random sampling is usually not possible. All in all, the purposive sampling method used here helped the researcher select informed participants, match the research objectives and find out how Personal Resources and Employee Engagement relate to the performance of Indian IT organizations.

3.5.6 Statistical Tools

After performing purposive sampling in Hyderabad's IT companies, a full statistical analysis was used to examine the associations among Personal Resources, Employee Engagement and Organizational Performance. All the analyses were done with IBM SPSS Statistics Version 26 which is known for its dependability in handling social science data and provides advanced statistical tools. The options for statistical tools were based on the study's purpose, since it was a correlational study and because it was necessary to analyse both direct and mediated connections between variables. At the start, we looked at the dataset by checking its main value (mean) and how much the data is spread out using standard deviation and variance. As a result, researchers were able to determine the average PR, EE and OP among the participants. Before going on to use other inferential statistics, the Kolmogorov-Smirnov and Shapiro-Wilk tests were performed to see if the data was normally distributed. These tests checked if the data for every variable was normally distributed, as needed for parametric statistical tests. Spearman's Rank Correlation Coefficient was used to examine the connection between the variables because the data was ordinal and not regularly distributed. The test made it possible to identify whether and how PR, EE and OP are connected in a monotonic way. To see if there were any notable variations in OP that may be linked to gender, Analysis of Variance (ANOVA) was also used in education or department. The researchers applied bivariate regression to explore the relationships they thought were predictive. Using this technique made it possible to observe the direct impact of one independent variable on a dependent variable in the situations of PR to OP, PR to EE and EE to OP. Furthermore, the study mainly relied on mediation analysis which was applied in a manner explained by Baron and Kenny (1986). There are three regression equations in this model: (i) OP is regressed on PR, (ii) EE is regressed on PR and (iii) OP is regressed on EE and PR. The purpose of these steps was to see if EE acts as a mediator between PR and OP. The Sobel Test was also carried out to check if the indirect effect ($a \times b$ path) was significant. The indirect effect shows how much of the relationship between PR and OP is explained by EE. The study followed the usual mediation analysis rules by labelling mediation as either partial or full according to how much the direct link between PR and OP was reduced by EE. The researchers chose these statistical techniques based on established quantitative methods and because the study used a correlational and mediation design. Using SPSS made sure that the data

was accurate, reliable and able to show how variables interacted, while keeping the data interpretation correct. In the end, using descriptive, correlational, regression and mediation analyses helped the researcher meet all the study goals and test all the hypotheses, validating the model.

3.6 Data Collection Source

Evidence from both primary and secondary sources was gathered for the study. The desired information would be collected from the respondent with the help of a questionnaire designed for the purpose. There are three types of questionnaires: self-developed, researcher-developed, and pre-tested. The questionnaire was developed with proper care and concern without violating the principles, morals, and values. Data collection involved a survey method where the respondents were surveyed through an online questionnaire. The questionnaire was circulated among the respondents through Google Forms to individuals and groups. Utmost care was taken to stand on the promise of keeping the information collected confidential and protecting the identity of the respondents by ensuring security and safety in the collection process. The answers were used in a way that would fulfil the study's goals and accomplish its purpose. The secondary data was collected from literature reviews, including research papers, articles, book chapters, periodicals, books, journals, magazines, websites, etc, of numerous publications and research institutes and services.

3.7 Research Instrument

3.7.1 Measuring for Personal Resources

It encompasses optimism, organizationally grounded self-esteem, and self-efficacy. Tools for these measurements contain 16 items, with five items of self-efficacy, five organizational-based self-esteem, and six items of optimism.

Self-Efficacy: Schwarzer, R., & Jerusalem, M (1995) developed the Generalized Self-Efficacy scale. The original scale is typically self-administered as part of a more inclusive survey. Rather, the ten items are diversified in the accidental space of items with a similar answer layout. Time: It takes 4 minutes on a regular basis. Counting: Answers remain prepared on a 4-point measure. The current study was changed and is an adapted scale determined by the needs and aspirations of the research.

Organizational-based self-esteem was measured using an adapted type of measure developed by Pierce et al. (1989). Originally, the measure consisted of 10 items, including: "I am important for the organization" (1 disagrees, 5 agree". (Academy of Management Journal 1989), the scale was changed and modified according to certain terms and conditions for the current study with five items.

Optimism was measured with the Life Orientation Test-Revised (Scheier, Carver, & Bridges, 1994). The 10-item measure encompassed 6 statements that measured optimism and 4 filler statements, which remained omitted from the examination. Out of the 6 primary statements of the measurement, 3 are optimistically formulated (e.g., "In uncertain times, I usually expect the best"), and 3 are negatively formulated (e.g., "I hardly ever expect things to go my way"), through solutions fluctuating from (1) disagree to (5) agree. Whole negative inputted statements stayed recorded, indicating greater ranks lead to maximum scores of optimism.

3.7.2 ISA Engagement scale

There are three areas where Employee Engagement becomes important: intellectual, social and affective. There are 10 items altogether, divided into three dimensions: three in intellectual, three in social and four in affective engagement. The scale was built from the notion of Employee Engagement introduced by Kahns (1990). The scale is made up of 21 items and from these, eight are for intellectuals, eight are for social use and five are for emotions (Soane, Emma and Mark 2012).

3.7.3 Measures of Organizational Performance

Measures used for examining the Organizational Performance of the proposed study were adapted from the studies by Kaplan and Norton (1992), Lec and Choi (2003), and Yang (2009). The questionnaire on organisational performance comprises two dimensions, financial performance and non-financial performance, with 16 items.

Research Approach: A survey method

Research instrument: The Questionnaire

Sample Unit: 5 companies out of the top 10 companies in the IT Sector in Hyderabad

Respondents: Middle-level employees of select IT companies.

3.8 Reliability and Validity of the Questionnaire

A robust research design emphasizes objectivity, reliability, validity, and generalizability. In this study, an exploratory sequential research design was adopted, initiating with a qualitative phase followed by a quantitative phase supported by literature and expert validation. The structured questionnaire was adapted and developed to measure the study's three principal constructs: Personal Resources (PR), Employee Engagement (EE), and Organizational Performance (OP).

Prior to finalization, the questionnaire underwent expert validation and iterative refinement. Middle-level employees from human resource departments were chosen to assess PR, EE, and OP across five top-rated IT companies in Hyderabad, selected based on the Glassdoor rating by Nestaway Information Guides. A pilot study was conducted on 150 respondents for PR and EE and 54 for OP to examine reliability and construct clarity.

Reliability Testing

The Alpha value calculated by Cronbach's Alpha was used to determine how reliable the scale was internally. The questionnaire items were well organized, as all the dimensions had acceptable or strong reliability. The summary of reliability scores is found in Table 3.3.

1. For the combined PR and EE scale (26 items), Cronbach's Alpha was 0.895, indicating high reliability.
2. Sub-dimensions such as Self-Efficacy ($\alpha = 0.723$), OBSE ($\alpha = 0.738$), and Optimism ($\alpha = 0.673$) also showed acceptable reliability.
3. EE dimensions—Intellectual Engagement ($\alpha = 0.768$) and Social ($\alpha = 0.501$) and Affective Engagement ($\alpha = 0.590$)—fell within acceptable limits, with social engagement slightly lower but still above the minimal threshold (0.5) for exploratory research.
4. The 16-item OP scale yielded an overall Cronbach's Alpha of 0.678, with sub-dimensions such as Non-Financial Employee Performance ($\alpha = 0.774$) showing strong internal consistency.

These results validate the reliability of the instrument for full-scale data collection.

Validity Testing

To ensure construct validity, the questionnaire underwent multiple validity checks:

1. **Face Validity:** A preliminary test with 16 respondents confirmed the clarity, comprehensibility, and completeness of the questionnaire items.
2. **Content Validity:** The instrument was reviewed by 16 subject-matter experts from both industry and academia. All 42 items achieved a Content Validity Index (CVI) > 0.80, confirming that the questionnaire adequately captures the intended constructs (as per Davis, 1992 guidelines).

Table 3.3: Summary of Reliability Analysis

Construct	Cronbach's Alpha	No. of Items	Sample Size (N)
Personal Resources & Employee Engagement (Total)	0.895	26	150
PR - Self-Efficacy	0.723	5	150
PR – OBSE	0.738	5	150
PR – Optimism	0.673	6	150
EE - Intellectual Engagement	0.768	3	150
EE - Social Engagement	0.501	3	150
EE - Affective Engagement	0.590	4	150
Organizational Performance (OP)	0.678	16	54
OP – Financial	0.665	2	54
OP - Non-Financial (Supply)	0.561	2	54
OP - Non-Financial (Employee)	0.774	9	54
OP - Non-Financial (Customer)	0.529	3	54

The reliability and validity analysis confirms that the questionnaire is a statistically sound tool for measuring Personal Resources, Employee Engagement, and Organizational Performance. Cronbach's Alpha scores for most constructs exceeded the threshold of 0.6–0.7, validating internal consistency. Evaluations of the instrument's face and content validity added to its legitimacy for widespread use.

3.8.1 Common Method Bias Check

Common method variance (CMV) was carefully taken into account because the data for the study came from a single source, self-report questionnaire. When CMV is present, it is the measurement method that skews the relationships between variables, not what is being measured which may make the conclusions unreliable. To solve this issue, the study used “Harman’s single-factor” test which is a widely accepted way to diagnose the problem. All the variables related to Personal Resources, Employee Engagement and Organizational Performance were run through an exploratory factor analysis (EFA) with unrotated principal component analysis in SPSS. The point of this approach was to determine if a single factor or a general factor explained most of the similarities among the measures. The findings showed that the first factor explained only 27.8% of the total variance which is much less than the standard 50%. It means that common method bias is unlikely to be an issue for the data. Because there isn’t a clear main factor, it is likely that the relationships among the variables are real, not just due to how the data was measured. Also, using tested psychometric tools, keeping the questionnaire clear and organized, providing clear instructions to respondents and ensuring confidentiality probably helped reduce the chances of CMV. The study shows it is methodologically sound and its findings are well-supported by applying Harman’s single-factor test and examining the results carefully. Still, since CMV cannot be completely avoided in cross-sectional studies using self-reported data, this study urges further research to use multiple sources or follow participants over time to validate its findings.

3.9 Sample Description

The variables used in the study are Personal Resources, Employee Engagement and Organizational Performance and these were the basis for creating the questionnaires. Each set of the questionnaire was made up of two sections. Section one in each set analyzed how demographic details of employees affect the workplace. In section two of set one, the statements were examined to discover the things that affect Personal Resources and Employee Engagement. Section two of set two looked into the statements to describe what influences Organizational Performance. The data I obtained was placed in an Excel spreadsheet and then I examined it by using SPSS software. The tables and bar graphs below represent the frequency distribution of the data collected by the respondents based on individual demographic factors.

The research is done in the context of Indian Information technology and specifies that Employee Engagement is essential in aggregating Organizational Performance. Also, the Personal Resources of a single worker play a substantial part in regulating the result of EE and OP. A usable response of 419 employees for PR, EE, and OP working in five IT companies in Hyderabad was taken for the final analysis. Data involved an investigation of the personal summary of participants, including their gender, education qualification, marital status, department, and management level, which was further used to section the respondents. The purpose after this was to determine the characteristics of the sample and deploy the investigations using demographic background to comprehend the difference in the Organizational Performance appearance of persons with dissimilar demographic circumstances. For analyzing the obtained responses, the data first, the consistency and rationality of the data and the tools proposed were checked later assessing the formulated hypotheses of the study, various statistical tools like correlation coefficient analysis, ANOVA, regression, and simple mediation analysis by SPSS were used.

3.10 Hypothesis of the study

Different people, in different ways, define hypothesis. A temporary assumption or conditional speculation clarifies the condition underneath the prediction. It is such an assumption to be proved or disproved after testing from the analysis. For a researcher, a hypothesis is a prescribed query he anticipates answering. The present study uses variables, namely PR, EE, and OP, which act as independent, mediating, and dependent variables. The writer identifies influences and accomplishment factors of the related conceptions. Also, it is determined to study the relationship among the study variables and the influence of EE as an intermediary in the linkage between PR and OP. It is categorized into three steps. Step 1 involves the relationship between PR and OP. Step 2 consists of the relationship between PR and EE, and Step 3 involves the relationship between PR and OP using EE.

Hypothesis – Objective wise

Hypotheses are framed based on the objectives developed for the study. The following are the hypothesis objective-wise.

Objective-IV: To determine the relationship between Personal Resources and Organizational Performance in the Information Technology Companies in Hyderabad.

Alternate Hypothesis:

H1: There is a relationship between Personal Resources and Organizational Performance in the Information Technology Companies in Hyderabad.

Objective-V: To determine the relationship between Personal Resources and Employee Engagement in the Information Technology Companies in Hyderabad.

Alternate Hypothesis:

H2: There is a relationship between Personal Resources and Employee Engagement in the Information Technology Companies in Hyderabad.

Objective-VI: To determine the relationship between Employee Engagement and Organizational Performance in the Information Technology Companies in Hyderabad.

Alternate Hypothesis:

H3: There is a relationship between Employee Engagement and Organizational Performance in the Information Technology Companies in Hyderabad.

Objective-VII: To study the mediating role of Employee Engagement in the relationship between Personal Resources and Organizational Performance in the Information Technology Companies in Hyderabad.

H4: There is a positive impact of PR and EE on OP in Information Technology Companies.

H5: Employee Engagement has a mediating and positive impact on the relationship between Personal Resources and Organizational Performance among Information Technology

3.11 Summary

A descriptive study was carried out to see how the study constructions are applied among the people selected for the research. When we study and analyze a topic, we use research methodology. You may need to address difficulties that come up during the study while trying to find the answers (Polit and Beck 2016). The research carried out has been descriptive. In order to meet the research objectives, the study relied on types of data and noticed workers while they were working. Research Methodology describes the entire structure of the study and covers the main aims, underlying thoughts and recognized dimensions, the process of collecting samples, why chosen instruments are suitable and how things are standardized. To collect the data, researchers use scales or research tools that are

customized and changed according to the situation in the field. At this point, the next procedures in the study were used to assess the chosen variables.

Measures for Personal Resources

It includes SE, OBSE, and Optimism. Tools for measurements contain 16 items, with five items in self-efficacy, five in organizational-based self-esteem and six in optimism. **Self-Efficacy:** Schwarzer, R., & Jerusalem, M (1995) developed the Generalized Self-Efficacy scale. The original scale is typically self-administered as part of a more inclusive survey. Instead, the ten items are diversified in the accidental space of items with similar answer layouts. Time: It takes 4 minutes regularly. Counting: Answers remain prepared on a 4-point measure. The current study was changed and is an adapted scale determined by the needs and aspirations of the research.

Organizational Based Self-Esteem was measured through an adapted type of the measure developed by Pierce et al., (1989). Originally, the measure consisted of 10 items, including: “I am important for the organization” (1 disagrees, 5 agree”. (Academy of Management Journal 1989), the scale was changed and modified according to certain terms and conditions for the current study.

Optimism was measured with the Life Orientation Test–Revised (Scheier, Carver, & Bridges, 1994). The 10-item measure encompassed 6 statements measured optimism and 4 filler statements, which remained omitted from examination. Out of the 6 primary statements of the measurement, 3 are optimistically formulated (e.g., “In uncertain times, I usually expect the best”) and 3 are negatively formulated (e.g., “I hardly ever expect things to go my way”), through solutions fluctuating from (1) disagree to (5) agree. All negative input statements stayed recorded, indicating that greater ranks lead to maximum optimism scores.

The ISA Engagement Scale: The ISA scale is the tool for measuring Employee Engagement. It has three dimensions: intellectual, social, and affective engagement. There are 10 items in three dimensions: 3 items in intellectual engagement, 3 in social engagement, and 4 in affective engagement. This scale is developed based on Kahns’ (1990) concept of Employee Engagement. The original scale has 21 items, out of which eight are for intellectual, eight items are for social, and five are for affective engagement (Soane, Emma and Mark 2012)

Measures of Organizational Performance: Measures used for examining the Organizational Performance of the current study were adapted from the studies by Kaplan and Norton (1992), Lec and Choi (2003), and Yang (2009). The questionnaire on Organization Performance comprises two dimensions, financial performance and non-financial performance, with 16 items (Yousef and Al-dalahmeh, 2018).

A pilot study was done using a sample of 150 on EE and PR and 54 on OP to examine the reliability and validity of study dimensions; as the reliability results are significant and valid, the questionnaire is planned for the last statistics assortment. The collected data is used for further data analysis. Statistical tools like descriptive statistics, normality tests, correlation coefficient, ANOVA, regression, and simple mediation analysis were conducted to generate the results. The current study involves seven objectives; the first three are concerned with the levels of the variable used for the study, and the latter three are examined to regulate the connections among the variables. The last objective is to determine the mediation analysis employing EE as an intermediary in the linkage between PR and OP. Five hypotheses are framed Based on the 4, 5, 6 and 7th objectives. After that, a conceptual model called a research model using three variables is constructed based on the theoretical concepts and reviews of the study constructs. This is categorized into four steps. Step 1 involves the relationship between PR and OP. Step 2 involves the relationship between PR and OP in the presence of EE. Step 3 involves the relationship between PR and EE. Step 4 involves the relationship between EE and OP.

The study is next concerned with developing the research design, which contains the total population, sample size, sample unit, sampling technique, and statistical tools for the collected data. Demographic analysis was investigated by the respondents, including their gender, education qualification, marital status, department, and management level, which was further used to section the respondents. The purpose of the investigation was to figure out the respondents' characteristics in the framework of demographic analysis to comprehend the difference in the performance appearance of persons with dissimilar demographic circumstances. To analyze the obtained responses, the data first examined the consistency and rationality of the data, and the tools were checked. Then, the formulated hypotheses of the study were assessed. The data was initially analysed using descriptive statistics to find the variable levels by studying the

mean, standard variation, and variance values. Next, the study undertook a normality test to determine whether the data was normally distributed. After that, the data was analysed by correlation coefficient analysis using Spearman rank order correlation, ANOVA, regression analysis by using bivariate regression analysis, and mediation analysis by linear regression or simple mediation analysis based on Baron and Kenny 1986 assumptions that involve three steps, i.e., direct effect, indirect effect along with Sobel Test analysis and total effect using SPSS latest version.

CHAPTER -4

RESULTS AND DISCUSSIONS

CHAPTER IV

DATA ANALYSIS AND DISCUSSION

4.1 Preview of Chapter

In order to investigate the relationships between the variables under investigation and determine whether Employee Engagement serves as a mediator between Personal Resources and performance in Hyderabad IT companies, the current study set out to look at Organizational Performance, Employee Engagement, and Personal Resources. Following data collection, the information was moved to an Excel sheet, and SPSS software was used to conduct the further analysis and justification of the data. The previous chapter presented methodologies adopted for the present investigation, while this section shows the arithmetical examination of statistics and interpretations of outcomes. Information was gathered about Organizational Performance, Employee Engagement levels, and Personal Resources. Microsoft Excel software was used to process the data obtained from the questionnaire, and statistical software such as SPSS was used for analysis. The results thus obtained have been presented and interpreted. The study looks into how Personal Resources and Employee Engagement influence how well a company performs, as well as the role of EE in explaining PR and OP.

4.2 Characteristics of Data Collected

Testing any errors in the data set and organizing the data for the study's goal were crucial tasks to do following data collecting. The final set of questionnaires is redeveloped and reframed on time based on the suggestions given by the panel members. The questionnaire is based on three characteristics found in the current study: Organizational Performance, Employee Engagement, and Personal Resources.

The questionnaire was divided into two sets, each consisting of two sections. Section one of both sets focused on the demographic aspects of employees. Section two of set one enquired about the statements to know the factors that lead to Personal Resources and Employee Engagement. Section two of set two enquired about the statements to know the various factors that lead to Organisational Performance. The tables and bar graphs below represent the frequency distribution of the data collected by the respondents based on individual demographic factors. Employee Engagement is crucial to generating Organizational Performance, according to the research, which is conducted in Hyderabad's information technology context. The responses of employees working in five IT Companies available were taken for the final analysis. Participants stayed being enquired about demographic summary further used to segment the respondents. The purpose of the investigation was to figure out the respondents' characteristics in the framework of demographic analysis to comprehend the difference in the Organizational Performance appearance of persons with dissimilar demographic circumstances.

A survey was conducted for a set of sample questionnaires with different variables. Respondents of the study were middle-level employees for both the set of questionnaires and from other departments of IT companies. Among a total of 500 circulated surveys, 419 replies were gathered on PR&EE and OP from middle-level employees of different departments of IT companies. Before collecting the final data, a preliminary analysis existed to testify to the internal consistency and face and content validity of the developed questionnaire on a sample of 150 employees on EE and PR and 54 employees on OP, and it was checked overall. Construct reliability was calculated using Cronbach's alpha values, which are desired and within the given limit. Validity was measured using Pearson correlation analysis and was found to be significant. Hence, the data was ready for analysis and interpretation.

4.3 Demographic Analysis

Regarding PR & EE and OP, the demographic analysis provides information on the frequency distribution of demographic factors, such as name, gender, marital status, department, level of management, educational background, and firm name. The study uses two data sets: PR&EE belongs to one set, and OP belongs to another. The two sets

of questionnaires are shared among 5 IT companies in Hyderabad, namely INFOSYS, TCS, WIPRO, HCL and TECH MAHINDRA

Table 4.3.1 Demographic Details	
	In Context to PR & EE and OP (419)
GENDER	
Male	180
Female	238
Transgender	1
EDUCATION	
Graduation	2
Post-Graduation	318
Above Post Graduation	99
MARITAL STATUS	
Single	133
Married	255
Divorced	31
DEPARTMENT	
Finance & Account	25
Marketing	27
Human Resources	295
Information Technology	63
Strategic Management	9
LEVEL OF MANAGEMENT	
Top Level	9
Middle Level	403
Lower Level	7
IT COMPANIES IN HYDERABAD	
INFOSYS	81
TCS	83
WIPRO	85
HCL	84
TECH MAHINDRA	86

PR-Personal Resources, EE- Employee Engagement, OP-Organizational Performance

Source: Research Outcome

Frequency and Percentage of Demographics

Table 4.3.2 below gives detailed information about the frequency distribution and percentages of the demographic data. Henceforth, from the table representation, it is evident that the sample constitutes a broader variability and range of miscellaneous demographic sketches.

4.3.1 Gender

The data related to gender in terms of PR&EE and OP included 180 males, 238 females, and one transgender person.

4.3.2 Education

The data related to education in terms of PR&EE and OP included two graduations, 318 post-graduation and 99 above post-graduation.

4.3.3 Marital Status

The data related to marital status concerning PR&EE and OP included 133 single, 255 married, and 31 divorced.

4.3.4 Departments

The data relating to departments in terms of PR&EE and OP included 25 from finance and account, 27 from marketing, 295 from HR, 63 from IT, and 09 from strategic management departments.

4.3.5 Level of Management

The data relating to the management level concerning PR&EE and OP included 09 from the top level, 403 from the middle level and 07 from the lower level.

4.3.6 IT Companies in Hyderabad

Among the information about PR&EE and OP for Hyderabad IT companies were 81 from Infosys, 83 from TCS, 85 from Wipro, 84 from HCL, and 86 from Tech Mahindra.

Table 4.3.2 Frequency and Percentage of Demographics

	Types	PR &EE and OP	
		Frequency	Percent
Gender	Male	180	43.0
	Female	238	56.8
	Transgender	1	0.2
	Total	419	100.0
Education	Graduation	2	.5
	Post-Graduation	318	75.9
	Above Post	99	23.6

	Graduation		
	Total	419	100.0
Marital Status	Single	133	31.7
	Married	255	60.9
	Divorced	31	7.4
	Total	419	100.0
Departments	Finance & Account	25	6.0
	Marketing	27	6.4
	HR	295	70.4
	IT	63	15.0
	Strategic Mgt	9	2.2
	Total	419	100.0
Level of Management	Top Level	9	2.1
	Middle Level	403	96.2
	Lower Level	7	1.7
	Total	419	100.0
IT Companies in Hyderabad	INFOSYS	81	19.4
	TCS	83	19.8
	WIPRO	85	20.3
	HCL	84	20.0
	TECH MAHINDRA	86	20.5
	Total	419	100.0

Source: Research Outcome

4.4 Data Analysis and Interpretations

The responses of 419 employees for PR &EE and OP working in five IT companies in Hyderabad were taken for the final analysis. Respondents aimed to inspect the demographic summary, including their gender, education qualification, marital status, department, and management level, which were further used to section the respondents. The data was first analyzed using descriptive statistics to determine the variable levels by looking at the variance, standard deviation, and mean values. To ascertain if the data was normally distributed, the study then performed a normality test. After that, the data was analysed by correlation coefficient analysis using Spearman rank order correlation,

ANOVA, regression analysis by using bivariate regression analysis, and mediation analysis by linear regression or simple mediation analysis based on Baron and Kenny 1986 assumptions that involve three steps, i.e., direct effect, indirect effect along with Sobel Test analysis and total impact using SPSS latest version. The results of the analysis, along with interpretations, are discussed below.

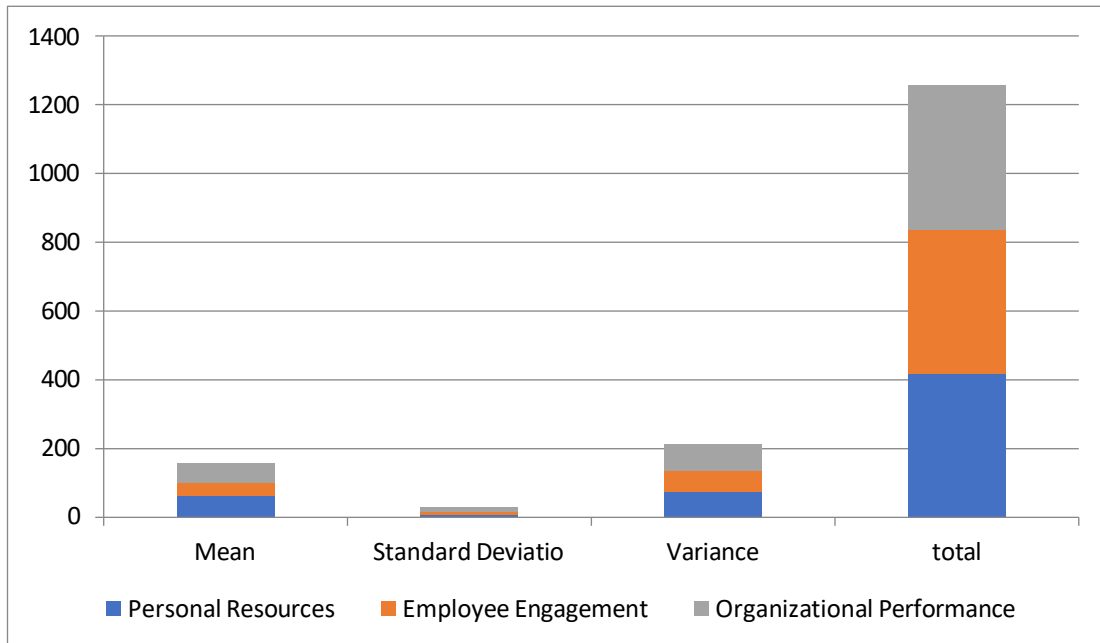
4.4.1 Descriptive Statistics Details

Descriptive statistics are employed in the study to examine the basic properties of the data. It provides modest extractions about illustration and methods. Collected through unassuming graphical examination, it effectively displayed the foundation of each measurable statistics investigation. Using descriptive analysis, statistics illustrations are defined and designed to predict contemporary quantifiable explanations in a controllable arrangement. This thesis uses numerous descriptive statistics procedures that help with significant quantities of measurements practically. All imaginative statistics decrease loads of data into more straightforward conclusions.

Table 4.4.1 Descriptive Statistics						
	N	Mean	Standard Deviation	Variance	Skewness (Std Error)	Kurtosis (Std Error)
Personal Resource	419	62.29	8.64	74.77	-1.787(.120)	3.428(.238)
Employee Engagement	419	38.71	7.84	61.53	-1.492(.119)	1.711(.238)
Organizational Performance	419	56.23	13.27	76.09	-.1145(.119)	.085 (.238)

Descriptive statistical information for Organizational Performance, Employee Engagement, and Personal Resources is shown in Table 4.4.1. Personal resource was found to have a variance of 74.77, a mean of 62.29, and a standard deviation of 8.64. The mean for employee involvement is 38.71, the standard deviation is 7.84, and the variance is 61.53. The mean and standard deviation for Organizational Performance are 56.23 and 13.27, respectively, with 76.09 as a variance.

Figure 4.1 Descriptive Statistics



Source: Research outcome

Personal Resources, Employee Engagement, and Organizational Performance data structures have skewnesses of -1.787, -1.492, and -1.145, respectively, with negative skewness standard errors of .119, .119, and .119. Personal Resources, Employee Engagement, and Organizational Performance data structures have kurtosis values of 3.428, 1.711, and .085, respectively, with standard errors of .238, .238, and .238.

4.4.2 Test of Normality

Normality is usually conducted to check the distribution of the data, whether it is normally distributed or if the collected data is not normal. It is done by using two important statistical tests, namely Kolmogorov-Smirnov and Shapiro-Wilk, which consist of the degree of freedom that establishes the data's relevance.

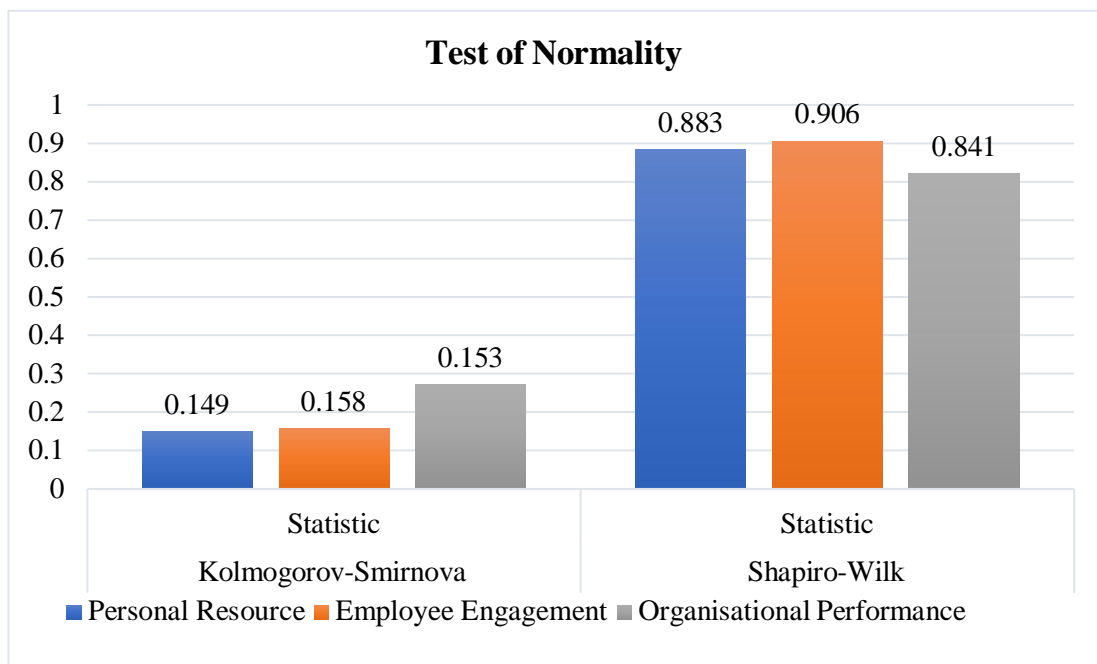
Table 4.4.2 Model Summary of Normality

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Personal Resource	0.149	419	0.000	0.883	419	0.000
Employee Engagement	0.158	419	0.000	0.906	419	0.000
Organisational Performance	0.153	419	0.000	0.841	419	0.000

Source: Research outcome

Table 4.4.2 signifies the consequences of binary renowned examinations of normalcy, namely the Kolmogorov-Smirnov and Shapiro-Wilk tests. If the **Sig.** Value of the Shapiro-Wilk Test is higher than 0.05, and the data is normal. If it is below 0.05, the data considerably differ from a normal distribution. The current analysis rejects the null hypothesis of normal population distribution for PR, EE, and OP at $\alpha = 0.05$. The significance value, i.e., p , is the probability of determining whether our sample's data distribution is normal. These standards are questionable and must be tested from a normal distribution. Consequently, population distribution perhaps wasn't common (normal).

Figure 4.2 Test of Normality



Source: Research Outcome

The Kolmogorov-Smirnov statistics value is 0.149 for PR, 0.158 for EE, and 0.153 for OP. It has a degree of freedom, which equals the sample sizes of PR-419, EE-419, and OP-419. The p -value of all the variables from the table (quoted under Sig. for the Kolmogorov-Smirnov) is 0.000 (reported as $p < .001$). Therefore, the normality test provides significant evidence to reject the null hypothesis, and variables do not possess normal distribution.

The Shapiro-Wilk statistics value is 0.883 for PR, 0.906 for EE, and 0.841 for OP. This has the degree of freedom, which equals the sample size of PR-419, EE-419, and OP-419. The p-value of all the variables from the table (quoted under sig. Shapiro-Wilk) is 0.000 (reported as $p < .001$). Therefore, the normality test provides significant evidence to reject the null hypothesis, and variables do not possess normal distribution. *Conclusion: A significant value of 0.00 (reported as $p < .001$) rejects the null hypothesis; distribution is not normal.*

4.4.3 Correlation Analysis

Correlation is a statistical tool that is quantitatively discovered for measuring the relationship of the study constructs and articulating them in a brief principle called correlation. Correlation analysis aims to find two critical implications, i.e., the strength and the type of correlation. The existing study consists of three variables: PR, EE, and OP. Three correlational relationships are involved. First, the association between PR and OP, then between PR and EE, and finally between EE and OP among Hyderabad's IT companies using SPSS version 26 and the most recent version. To determine the significant linear association between PR and OP, PR and EE, and EE and OP, correlation analysis was conducted.

4.4.3.1 Correlation analysis between Personal Resource and Organizational Performance by rank order correlation.

There are positive and significant links between Organizational Performance and Personal Resources in Hyderabad's IT companies, according to statistically significant correlation research.

Table 4.4.3.1 Correlation analysis between Personal Resource and Organizational Performance using rank order correlation.		
	Personal Resource (419)	Organizational Performance (419)
Personal Resource	1	.212**
Sig. (2-tailed)		.000
Organizational Performance		1
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Research Outcome

Table 4.4.3.1 shows an optimistic connection between Personal Resources and Organizational Performance with a correlation coefficient Rho (σ) = .212, $p = .000$. The correlation coefficient value for Personal Resources and Organizational Performance is .212. There is a direct and positive correlation between them, as indicated by the p -value of .000, which is less than the significant value of 0.01. These fallouts are reinforced through preceding revisions on Personal Resources and Organizational Performance by indicating a straight and optimistic link between Personal Resources and Organizational Performance (Bakker et al., 2003). Self-efficacy, a person's confidence towards aptitude for effectively finishing jobs, is linked to Organizational Performance. Extraordinary self-efficacy consumes to upsurge inspiration and perseverance in light of encounters, leading to improved performance (Bandura, 1977). In an organizational setting, people engage in both in-role and extra-role performance. Intentions and behaviours that are encouraged within the profession and openly supporting the goals of the business are referred to as in-role performance. Extra-role performance means selfless performance within a worker who displays responsibility in a wish to aid the business or benefit their fellow beings (Zhu, 2013). Personal Resources are presented as enthusiastic expenses, and an act of reclamation is done after the amount of work has not failed, as in the depletion of energy and exhaustion.

4.4.3.2 *Correlation analysis between Personal Resource and Employee Engagement by rank order correlation.*

Using rank order correlation, an examination of the relationship between Employee Engagement and Personal Resources was conducted among Hyderabad IT companies. According to the correlation study result below, there were positive and substantial relationships between Employee Engagement and Personal Resources.

Table 4.4.3.2 Correlation analysis between Personal Resource and Employee Engagement using rank order correlation.		
	Personal Resource (419)	Employee Engagement (419)
Personal Resource	1	.528**
Sig. (2-tailed)		.000

Employee Engagement		1
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Research Outcome

According to Table 4.4.3.2, the correlation coefficient between Employee Engagement and Personal Resources is Rho (σ) =.528, with a p-value of.000. Personal Resources and Employee Engagement have a positive and direct link, as indicated by their correlation coefficient value of.528 and p-value of.000, which is less than significant (i.e., 0.01). Since Personal Resources have a favourable impact on Personal Resources, these consequences are supported by the previous evaluations on Employee Engagement and Personal Resources (Borst et al., 2017). Personal talents like transformational leadership have been associated with work engagement via job resources (Lee et al., 2018), the Psychological aspect of social responsibility has a relationship with Employee Engagement (Chaudhary, 2019), positive psychological contracts have a positive role in Employee Engagement in their job (Abarantyne et al., 2019), and personal strength on daily activities have positive relationships with positive affect and Employee Engagement (Bakker et al., 2018).

4.4.3.3 *Correlation analysis between Employee Engagement and Organizational Performance using rank order correlation.*

The analysis of the relationship between Organizational Performance and Employee Engagement in Hyderabad IT companies is shown below. The correlation rank order analysis result below showed that there were positive and significant relationships between organizational success and Employee Engagement.

Table 4.4.3.3 Correlation analysis between Employee Engagement and Organizational Performance using rank order correlation.		
	Employee Engagement (419)	Organizational Performance (419)
Employee Engagement	1	.172**
Sig. (2-tailed)		.000
Organizational Performance		1
**Correlation is significant at the 0.01 level (2-tailed).		

Source: Research Outcome

The correlation coefficient between organizational success and Employee Engagement is Rho (σ) =.172, p =.000, as shown in Table 4.4.3.3. Employee Engagement and Organizational Performance have a.172 correlation coefficient. There is a direct and positive correlation between them, as indicated by the p -value of.000, which is less than a significant value of 0.01. These results were supported by the previous studies as Employee Engagement practices positively correlated with overall performance (Xanthopoulou et al., 2007), Employee Engagement as an interpreter of Organizational Performance (Sridevi Komposo, 2010), Employee Engagement in connection with job satisfaction was examined in retail sector and revealed greater scales of job satisfaction, and moderate obligation aimed at recognition and appearance of the corporation in business segments leading to Organizational Performance (Kazimoto,2016), EE results in constructive organizational outcomes such as higher productivity, work contentment, consumer pleasure, faithfulness managerial promises and advanced qualified presentations (Olanian 2020).

Table 4.4.3.4 Model Summary of Correlation Analysis				
Correlations	Correlation coefficient Rho (σ)	Sig. (2-tailed)	Decision	Result
Personal Resource – Organizational Performance	.212**	.000	Reject H0	Significant
Personal Resource – Employee Engagement	.528**	.000	Reject H0	Significant
Employee Engagement - Organizational Performance	.172**	.000	Reject H0	Significant
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Research Outcome

Table 4.4.3.4 indicates that p -values of ‘correlation coefficient’ are less than 0.05 (at a 5% level of significance), i.e., $p < 0.000$ for PR, EE, and OP. Hence, null hypotheses for these dimensions are rejected. It can be concluded that these are significant Correlations among the variables in IT Companies by likening the p -value to the significance level (α) to determine if to accept or reject the null hypothesis. Cooper, Schindler, Sharma (2013) stated that if the value of $p < \alpha$, then reject the null hypothesis, and if the value of $p > \alpha$, accept the null hypothesis.

4.4.4 Regression Analysis

The regression yields a model to predict the reasons for using the above research. It determines the level of influence of one study construct on another by using unstandardized coefficients like the beta coefficient and standard error, R², to measure the variance of the dependent variable on the independent variable. The value varies between 0 and 1. The existing study consists of three variables: PR, EE, and OP. It involves two regression analyses grouped into two parts. Initially, the regression analysis of PR and OP, followed by the regression analysis of PR and EE using SPSS latest version 26, was done to determine the significant bivariate relationship between PR and OP, PR and EE & EE and OP

4.4.4.1 Regression analysis between Personal Resources and Organization Performance

Following is the regression analysis between Personal Resources and Organization Performance by using bivariate regression

Table 4.4.4.1 Regression analysis between Personal Resources and Organization Performance										
Objective	Variables		Regression-weight	Beta Coefficients			R ²	F	t-value	p-value
	PV	CV		Unstandardized Beta Coefficient (B)	Std Error	Standardized Beta Coefficient (β)				
Obj 4	PR	OP	PR-OP	.348	.120	.141	.020	8.448	2.907	.004
PV - Predictor Variable, CV - Criterion Variable, PR-Personal Resource, OP – Organization Performance										

Source: Research Outcome

Table 4.4.4.1 shows the beta coefficient value for Personal Resources and Organizational Performance is .348 i.e., B =.348 and p=0.004. As indicated the beta value is 0.348, which means that the change in IV i.e., PR by one unit will bring about 34.8% change in DV i.e., OP. Furthermore, the beta value is positive, which indicates the positive relationship between PR and OP and when PR increases by one unit OP

increases by .348 units. The p-value is .004 which is less than significant value i.e., 0.05 indicating significant relationship and the regression is statistically substantial. These results were supported by the previous studies as personal resource practices positively correlated with overall performance (Gilal et al., 2019), personal capability in work have impacts on Organizational Performance (Tarigan et al., 2021)

4.4.4.2 Regression analysis between Personal Resources and Employee Engagement

The regression analysis between Personal Resources and Employee Engagement using bivariate regression follows

Table 4.4.4.2 Regression analysis between Personal Resources and Employee Engagement										
Objective	Variables		Regression-weight	Beta Coefficients			R ²	F	t-value	p-value
	PV	CV		B	Std Error	β				
Obj-4	PR	EE	PR-EE	.247	.083	145	.021	8.972	2.995	.003

PV - Predictor Variable, CV - Criterion Variable,
PR-Personal Resource, EE – Employee Engagement

Source: Research Outcome

Table 4.4.4.2 shows the beta coefficient value for Personal Resources and Employee Engagement is .247 i.e., $B = .247$, $p = .003$. As indicated the beta value is 0.247, which means that the change in IV i.e., PR by one unit will bring about 24.7% change in DV i.e., EE. Furthermore, the beta value is positive, which indicates the positive relationship between PR and EE and when PR increases by one unit EE increases by .247 units. The p-value is .003 which is less than significant value i.e., 0.05 indicating significant relationship and the regression is statistically substantial. These results were supported by the previous studies as personal resource practices positively correlated with Employee Engagement JD-R model provided the significance of personal capitals for elucidating the evolution after work incomes to Employee Engagement (Xanthopoulou et al., 2007). Personal resource describes person's intelligence of their capacity to switch and impact their background effectively. The conservation of resources (COR) philosophy to contend that independence, communal provision, administrative instruction and prospects for expansion impact Employee Engagement over Personal Resources (Hobfoll et al., 2003).

4.4.4.3 *Regression analysis between Employee Engagement and Organization Performance.* Following is the regression analysis between Employee Engagement and Organization Performance by using bivariate regression

Table 4.4.4.3 Regression analysis between Employee Engagement and Organization Performance										
Objective	Variables		Regression-weight	Beta Coefficient			R^2	F	t-value	p-value
	PV	CV		B	Std Error	β				
Obj 4	EE	OP	EE-OP	.200	.070	.138	.019	8.111	2.848	.005
PV - Predictor Variable, CV - Criterion Variable, EE-Employee Engagement, OP – Organization Performance										

Source: Research Outcome

Table 4.4.4.3 showed the beta coefficient value for Employee Engagement and Organizational Performance is .200 i.e., $B = .200$ and $p = .005$. As indicated the beta

value is 0.200, which means that the change in IV i.e., EE by one unit will bring about 20.0% change in DV i.e., OP. Furthermore, the beta value is positive, which indicates the positive relationship between EE and OP and when EE increases by one unit, OP increases by .200 units. The p-value is .005 which is less than significant value i.e., 0.05 indicating significant relationship and the regression is statistically substantial. These results were supported by the previous studies as EE results in constructive organizational outcomes such as higher productivity, work contentment, consumer pleasure, faithfulness managerial promises and advanced qualified presentations (Olanian 2020).

Table 4.4.4.4 Model Summary – Reasons for using Regression Analysis												
Objective	Variables		Regression-weight	Beta Coefficients			R ²	F	t-value	p-value	Decision	Result
	PV	DV			B	Std Er						
Obj 4	PR	OP	PR-OP	.348	.120	.141	.020	8.44	2.907	.004	Reject H0	Significant
Obj 5	PR	EE	PR-EE	.247	.083	.145	.021	8.97	2.995	.003	Reject H0	Significant
Obj 5	EE	OP	EE-OP	.200	.070	.138	.019	8.11	2.848	.005	Reject H0	Significant
PV - Predictor Variable, CV - Criterion Variable, PR-Personal Resource, EE – Employee Engagement, OP – Organization Performance												

Source: Research Outcome

Table 4.4.4.4 explains the model summary table, which examines the effects of predictor variables on criterion variables. The unstandardized beta coefficient identifies the effect of alteration in the dependent variable by changing a single element of change in independent variables. The standard error helps determine the importance of how much the regression coefficient of each independent variable will vary between the sample sizes taken from the population. The smaller the standard error, the more reliable it is. It revealed that the predictors' regression coefficients are positive for all the variables. The different magnitudes of regression coefficients reveal the impact of variables on one another in the IT companies in Hyderabad.

4.4.5 Mediation Analysis

Mediation analysis on EE with regards to PR and OP makes use of three regression equations and effects. The direct effect is shown in the first regression equation when both independent variable PR and dependent variable OP count, while mediating variable EE plays a role too. The second regression equation describes the effect of the independent variable PR on the mediating variable EE and further on to the dependent variable OP which is called the indirect effect. The third regression equation looks at the sum of direct and indirect effects which is known as total effect.

Elaboration:

Step 1: Direct Effect

Relationship between PR and OP in the presence of EE (First Regression Equation)

It consists of two relations:

- i) A direct effect is a direct relationship between PR and OP
- ii) A direct effect is a direct relationship between PR and OP in the presence of EE(c^*)
{PR and OP in the presence of EE regression coefficient= c^* }

Step 2: Indirect Effect

Relationship between PR and EE, EE and OP (Second Regression Equation).

An Indirect Effect is the indirect relationship flowing from PR to EE and then from EE to OP ($a*b$)

$$\{\text{PR and EE (a), EE and OP (b) = } a*b; \text{ IE= } a*b\}$$

Step 3: Total Effect= Direct Effect +Indirect Effect

The total effect is the combined effect of direct effect and indirect effect (c) (Third Regression Equation)

Relationship between PR and OP utilizing EE and the effect of PR on OP because of EE is called a direct effect. Relationship between PR -EE and EE-OP is called as indirect effect. This put together gives direct effect.

$$\{\text{PR and OP}(c^*) + \text{PR and EE} * \text{EE and OP (} a*b), \text{ TE}(c) = c^* + a*b\}$$

4.4.5.1 Direct Effect

A direct effect is a direct relationship between PR and OP in the presence of EE(c^*)

$$\{\text{PR and OP regression coefficient} = c^*\}$$

- a) *Regression analysis between Personal Resources and Organization Performance (c^*)*

Table 4.4.5.1 Regression analysis between Personal Resources and Organization Performance										
Objective	Variables		Regression-weight	Beta Coefficients			R ²	F	t-value	p-value
	PV	CV		B	Std Error	β				
Obj 4	PR	OP	PR-OP	.348	.120	.141	.020	8.448	2.907	.004
PV - Predictor Variable, CV - Criterion Variable, PR-Personal Resource, OP – Organization Performance										

Source: Research Outcome

b) Direct Effect in the presence of mediator EE by Multiple Regression Analysis(c*)

Table 4.4.5.2 Direct Effect in the presence of Mediator EE by Multiple Regression Analysis (c*)										
IV	DV	R	R ²	Adjusted R ²	Std Error of Estimate	B Co-efficient	Std. Error	β	t-value	p-value
PR (419)	OP (419)	.120	.014	.010	12.00	.124	.089	.068	1.386	.167
EE (419)						.136	.075	.089	1.816	.070

Note: PV - Predictor Variable, CV - Criterion Variable,

PR-Personal Resource, EE -Employee Engagement, OP – Organization Performance

Source: Research Outcome

From table 4.4.5.2, direct effect (path c*) is 0.124, R-value is .120, R² is above zero and p-value as .167 which is greater than the significant value where p has to be (P<0.000 at 5% significance level) indicating an insignificant relation between the predictor variable and criterion variable with the involvement of mediating variable. Hence, the above finding concludes that there exists full mediation as it is fulfilling two important flaws of the direct effect of Baron Kenny 1986, an insignificant relationship between the predictor variable and criterion variable with the involvement of the mediating variable and R² should be above zero. Hence, full mediation exists as the value of path c*(beta coefficient) of an insignificant relationship between the PR and the OP because of the intervening of EE is smaller than the beta coefficient of direct significant relationship between PR and OP. The above variation is proved in this model

of predicting the direct effect of PR on OP in the presence of mediator EE in the IT Industry as a fully mediating variable.

Direct Effect (c^*) B Co-efficient=.124, Std. Error= .089, $p=.167$

4.4.5.2 Indirect Effect

An Indirect Effect is an indirect relationship flowing from PR to EE and then from EE to OP ($a*b$) {PR and EE (a), EE and OP (b) = $a*b$ }

a) Regression analysis between Personal Resources and Employee Engagement (a)

Table 4.4.5.3 Regression analysis between Personal Resources and Employee Engagement(a)										
Objective	Variables		Regression-weight	Beta Coefficients		β	R^2	F	t-value	p-value
	PV	CV		B	Std Er					
Obj 4	PR	EE	PR-EE	.247	.083	.145	.021	8.972	2.995	.003
PV - Predictor Variable, CV - Criterion Variable, PR-Personal Resource, EE- Employee Engagement										

Source: Research Outcome

b) Regression analysis between Employee Engagement and Organizational Performance(b)

Table 4.4.5.4 Regression analysis between Employee Engagement and Organization Performance (b)										
Objective	Variables		Regression-weight	Beta Coefficients			R^2	F	t-value	p-value
	PV	CV		B	Std Error	β				
Obj 4	EE	OP	EE-OP	.200	.070	.138	.019	8.111	2.848	.005
PV - Predictor Variable, CV - Criterion Variable, EE- Employee Engagement, OP-Organizational Performance										

Source: Research Outcome

To find the indirect effect, you multiply the values of B and standard error of PR –EE (a) and EE-OP (b) to check the importance and influence of the mediator variable on the relationship between the independent variable and dependent variable. The calculated Indirect Coefficient value is as follows:

Indirect Effect = $a*b$ (.247*.200= 0.0494), $a*b$ = 0.0494.

Therefore, the indirect effect is 0.04, less than the critical value (<0.05), indicating a statistical relationship between the PR and OP with EE. The value of the indirect effect is not equal to 0 and is statistically significant for both path a and path b hence shows mediation.

Sobel Test – Test for Indirect Effect

Sobel test inspects if there is an occurrence or presence of a mediator (M) in the regression investigation and if there is a substantial decrease in the influence of the independent variable (X) on the dependent variable (Y). Calculated by using the B coefficient and standard error of PR –EE (a) and EE-OP (b) $\{a*b\}$

Sobel test includes the calculation of Sobel test statistic and p-value. B coefficients and standard errors of path a and path b are used to calculate the measure mentioned above. Sobel test indicates or validates the significance of the indirect effect, whether the reduction in the effect of IV after including MV on to DV in the model. It means whether the effect of IV on DV is reduced with the involvement of MV and if the mediation impact is statistically significant.

*Indirect Effect-Regression analysis between Personal Resources-Employee Engagement (a) And Employee Engagement-Organization Performance (b) $\{(a*b)\}$*

i) Regression analysis between Personal Resources-Employee Engagement (a)

B Co-efficient=.247, Std. Error= .083, p= .003

ii) Regression analysis Employee Engagement-Organization Performance (b)

B Co-efficient=.200, Std. Error= .070, p=.005.

Table 4.4.5.5 Sobel Test Statistics

Sobel Test	Test Statistics	Standard Error	P value
	2.061	0.023	0.03

Source: Research Outcome

From the above Sobel Test table, it is confirmed that the p-value of indirect effect is, i.e., 0.03, which is lesser than the critical value (<0.05); therefore, we can conclude the indirect effect of PR on OP with the presence of EE indicating statistically significant. Due to mediator (M) in the regression investigation, there is substantially a decrease in the influence of the independent variable (X) on the dependent variable (Y). The mediating variable shows mediation between the independent variable and the dependent variable relationship.

Sobel Test Equation:

$$Z\text{-value} = a*b/\text{SQRT}(b^2*s_a^2 + a^2*s_b^2)$$

Where a=.247, b=.200, S_a=.083, S_b=.070

Then, **z=2.06**

As a result, the z-score is 2.06 which is greater than the critical value of 1.96 at 0.05 levels for a two tailed test. So, it proves that the indirect effect in the mediation model is significant. It was found that the mediator variable greatly affects the connection between the independent and dependent variables.

4.4.5.3 Total Effect

Total Effect is the combined effect of direct effect and indirect effect(c) (Third Regression Equation)

The total effect involves the relationship between PR and OP using EE(c*) (in the presence of mediator EE, the effect of PR on OP), called the direct effect. Next, the relationship between PR to EE (a) and from EE to OP (b) is called an indirect effect. Therefore, total effect (c) is the combined effect of direct and indirect effects.

$$\{\text{PR and OP}(c^*) + \text{PR and EE} * \text{EE and OP} (a*b), c=c^* + a*b\}$$

a) Direct effect in the presence of mediator EE by Multiple Regression Analysis (c)*

B Co-efficient =.124, Std. Error = .089, p = .167

*b) Indirect Effect-Regression analysis between Personal Resources-Employee Engagement (a) And Employee Engagement-Organization Performance (b) {(a*b)}*

i) Regression analysis between Personal Resources-Employee Engagement (a)

B Co-efficient=.247, Std. Error = .083, p = .003

ii) Regression analysis Employee Engagement-Organization Performance (b)

B Co-efficient =.200, Std. Error = .070, p =.005

$$\text{Indirect Effect} = a*b (.247*.200= 0.0494), a*b= 0.0494.$$

$$\text{Total Effect}(c) = c*+ a*b \{.124+0.0494=0.1734\}$$

From the analysis of the total effect, the value of the total effect is 0.17. The value of total effect can be positive, negative or zero depending on the nature and strength of the variables under study. The value indicates a unit increase in PR is related with 17 per cent increase in OP with the involvement of EE. Finally, complete mediation occurs as the total effect(c) value is greater than zero and direct effect value, indicating increased control of mediating variables in the relationship amid independent and dependent variables. Total effect determines how PR influences OP directly and indirectly via EE. Therefore, full mediation exists based on the above analysis.

Overall Mediation Analysis

Through mediation analysis, Employee Engagement was inspected as a mediating variable in the association between Personal Resource and Organizational Performance in Information Technology Companies in Hyderabad using SPSS latest version 26. The first step, relating Personal Resources to Organizational Performance, ought to be statistically significant. The relationship between PR and OP is bivariate regression, with Co-efficient=.348, Std. Error= .120 and $p = .004$. Step 2 involves how Personal Resources affect an organization's performance when employees are engaged, with a coefficient of 0.124, a p-value of 0.167 and an R-value of 120.

Step 3 includes the relationship between Personal Resources and Employee Engagement, which should be statistically significant. Personal Resources have linear relationships with Employee Engagement with relationship bivariate regression, i.e., Co-efficient=.247, Std. Error= .083, $p = .003$. In step 4, the relationship between Employee Engagement and Organizational Performance is statistically significant. EE has linear relationships with OP with relationship bivariate regression, i.e., B Co-efficient=.200, Std. Error= .070, $p = .005$.

In Mediation analysis, there are two possibilities of mediation, complete and partial, where complete mediation of Employee Engagement is possible if the co-efficient between Personal Resources and Organization Performance is insignificant with the involvement of Employee Engagement. Partial mediation of Employee Engagement is possible if the co-efficient between Personal Resources and

Organizational Performance is significant. From the direct effect, it has been determined that the complete effect of Employee Engagement (controlling for Personal Resources) on Organizational Performance. The direct effect of PR on OP with the involvement of EE is insignificant as the p-value is .167 which is greater than the significant value where p has to be ($P < 0.000$ at 5% significance level, hence proved to be non-significant) indicating an insignificant relation between the predictor variable and criterion variable with the involvement of mediating variable, and the beta coefficient value is 0.124 which is smaller than the beta coefficient value of direct effect of PR on OP without EE. Hence, the above finding concludes that there exists a full mediation as it is fulfilling important flaws of the direct effect of Baron Kenny 1986, an insignificant relationship between the predictor variable and criterion variable with the involvement of the mediating variable, R^2 should be above zero and value of path c^* (beta coefficient) of an insignificant relationship between the PR and the OP because of the intervening of EE is smaller than the beta coefficient of direct significant relationship between PR and OP. The above variation is proved in this model of predicting the direct effect of PR on OP in the presence of mediator EE in the IT Industry as a fully mediating variable. Partial mediation happens when the influence of the independent variable occurs on the dependent variable, even when the control of the mediator variable is reduced or zero and there is statistical relation between the IV and DV even after the involvement of MV.

The indirect effect confirms mediation as the indirect effect value is less than the critical. The indirect effect is also proved using the Sobel test, which found Sobel test statistics with a p-value as significant and a Z-value greater than the critical value, indicating a statistically significant relationship of the MV in the relationship between IV and DV. The research has found the value of the total effect as 0.17. The value of total effect can be positive, negative or zero depending on the nature and strength of the variables under study. The value indicates a unit increase in PR is related with 17 per cent increase in OP with the involvement of EE. The total effect (c) value is greater than zero, indicating increased control of mediating variables on the independent and dependent variables, a zero-order correlation between Personal Resources and Organizational Performance, The coefficient of indirect effect is significant, indicating full mediation. Therefore, from the above analysis full mediation exists.

4.5 Results and Discussions

The section explains in detail what the data analysis found about the links between Personal Resources (PR), Employee Engagement (EE) and Organizational Performance (OP). The tools chosen—correlation analysis, multiple regressions and mediation analysis—allowed the researchers to test the relationships in the framework which helped both in understanding the theory and in practical terms for the IT sector in Hyderabad. As predicted by the JD-R model and COR theory, the results suggest that Personal Resources which include self-efficacy, OBSE and optimism, are positively related to Employee Engagement. The normality test also found that the data for PR, EE and OP do not conform to a normal distribution ($p < 0.001$). This happens a lot in behavioural and organizational research, since people's opinions can be affected by their own biases and experiences.

According to the correlation coefficient ($r = 0.528$, $p < 0.01$) and regression coefficient ($p = 0.003$), higher levels of psychological capital in employees tend to result in more proactive and affective engagement. This is in line with research that shows people who believe in their abilities and are valued (self-efficacy and OBSE) are naturally motivated to help the organization achieve its objectives.

Also, the findings show that Personal Resources are positively linked to how well the organization performs ($r = 0.212$, $p < 0.01$; regression $p = 0.004$), but to a smaller extent than their influence on EE. Thus, it means that Personal Resources help people become more productive and resilient, but their effect on a company's finances, new ideas and customer happiness is partly determined by engagement. The theory is that Personal Resources help make things possible but are not the only reason for organizational results.

Employee Engagement turned out to be a major factor in predicting how well an organization performs ($r = 0.172$, $p < 0.01$; regression $p = 0.005$). It supports the belief that greater involvement of employees in thinking, socializing and emotions leads to better results for the organization. If employees are engaged mentally, emotionally and socially at work, they often go beyond their duties, cooperate with others and adjust well to any changes. Many small actions by individuals can shape the big-picture outcomes for the organization.

Since parametric tests were not suitable, non-parametric methods and mediation analysis based on Baron and Kenny (1986) were used to ensure accuracy which also highlights the need to interpret results considering the social and psychological background of the respondents. It was confirmed by the simple mediation analysis that EE completely mediates the link between PR and OP. When EE acts as a mediator, PR no longer significantly affects OP, though its indirect and total effects are still significant. This shows that being engaged is key to turning personal abilities into better performance. Theoretically, this result supports COR theory which explains that people spend their Personal Resources to get more resources and, in turn, reduce job-related stress and improve their performance. These findings have important practical effects. Businesses that want to improve their results should put strong emphasis on Employee Engagement because it is both necessary and right. This means companies can provide training in resilience, workshops on self-belief, positive feedback and inclusive leadership. This indicates that strong individuals may not show their best results unless they are properly involved by the organization.

Furthermore, these results fit well with the local IT industry in Hyderabad. Many IT professionals have to handle a lot of information, time pressure and changes in client requirements. When things are unstable, strong Personal Resources help employees stay involved, even when they face stress. Engagement is what helps turn internal capabilities into benefits for the organization. Therefore, the results can be used by human resource managers and leaders to guide the formation of effective teams in competitive sectors. Managers should ensure that the work environment supports autonomy, competence and relatedness which are the main aspects of Self-Determination Theory. Flexible schedules, ongoing learning and noticing the efforts of every team member can help raise engagement. Also, using tools such as Gallup's Q12 and the Utrecht Work Engagement Scale can help ensure engagement is measured regularly and informs decision-making.

The study essentially demonstrates that Personal Resources significantly impact Organizational Performance by raising Employee Engagement. Above all, Employee Engagement fully bridges the connection between PR and OP, meaning that any effort to boost organizational outcomes by focusing on Personal Resources should also focus on engagement factors. This supports the overall structure of the framework and proves

the study's hypotheses in both practical and theoretical ways. The study adds to the discussion in academia by applying JD-R and COR theories to the Indian IT industry and explaining how psychological resources are used in organizations. For those involved in talent management, the study demonstrates that connecting talent management with psychological well-being and engagement will help sustain success.

Critical Analysis

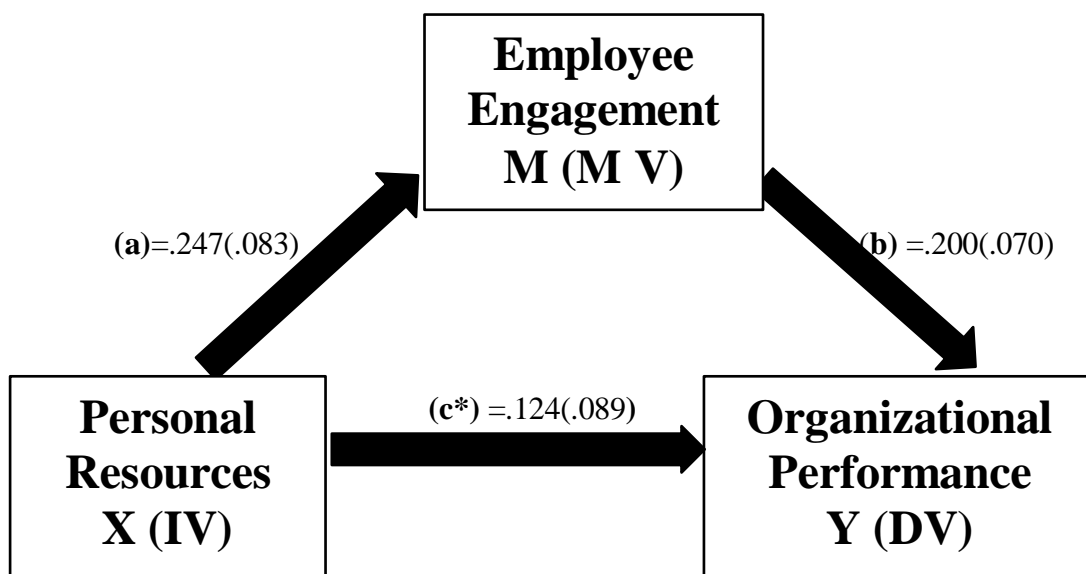
The systematic review discovered that PR remarkably constituents of Mental Resources (self-efficacy, hope, optimism, resilience)—reliably forecast advanced EE midst IT authorities in India. Succeeding investigates in numerous explorations display that EE completely communicates these reserve compensations hooked on performance gains: formerly EE is held responsible for the PR leading to OP connection. Bhattacharyya and Bag (2024), measured 210 IT experts in Kolkata and originate that resilience and self-efficacy each enhanced EE, ran to developments in assignment distribution rapidity and imperfection decrease; in organizational calculation simulations, the straight pathways commencing flexibility to enactment misplaced impact once EE was arrived as a intermediary. Deepalakshmi et al. (2024) in Bangalore reported leadership-driven PR interferences raised EE, which fully carried possessions on together job efficiency and OP. These conclusions emulate influential worldwide effort (e.g., Xanthopoulou et al., 2007) but encompass them toward an Indian IT background categorised through great revenue stress and hybrid mode of working.

Comparison with Prior Global and Indian Studies

Global IT-sector studies (e.g., Chinese software developers; platform-based gig workers) have strongly confirmed complete intermediation through engagement, through work independence or observed structural provision as extra mediators. Western settings projects independence heights are consistently tall; Indian IT companies differ extensively in designation and establishment structures. Perceived Organizational Support (POS) repeatedly transpires as an equivalent intermediary, filtering full engagement mediation (Sihag, 2020). Leadership smartness can present as an upstream mediator: transformational governance amplifies PR's consequence on EE (Deepalakshmi et al., 2024), while distortive style lessen it. Paralleled to extensive worldwide illustrations, Indian reviews incline to be lesser and cross-sectional, which restrains fundamental privileges. However, the steadiness of complete intermediation

configures to numerous metropolises (Bengaluru, Mumbai, Kolkata) suggests a universal device within the sector. The suggestions from Indian IT Companies unfailingly provide a complete intermediation model; PR figure OP largely concluded their impact on EE. Nonetheless, to interchange from vigorous relationship to self-assured interconnection, the arena obligates embrace wealthier designs, and developing workstation authenticities.

Figure 4.3 Results of the Variable Relationships



4.6 Testing Hypotheses

Table 4.5 Testing Hypotheses:

Objectives	Hypothesis	Statistical Tools	Testing Hypothesis
1. To find out the level of Personal Resources in the Information Technology Companies in Hyderabad.		Collected data through a questionnaire that contains 16 items and the same was analysed by Descriptive Statistical Methods.	Descriptive Statistics

2. To find out the level of Employee Engagement in the Information Technology Companies in Hyderabad.		Collected data through ISA Employee Engagement Scale with 10 items and the same were analysed by Descriptive Statistical Method.	Descriptive Statistics
3. To find out the level of Organizational Performance in the Information Technology Companies in Hyderabad.		Collected data through a questionnaire on financial performance and non-financial performance with a total 16 items, and the same was analysed by Descriptive Statistical Methods.	Descriptive Statistics
4. To find out the relationship between Personal Resources and Organizational Performance of the Information Technology Companies in	H1. There is relationship between Personal Resources and Organizational Performance in the Information Technology	Collected data through questionnaire by Correlation Co-efficient Analysis (Rank Order Correlation) and Regression analysis	Rho (σ) = .212, p value = .000 Alternate hypothesis accepted, null hypothesis rejected, have a significant positive relationship

Hyderabad.	Companies in Hyderabad.		between PR and OP
5. To find out the relationship between Personal Resources and Employee Engagement in the Information Technology Companies in Hyderabad.	H2. There is the relationship between Personal Resources and Employee Engagement in the Information Technology Companies in Hyderabad.	Data was collected through a questionnaire, and the same was analysed by Correlation Co-efficient Analysis (Rank Order Correlation) and Regression analysis	Rho (σ) = .528, p = .000. Alternate hypothesis accepted, null hypothesis rejected, have a significant positive relationship between PR and EE
6. To find out the relationship between Employee Engagement and Organizational Performance in the Information Technology Companies in Hyderabad.	H3. There is relationship between Employee Engagement and Organizational Performance in the Information Technology Companies in Hyderabad.		Rho (σ) = .172, p = .000. Alternate hypothesis accepted, null hypothesis rejected, have a significant positive relationship between EE and OP
7. To study the mediating role of Employee Engagement in the	H4. There is positive impact of PR, EE on OP in Information	Step1: Relationship between PR and OP in presence of	B = .124, Std. Error=.089, p= .167

relationship between Personal Resources and Organizational Performance of the Information Technology Companies in Hyderabad.	Technology Companies. H5. Employee Engagement have mediating and positive impact in relationship between Personal Resources and Organizational Performance among Information Technology Companies	<p>EE (First Regression Equation)</p> <p>A direct effect is a direct relationship between PR and OP in presence of EE(c*)</p> <p>{PR and OP regression coefficient=c*}</p> <p>Step 2: Indirect Effect</p> <p>Relationship between PR and EE and from EE to OP (Second Regression Equation)</p> <p>An Indirect Effect is the indirect relationship flowing from PR to EE and then from EE to OP (a*b)</p> <p>{PR and EE(a), EE and OP(b)= a*b}</p> <p>Step 3: Total Effect= Direct</p>	<p>i)B =.247, Std. Error= .083, p= .003</p> <p>ii)B =.200, Std.Error=.070, p=.005</p> <p>ii) a*b= 0.0494</p> <p>Sobel Test:</p> <p>i) Test statistics=2.06 Std. Error=0.023, p=0.03</p> <p>ii) z=2.06</p>
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		<p>Effect +Indirect Effect</p> <p>Relationship between PR and OP by means of EE (Third Regression Equation, without the mediator the effect of PR on OP is called as direct effect. Mediator EE must be Significant on Dependent Variable OP)</p> <p>Step 3 The total effect is the combined effect of indirect effect and direct effect(c) {PR and OP(c*) + PR and EE- EE and OP(a*b), c=c* + a*b}</p>	<p>Total Effect(c) = c*+ a*b</p> <p>{.124+0.0494=0.1734}</p> <p>Alternate hypothesis accepted, null hypothesis rejected, have a complete mediating impact of EE in the relationship between PR and OP</p>
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4.7 Summary

The research is done in the context of Indian Information technology and specifies that Employee Engagement is essential in aggregating Organisational performance. Also, the Personal Resources of a single worker play a substantial part in regulating the result of EE and OP. A pilot study was conducted on 150 employees for PR and EE and 54 employees for OP to test reliability and validity using Cronbach alpha and internal

consistency, whose results were found to be significant. By then, the questionnaire was completely ready for the final survey after determining the significant results of Cronbach alpha. After that, the final questionnaire was evaluated and used as a final survey on 419 PR & EE and OP respondents working in five IT companies in Hyderabad; hence, this data was taken for the final analysis. Respondents aimed to inspect the demographic summary, including their gender, education qualification, marital status, department, and level of management, which was further used to section the respondents. The objective behind this remained to explain sample features and to examine them in a demographic framework to comprehend the difference in performance appearance through persons, unlike personal circumstances.

The data was initially analysed using descriptive statistics to find the variable levels by studying the mean, standard variation, and variance values. Next, the study undertook a normality test to determine whether the data was normally distributed. After that, the data was analysed by correlation coefficient analysis using Spearman rank order correlation, regression analysis by using bivariate regression analysis, ANOVA, and mediation analysis by linear regression or simple mediation analysis based on Baron and Kenny 1986 assumptions that involve three steps i.e., direct effect, indirect effect along with Sobel Test and total effect analysis using SPSS latest version. The results of the analysis, along with interpretations, are discussed above. The study's findings revealed that the above-framed hypotheses were tested for significance, and the null hypothesis was rejected. It is confirmed from the study there is a significant positive correlation among the study constructs. Results show that the finalised Employee Engagement level is significantly correlated with levels of Personal Resources, leading back to increased Organizational Performance. Further, current work shows that EE shares an affirmative linkage in PR and OP, and EE mediates the relationship between the two. Hence, the mediation analysis confirms that mediation exists as the value of indirect effect is significant. Full mediation is the influence of the independent variable on the dependent variable with the presence of the mediator variable. The next chapter provides the study's findings, suggestions, recommendations, and conclusions.

CHAPTER -5

SUMMARY AND

CONCLUSIONS

CHAPTER V

SUMMARY AND CONCLUSIONS

This chapter consists of summary, major findings, conclusions of current work, management inferences, limitations plus suggestions designed for additional exploration

5.1 Introduction

The preceding section delivered the consequences and elucidations presented through related collected works. This section begins by evaluating the hypothesis and emphasises how this investigation addresses objectives besides responding to the investigated queries. In aggregation, an argument of outcomes and assumptions constructed are delivered. A prototype is expected and confirmed by the study's conclusions because the aforementioned investigation found every magnitude required to achieve the objectives over experimental evaluation. Results provide inferences for the organizations' and academic institutions' forthcoming need for Employee Engagement inquiries. Besides, these concerns have been raised by the completion of this chapter. This area of research concludes through deliberations on the transmission of research ideal counting instructions for upcoming investigations. Recommendations and suggestions were established, grounded on the results and consequences of the above work, and laterally, limitations were outlined.

5.2 Overview of the Thesis

The above research involves three constructs: PR, EE, and OP. All three constructs are of abundant significance and equally important. Therefore, analysing each study construct is essential for research and attaining the thesis's intentions. Determining the levels and relationships of the variables forms the fundamental basis of current work. Regression analysis and correlation coefficient analysis are used to ascertain the relationship between the variables. Another vital paradigm is to find out the mediating role of the mediator variable by using mediation analysis. Employee Engagement has progressively developed into a critical region of exploration for businesses, mostly to develop the greatest hold on human capital and to achieve development, revenues,

steadiness, and productive survival of companies and corporations. Bearing in mind the significance of the theme, majorly, a wide-ranging review of related literature from academics, practitioners, experts, industry, and corporates has been reviewed (Chapters 2, 3, and 4), laying down the results using which the gaps in the research were being acknowledged in Chapter 2.

The research design, the research model known as the study's conceptual model, and the research methodology—which comprises a sample study with sample size, unit, and sampling procedure, statistical tools, and methodologies used for present work—are also validated in Chapter 3. Chapter 4 delivers particulars of arithmetical investigation and elucidation of the data collected and used. Chapter 5 concludes by outlining the study's summary, findings, discussions, recommendations, limits, future projections, and conclusions based on those findings. The dissertation confirmed the abundant investigation of all the study constructs but entails additional widespread exertions in national researchers. Mainly, reviews do not originate the constructs relating to one another because of the absence of robust and steady suggestions. Therefore, a research methodology employing the survey method was utilized to collect data via a questionnaire consisting of 42 items in total in order to evaluate the relationships between study constructs. The final questionnaire contained 42 items clustered with Personal Resources, Employee Engagement, and Organisational Performance. The overall and construct dependability of the measures were examined using Cronbach's alpha coefficient; all scales displayed a value of 0.5 or higher. The measurement model showed a satisfactory fit to the collected data, according to the collective approval ranks of exact design fitting indices. Following the determination of the questionnaire's Cronbach's alpha values, the final data gathering survey was conducted. It involved a series of statistical tests in which, initially, data was tested on demographics. The research's mean and standard deviation values were ascertained using descriptive statistics and a normality test. Later, the same is tested for correlation, regression, and mediation analysis using SPSS tool.

The investigation focuses on the enhanced and better Organizational Performance that resulted from implementing Personal Resources and engagement practices in the IT industry, as well as explanations meant to expand such Organizational Performances, because the research topic of Personal Resources,

Employee Engagement, and Organizational Performance and their relationships is fairly complex. Besides the flexibility and functionality, it is also significant to recognize how PR and EE influence Organizational Performance. Most importantly, the study gives suggestions and recommendations on how to work on Personal Resources that lead to a more engaged, committed, satisfied, involved, and participative workforce that leads to increased Organizational Performance, implementation of engagement practices, and what areas the HR should concentrate.

A conceptual framework was developed that theorized Employee Engagement as an integrated concept encompassing Personal Resources, making employees more committed to work roles and work performances, resulting in increased Organisational Performance. Additionally, personality traits like organizational-based self-esteem and self-efficacy provide individual results in terms of worker engagement and Organizational Performance. The framework was tested on five IT companies selected from the Hyderabad Information Technology industry. Conducting research in such manner, the dissertation placed all the efforts to reply to each query and fulfilled related objectives. Also, the study created a conceptual model for business and academics.

1. To find out the level of Personal Resources in the Information Technology Companies in Hyderabad.
2. To find out the level of Employee Engagement in the Information Technology Companies in Hyderabad.
3. To find out the level of Organizational Performance in the Information Technology Companies in Hyderabad.
4. To find out the relationship between Personal Resources and Organizational Performance in the Information Technology Companies in Hyderabad.
5. To find out the relationship between Personal Resources and Employee Engagement in the Information Technology Companies in Hyderabad.
6. To find out the relationship between Employee Engagement and Organizational Performance in the Information Technology Companies in Hyderabad.
7. To study the mediating role of Employee Engagement in the relationship between Personal Resources and Organizational Performance in the Information Technology Companies in Hyderabad.

5.3 Major Findings

The succeeding themes are statistical investigation and interpretations of research.

- Findings confirm that PR leads to EE and both lead to OP and are acting as predictors of OP.
- Significant theoretical advancements in the field of Employee Engagement are made by the current work.
- Research emphasizes the need of concentrating on how Employee Engagement maximizes the potential of human resources to drive Organizational Performance.
- Personal Resources are the foundation of Employee Engagement, and recent studies highlight how important it is for businesses to manage and make these resources available to their staff.
- According to the study, there is a strong correlation between Organizational Performance, Employee Engagement, and Personal Resources.
- The current study offers useful insights on how companies can encourage and involve workers by fostering their personal assets, including optimism, organizational-based self-esteem, and self-efficacy.
- By doing this, companies can boost employee wellbeing and enhance Organizational Performance.

Table 5.3.1 Dimensions of PR, EE, and OP

Personal Resources	Self – Efficacy Self- Esteem Self – Actualization Resilience Optimism Hope
Employee Engagement	Work Environment Satisfaction Rewards And Awards Motivation

	Recognitions Promotion Work-Life Balance
Organizational Performance	Profit and Productivity Customer and Client Satisfaction Increased Shareholder Value Reduced Turnover Intention Reduced Burnout Increased Employee Performance Business Expansion New Revenue Generation Employee Well Being

Source: Developed by the researcher based on Xanthopoulou, et al. (2009) and Paul. T (2020)

Table 5.3 2 Causes and Effects of Personal Resources

CAUSES	EFFECTS
Supervisor And Co-worker Support	Interpersonal And Social Relations
Work-Life Balance Family-to-work Conflict Job/Home Resources, Home-to-work Enrichment	Work-family Conflict
Efficacy, Hope, Optimism and Resilience	Psychological Capital
Race, Age, Gender, Sexual Orientation, and Disability Status	Job Discrimination

Decrease work burdens and the complementary physical and psychosomatic prices, are practical in succeeding job, aims, besides rousing individual development, knowledge, and progress	Psychological Well-Being
Self-reliance, ecological mastery, personal growth, positive interpersonal relationships, perseverance throughout life, and self-acceptance	Job Resources

Source: Developed by the researcher based on Xanthopoulou, et al. (2009).

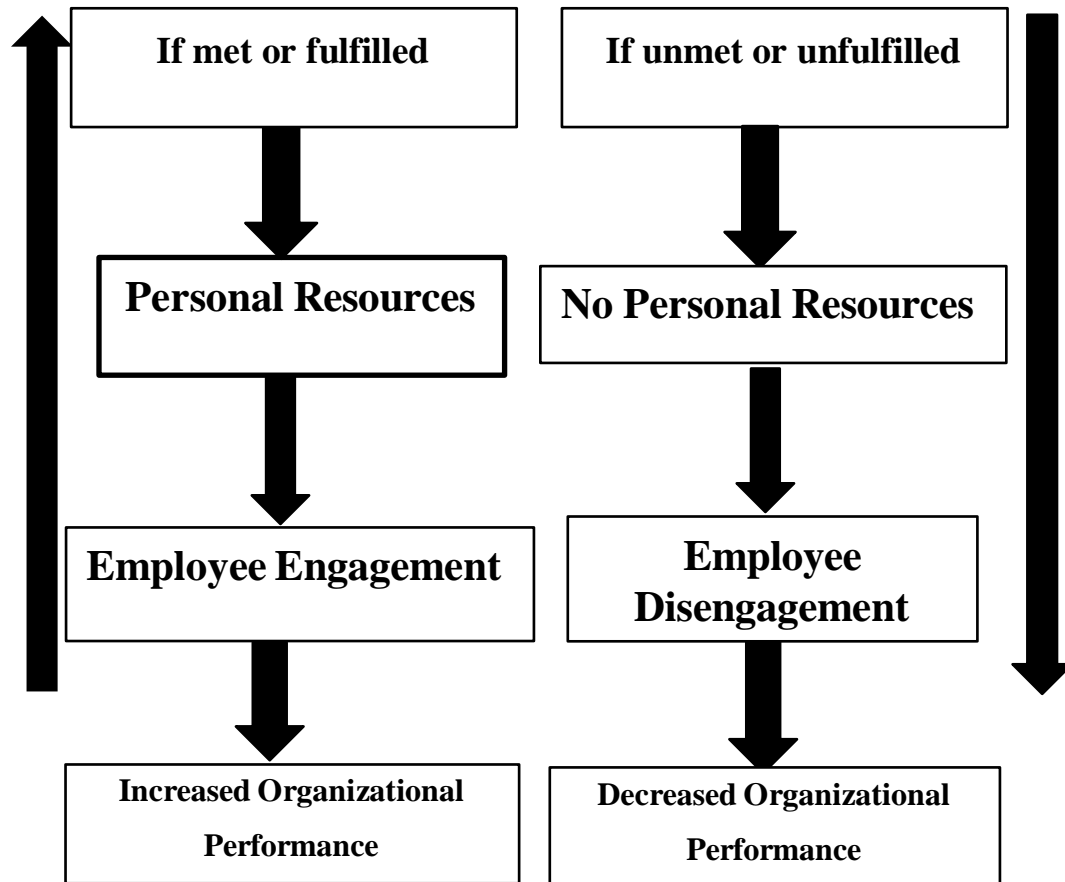
Table 5.3.3 Strategies for Implementing Employee Engagement

Industry Tactical and Facility Planned Strategies	Task accomplishment collective drive and value Significance at Job Configuration of Personal and Group values Morals and Honesty Structural strategy accelerates the Employee Engagement progression Standards Founded Guidance
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<p>Operational and Managerial Strategies</p>	<p>Workplace resources: variables that push supply and pull demand</p> <p>Job determination, job involvement, and job improvement</p> <p>Transparency of roles</p> <p>Managers and leaders that understand the value of dedication and have the skills to use humble relationships with both superiors and subordinates</p> <p>The foundations of worker engagement are ability organization and tactical personnel forecasting.</p> <p>Administration of transformation that is both broad and operational</p>
<p>Individuals Organization Strategies</p>	<p>Optimistic proceedings</p> <p>Authorization</p> <p>Worker Well-being</p> <p>Appreciation of employee involvement</p> <p>Job Life Equilibrium</p> <p>Professional and personal growth</p> <p>Remuneration and Acknowledgment</p>

Source: Developed by the researcher based on Bakker et al. (2007) and Paul. T (2020)

Figure 5.1 Personal Resources and Employee Engagement –Organizational Performance (by using Needs and Wants of the employees)



Source: Research outcome

5.4 Findings Related to Data Analysis

5.4.1 Findings related to Variables by Descriptive Statistics

Descriptive statistics were used to determine the variance, mean, and standard deviation values. The mean values for PR, EE, and OP were, respectively, 62.29, 38.71, and 56.23. With this analysis, the levels of the variables under study can be determined by the IT Companies in Hyderabad. This analysis also allowed finding out other statistics of descriptive which provided added information on the existing patterns of PR, EE, and OP in the IT Companies

5.4.2 Findings related to the relationships of the variables

The goal of the current study was to identify the Personal Resources needed for Employee Engagement in order to improve Organizational Performance. The relationship between the variables and their significance are predicted by a correlation analysis. The correlation coefficient index is shown to be significant and positive with a p-value of 0.00, which is less than 0.005. The following hypothesis is framed in light of this.

5.4.3 Findings related to Personal Resources influence on Organizational Performance

Correlation coefficient analysis is used after framing the hypothesis to find Personal Resources impact on Organizational Performance.

H1: There is relationship between Personal Resources and Organizational Performance of the employees working in the Information Technology Companies in Hyderabad.

p-value =.000, Rho (σ) =.212. There is a substantial positive correlation between PR and OP, and the alternative hypothesis (H1) is accepted while the null hypothesis is rejected.

The correlation coefficient Rho (σ) =.212, p =.000, indicated a favourable relationship between organizational success and human resources. Personal Resources and Organizational Performance have a positive and direct link, as indicated by the correlation coefficient value of .212, which is significant at the level of .000. Preceding studies proved supportive regarding outcomes of Personal Resources and Organizational Performance by indicating a significant and positive linkage of Personal Resources with Organizational Performance (Bakker et al., 2003). Self-efficacy is the belief in one's ability to successfully organize and carry out necessary tasks to accomplish particular objectives. According to Bandura, self-efficacy beliefs—which refer to people's faith in their ability to complete a task or achieve an objective—are influenced by four basic factors and are positively correlated with Organizational Performance. High Self-Efficacy leads to elevated levels of inspiration and diligence in the context of encounters, leading to improved performance (Bandura, 1977). In-role and extra-role performance are the two types of performance that people in an organizational setting engage in. As the aims of the company are reflected in the intentions and performances that are suggested inside the profession, in-role performance is limited. An employee who demonstrates altruistic

behavior without feeling obligated to serve the organization or assist his fellow humans is said to be exhibiting extra-role performance (Zhu, 2013). Personal Resources include passionate expenses like energy depletion and tiredness, as well as actions of reclamation of effort done not to fail.

5.4.4 Findings related to Personal Resources influence on Employee Engagement

The following hypothesis is framed using correlation coefficient analysis to determine the effect of Personal Resources on Employee Engagement:

H2: There is relationship between Personal Resources and Employee Engagement in the Information Technology Companies in Hyderabad.

Rho (σ) = .528, $p = .000$. Alternate hypothesis (H2) is accepted; the null hypothesis is rejected and has an essential optimistic link in the middle of PR and EE.

The results showed a strong and positive correlation between Employee Engagement and Personal Resources. Employee Engagement and Personal Resources have a correlation coefficient of Rho (σ) = .528, $p = .000$. Employee Engagement and Personal Resources have a positive and direct link, as indicated by their correlation coefficient value of .528, which is significant at the level of .000. Given that Personal Resources positively impact other Personal Resources, earlier research on the relationship between Employee Engagement and Personal Resources was encouraging (Borst et al., 2017). The psychological component of social responsibility has a relationship with Employee Engagement (Chaudhary, 2019), positive psychological contracts have a positive role with Employee Engagement in their job (Abarantyne et al., 2019), personal strengths on daily activities have positive relationships with positive affect and Employee Engagement (Bakker et al., 2018), and personal talents like transformational leadership have been linked to work engagement via job resources (Lee et al., 2018).

5.4.5 Findings related to the influence of Employee Engagement in the Relationship between Personal Resources and Organizational Performance

To ascertain mediation analysis, the correlation coefficient analysis between Organizational Performance and Employee Engagement is conducted.

H3: There is relationship between Employee Engagement and Organizational Performance in the Information Technology Companies in Hyderabad.

P-value =.000, Rho (σ) =.172. The null hypothesis is disproved and the alternative hypothesis (H3) is accepted. There is a strong and positive link between EE and OP.

Preceding studies proved to be supportive in context to outcomes of Employee Engagement practices positively correlated with overall Organizational Performance (Xanthopoulou et al., 2007), Employee Engagement as a forecaster of Organizational Performance (Sridevi Komposo., 2010), Employee Engagement in connection with job satisfaction was examined in the retail sector and revealed greater scales of job satisfaction, and moderate obligation aimed at recognition and appearance of the corporation in business segments leading to Organizational Performance (Kazimoto,2016), EE results in constructive organizational outcomes such as higher productivity, work contentment, consumer pleasure, faithfulness managerial promises and advanced qualified presentations (Olanian 2020).

Three regression equations and effects are used in the current investigation to ascertain the mediation analysis of EE on PR and OP. The direct effect of independent variable PR on dependent variable OP in the presence of mediating variable EE is represented by the first regression equation. In the second regression equation, the independent variable PR has an indirect effect on the mediating variable EE, which in turn has an indirect effect on the dependent variable OP. The total effect, which is the sum of the direct and indirect effects, is the third regression equation.

H4: There is positive impact of PR, EE on OP in Information Technology Companies.

H5: There is mediating impact of EE in the relationship between PR and OP

A) Direct Effect B Co-efficient =.124, Std. Error=.089, p=.167

B) Indirect Effect i) B Co-efficient=.247, Std. Error=.083, p=.003

ii) B Co-efficient=.200, Std. Error=.070, p=.005

Indirect Effect = (.247*.200= 0.0494), $a*b$ = 0.0494.

Sobel Test: i) Test statistics=2.06 Std. Error=0.023, p=0.03

C) Total Effect(c) = $c^* + a*b$ { .124+0.0494=0.1734 }

The null hypothesis was rejected, the alternative hypotheses (H4 and H5) were accepted, and EE fully mediated the link between PR and OP.

Based on the indirect impact result, which is significant because the p value is below the crucial value (0.05), the findings showed that mediation exists. Once the type of mediation has been determined, full mediation is confirmed based on the direct impact results, which are not significant because the R²-value is above zero and the p-value is bigger than the significant value. The total effect value is 0.173, which satisfies the Baron and Kenny Approach criterion, indicating full mediation. Hence, the above analysis shows that full mediation exists as the value of the total effect is significant. When the mediating variable is present and the link between the independent and dependent variables is negligible, complete mediation occurs.

5.5 Key Recommendations

The research points out that organization, especially in the IT sector, should make Employee Engagement (EE) a main priority, rather than treating it as just another HR task. Personal Resources (PR) such as optimism, self-efficacy, and organizational-based self-esteem are crucial psychological elements that increase engagement, which in turn has a significant impact on and enhances Organizational Performance (OP), according to the study. All stages of an employee's journey, starting from recruitment, should give priority to developing, assessing and strengthening Personal Resources. Leaders should guide the culture by making sure values are shared, employees understand their roles and trust and safety are present. HR should use proven tools to measure PR and EE, create unique solutions for gaps found and keep checking engagement levels for all employees and teams. Also, middle managers are responsible for making sure tasks match resources, praising employees in a timely manner and finding early indications that someone may be disengaged. A well-planned strategy should be used to stop negativity at work by removing toxic actions and encouraging fairness, inclusivity and open discussions. To avoid burnout, organizations can make sure their engagement strategies are balanced with well-being policies by allowing work-life balance, flexible schedules and including mental health resources. According to the study, not focusing on engagement reduces

productivity and also hurts innovation, employee loyalty and the trust of stakeholders. Thus, to foster a motivated and effective workforce, a framework that includes strategic leadership, HR tactics and line management practices should be put in place. They guide organizations on how to maintain Employee Engagement which helps the company stay strong, keep its workers and generate lasting value.

5.6 Suggestions to IT Companies in Hyderabad

Based on the study's findings, Hyderabad-based IT organizations are given some ideas on how to use human resources to increase Employee Engagement and the organization's success. Because research proves that PR helps predict EE which then affects OP, IT organizations should use a comprehensive and evidence-based approach to managing their people. IT firms should make Employee Engagement a main focus and ensure it is included in every area of the company's work and performance. That's why it's important to set clear, measurable goals that match engagement results and use Key Performance Indicators (KPIs) to monitor and judge employee performance on a regular basis. This way of working will help ensure accountability and also strengthen a focus on performance. It also emphasizes the need for organizations to concentrate on developing a culture that fosters creativity, education, and psychological empowerment. Supporting creative ideas, using new technologies and backing intrapreneurial efforts can greatly increase intrinsic motivation. IT companies should focus on learning and development (L&D) that helps employees improve their technical skills and also strengthen soft skills and emotional intelligence, especially self-efficacy and resilience. Improving communication infrastructure in organizations supports transparency, inclusion and sharing of knowledge. Senior management should welcome open communication and teams ought to rely on digital platforms to stay in touch. Remaining open as a culture is important for developing trust and psychological safety which help employees stay engaged for a longer time. Because IT projects are always changing and time-sensitive, it is advisable to use methods such as Scrum and Kanban. They encourage employees to be independent, work together and adjust to changes which all positively influence their engagement. In addition, agile approaches encourage a setting where everyone's work is

acknowledged and appreciated quickly and regularly. It is also necessary for organizations to put together and maintain a detailed Total Rewards Strategy. Besides fair pay, employees get other rewards such as appreciation, flexible schedules and opportunities to progress in their careers. Focusing on work-life integration can help tackle the high stress and burnout seen in the IT industry.

IT companies should officially adopt diversity, equity and inclusion (DEI) policies that value each person and ensure all employees feel safe. When a workplace is pluralistic, employees feel more included and treated fairly which leads to more engagement and extra effort for the organization additionally. To ensure operations, HR should regularly use engagement surveys, pulse checks and focus group discussions. The findings should be applied by setting clear goals for increasing engagement. It is just as important to use exit interviews and analyse employee lifecycles to spot and resolve issues that discourage people from being engaged. Leadership should also encourage engagement by showing the right actions; displaying emotional intelligence and helping managers improve their skills. Particularly, line managers should be taught to notice and encourage the use of Personal Resources among their teams which helps boost both engagement and performance. To use the study's findings in managing, organizations should use several approaches, support employees as development assets, make engagement a key performance rule and shape environments that help everyone succeed. If these recommendations are followed, they could make Employee Engagement a permanent strength for the IT sector in Hyderabad.

5.7 Implications of the study

The study adds important new information to the discussions about Organizational Performance (OP), Employee Engagement (EE), and Personal Resources (PR), especially with regard to the Indian IT sector. There is currently a conspicuous dearth of research in India that integrates PR, EE, and OP utilizing a thorough empirical approach, despite the engagement literature's growing significance in worldwide organizational studies. The study fills that gap by using a strong conceptual model and confirming its effectiveness with data from five major IT companies in Hyderabad.

The findings support the JD-R and COR theories by showing that self-efficacy, OBSE, and optimism are personal assets that considerably increase Employee Engagement. Better PR-OP interactions are a result of higher degrees of involvement. This result points out that Employee Engagement should be seen as something employees create within themselves, rather than just being managed by the company. By doing this, the study helps explain how personal characteristics can drive productivity, new ideas and employee retention in organizations. The research presents a way to study how individual characteristics affect larger organizational results. This study provides future researchers with a reliable method to investigate similar constructs in other sectors or locations by utilizing descriptive statistics, correlation analysis, and mediation regression in SPSS. Additionally, the analysis demonstrates that EE completely mediates the relationship between PR and OP, emphasizing the function of engagement in organizational behavior research as both a dependent and an intermediary variable. The results influence many areas of business such as managing employees, recruiting new talent, developing leaders and designing organizations. Evidence from research suggests that when workers' self-belief, optimism and workplace identity are improved, the workforce becomes more engaged and performance metrics rise. This finding leads companies to reconsider their recruitment and selection processes and use personality assessments and behavioural profiling tools to ensure employees have traits that match the company's values. When a person is well matched to their job, they are less likely to quit and are more engaged which leads to better performance. The study points out that Indian IT companies should move from transactional ways of managing staff to transformational human resource approaches. Engagement activities should become part of the company's culture, be backed by leaders and be checked regularly using real-time data and employee opinions. Therefore, the study encourages companies to view engagement as a priority for the whole organization, not only for HR, since it helps create new ideas, flexibility and a competitive advantage. It provides a basis for further research on how different resources people have and the situations they face at work affect their own performance and the success of the organization. As a result, it encourages researchers to combine psychology;

management science and organizational development which helps advance both research and practice in management.

5.8 Limitations of the Research

Some aspects of the study limit the findings' generalizability, despite the fact that it offers insightful information about the relationship between Organizational Performance, Employee Engagement, and Personal Resources. First, the research is limited to Hyderabad and to the IT sector, focusing only on five chosen companies. Since the study was so detailed and specific, the conclusions may not accurately reflect the whole Indian IT sector or other regions with different organizational cultures and populations. The sample of 419 respondents was sufficient for the study, but it might not include all the different experiences, practices and engagement strategies used in the broad range of IT companies in India. Therefore, the data set might not include information about micro-cultural differences, policy choices or leadership approaches within the organization. Data collection was also challenging in several ways. Since IT organizations have set structures and confidentiality rules, employees usually hesitated to give detailed and open answers, mainly about sensitive aspects of the organization's performance and engagement. This restriction may have caused some respondents to provide answers that were more acceptable, which may have affected the veracity of some findings. The study only employed quantitative data, and the primary method of information collection was questionnaires. Even though numbers were accurate, using only surveys missed out on what interviews or focus groups could have revealed about employees' feelings. Future researchers could use different approaches to investigate the concepts more fully and thoroughly.

5.9 Future Research Prospects

A number of research ideas are proposed in light of the current study's findings and recognized problems in order to enhance the scholarly discourse and increase the utility of Organizational Performance (OP), Personal Resources (PR), and Employee Engagement (EE) in the field of human resource management. In addition to the IT industry, it would be beneficial for future research to conduct this study in the

manufacturing, healthcare, education, and service sectors. Comparing the results would validate the conceptual model and make it possible to generalize findings across sectors. Further research could take a longitudinal method to examine how Employee Engagement evolves over time and how it connects to individual resources and organizational outcomes, even though this study used a cross-sectional design. Longitudinal data allows us to examine how things influence each other, how changes happen over time and the lasting impact of management and engagement. Thirdly, the scope of the sample frame was not very broad. Including more diversity in both study locations and research teams will strengthen and broaden the findings. Researchers could study groups of employees from different levels, departments and backgrounds to see how effects on employees vary. Another approach is to use personality psychology in the processes of choosing and engaging employees. Future research might explore how things like resilience, adaptability, emotional intelligence and a proactive personality influence engagement at work. Using psychometric tools during recruitment or development can give useful advice for improving how employees fit into the organization and perform consistently. Also, future research might look into why some IT companies have difficulty maintaining high Employee Engagement. Researchers could examine the impact of the company's culture, the way leaders behave, technology-related stress, working from home and what employees now expect. In this situation, turnover intention, employee well-being, burnout, work-life balance and ethical behaviour can be investigated as things that either lead to or result from engagement. In the future, studies can improve their methodological quality by using mixed-methods which bring together the statistical strength of quantitative methods and the rich stories of qualitative methods. Future studies should use multiple approaches such as in-depth interviews, case studies and ethnographic observations, to learn more about how employees feel and work, since surveys alone might not be enough.

5.10 Conclusions

The study examined the relationships between Organizational Performance (OP), Employee Engagement (EE), and Personal Resources (PR) in the Indian information

technology (IT) sector, with a focus on Hyderabad. The study's conclusions, which are supported thorough statistical and theoretical analysis, will be useful to managers and researchers working in the Human Resource Management (HRM) sector. It was confirmed in the study that self-efficacy, optimism and organisational-based self-esteem are important for increasing Employee Engagement. Employee Engagement was therefore discovered to be a critical component of an organization's performance, demonstrating that motivated employees are better at accomplishing objectives, generating fresh concepts, and overcoming obstacles. This study discovered that Employee Engagement serves as a complete mediator, bridging the gap between individual assets and organizational effectiveness. It validates the notion of incorporating the Conservation of Resources (COR) theory into HR planning and demonstrates the accuracy of the Job Demands-Resources (JD-R) model. The statistical evidence demonstrated a robust relationship between the three constructs, as demonstrated by correlation, regression, and mediation analysis. Personal Resources had a direct effect on performance, but this effect became very small when Employee Engagement was present. It shows that Employee Engagement is not just a result, but a process that helps change psychological capital into measurable achievements for the organisation. For managers, this research shows that IT companies should prioritise developing individual skills and creating strategies for Employee Engagement. In this way, organisations can lower staff turnover and burnout and encourage employees to do their best. In IT and similar knowledge-based industries, people's skills and knowledge are the main reasons for success, so Personal Resources should be seen as key assets. Furthermore, the way people relate the constructs is strongly affected by their demographics. Because of this, it is important to have employee support and performance plans that are tailored to age, gender, position and department when they are being developed. It provides new insights to HRM by demonstrating, through research, that psychological resources help employees engage which in turn leads to better organisational outcomes. It also fills a gap in Indian literature, as there are few studies that look at these concepts together, mainly in the IT sector. Long-term success and the well-being of employees require organizations

to focus on Personal Resources, engagement culture and employee development which should be core principles in their approach. This framework should be studied in different fields and areas, track long-term effects and explore other factors that might explain this relationship better.

5.11 Summary

The aim of the thesis was to examine how, in Hyderabad-based IT companies, Employee Engagement (EE) acts as a mediator between Organizational Performance (OP) and Personal Resources (PR). All of the research's objectives and hypotheses were met, and it was backed by thorough statistical analysis. Personal Resources were found to be closely associated with both Employee Engagement and Organizational Performance. Additionally, a positive and strong association between Employee Engagement and Organizational Performance was identified, validating its role as a mediator in the triangle. The findings from the mediation analysis which used regression coefficients, confirmed that the mediation was complete. Since the p-value was non-significant (0.167), there was no direct influence of PR on OP; however, the indirect effect of PR was significant (0.049). Total Effect (c), the total of the direct and indirect effects, was 0.173. According to the framework outlined by Baron and Kenny, it satisfies the whole mediation criteria. The fact that the indirect path through EE is important and the direct path is not indicates that PR primarily influences OP by increasing Employee Engagement. It was also found that age, experience and how long someone has been with the organization are important factors that predict PR, EE and OP, meaning each organization may need its own HR strategies. Theoretically, the findings demonstrate that Employee Engagement is both a result and a crucial mechanism via which psychological resources contribute to positive organizational outcomes.

The study is helpful for Human Resource Management, Organizational Behaviour and Strategic Management, as it shows that engagement-focused interventions are at prime. It also points out that self-belief; self-esteem at work; hopefulness and resilience are key factors that help people stay involved. Thus, highly engaged employees are more dedicated, perform better, generate new ideas, and are happier in their positions—all of

which support the company's long-term success. The study is noteworthy because it offers proof of these connections in Indian IT firms, which are distinguished by high performance standards, shifting project-based work, and high staff turnover. The focus on industries makes this subject more relevant as more attention is paid to keeping talented individuals and increasing productivity in the digital environment.

For this reason, IT firms should create regular processes to support and improve both the skills and involvement of their employees. Keeping an eye on engagement figures, applying targeted actions to help employees and making use of demographic information in HR rules can greatly improve how flexible and successful the organization is. The research highlights how personal qualities and support systems influence each other which can help guide future HRM practices and leadership approaches in tech-driven workplaces.

5.12 Social Impact of the Study

This research has significant social effects, especially by changing how Indian IT organizations view the relationship between workers' psychological resources and company-wide achievements. The study demonstrates that Employee Engagement helps link Personal Resources to Organizational Performance, providing useful advice to managers and starting a discussion on how workplace well-being is important for society's sustainability. By encouraging IT companies to build their employees' Personal Resources—such as self-efficacy, optimism, and organizational-based self-esteem—which is critical for resilience, motivation, and mental health, the study contributes to the improvement of social well-being. As a result, workers feel more secure and social which helps families and communities linked to the company. Second, the findings highlight that engaged workplaces may help reduce people choosing to leave. When employees are more involved at work, they tend to be more content and dedicated which helps them stay employed, reduces the number of people leaving and lowers the stress caused by job insecurity. These enhancements boost the morale of workers inside companies and also in the wider workforce. Third, the research points out that encouraging employees and their well-being helps companies become more ethical and responsible. This helps prevent

exploitation and motivates companies to focus more on equity and people in their governance. The study also argues that, from an economic development viewpoint, growth should be based on building capacity instead of just focusing on maximum output. When companies invest in their people and offer psychological support, they can avoid relying on cost-saving measures which leads to economic growth that is sustainable and in line with SDGs such as decent job opportunities and economic growth. Furthermore, the results support Human Resource Management policies by proving that using psychological tests and measuring Employee Engagement helps in recruitment, training and retention. Therefore, those in charge of policies and organizations can use a strong framework to design HR practices that support both efficiency and employee well-being. Sixth, the study supports changes in education and training by showing the need to update current curricula. Future managers and professionals can learn to appreciate the value of employee-focused performance, so they can guide organizations that put well-being, empowerment and value above just completing tasks. The study also helps create a more empowering culture. If workers are encouraged to develop them, they usually engage in helpful civic activities, support diversity and inclusion at work and contribute to their community. Consequently, the research-based organizational practices help build better companies and also encourage equality and togetherness in society.

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APPENDIX-I

Date:



Asma Bano

Registration no: 11816298

Programme Name: Doctor of Philosophy (Management)

University: Lovely Professional University, Punjab

Subject: Letter for candidacy for Ph.D. Request to collect data from the employees.

Dear Manager,

I, Asma Bano, a research scholar in the discipline of management at Lovely Professional University, wanted to put forward the request seeking permission to collect the data from the employees of the company for my research work titled **“A Study of Employee Engagement in the relationship between Personal resource and Organizational Performance of Select Information Technology Companies with reference to Hyderabad City.”** I am pleased to inform you that I have completed my pre-Ph.D. and am in the stage of data collection from the IT companies in Hyderabad. Therefore, I kindly request you to grant permission and allow me to collect the data from the middle-level employees of the company of yours, which will help me to move

forward in my research work and reach to the desired outcome. Your support and cooperation are very much needed in the completion of this endeavour, where you also become an important part of bringing out genuine & quality work and solutions to the problems of employees in the attainment of the goals. Suggestions and recommendations provided by you will be deeply taken into consideration, for which I shall remain grateful to you. Thanks & Regards.

Asma Bano
Research Scholar
Mittal School of Business
Lovely Professional University, Punjab,
E-mail id: asmabanu_522@yahoo

APPENDIX-II

COMPANY PROFILES

INFOSYS, HCL TCS, WIPRO, and TECH MAHINDRA are the companies analysed for the current research. The following includes the profiles of the companies mentioned above, which are considered to be the study sample.

PROFILE OF INFOSYS

Introduction

Infosys Technologies Ltd. is an Indian software development company headquartered in Electronics City, Bangalore. Because of the concentration of high-tech global and domestic enterprises, this area is sometimes referred to as "India's Silicon Valley" (*Economic Times*, September 2020). As an Indian Company, Infosys Technologies has achieved several important milestones under the leadership of its Chairman and CEO N.R. Narayana Murthy. Among these accomplishments are becoming the first Indian company registered on an American stock exchange and the principal to implement an employee stock option plan (ESOP). Due to their involvement in the business's Employee Stock Ownership Plan (ESOP), about 500 personnel have converted millionaires. N.R. Narayana Murthy and a group of seven software developers founded Infosys Technologies Ltd. in 1981 Bangalore, India. The founders each contributed about \$1,000 to the company.

Expansions and Establishments

The organization released its chief abroad chapter in the United States in 1987. Infosys Technologies had rapid expansion following the enactment of a set of economic reforms in India in 1991. In 1992, the organization became a publicly traded corporation through an initial public offering (IPO) on three of India's nine stock markets, which took place in 1993. In 1993, the company received ISO 9001/Tick IT certification, and in 1995, it extended its research centres throughout India (The TickIT Guide, 1995). In addition to its sprawling 400,000-square-foot Bangalore headquarters, the firm maintained outposts in notable cities such as Boston, New York, and Maastricht, Netherlands. In 1996, it established its European headquarters in the United Kingdom. The organization's primary establishment consisted of many networked workstations, more than 1,000 in number, which were used for software development. The company created the reservation system for Holiday Inn in the United States. Reebok International, Nestlé S.A., and AT&T were among the other clients. Infosys established its headquarters in a location known as 'India's Silicon Valley' because of its significant concentration of over 100 foreign and domestic firms. The corporation's principal software development hubs were located in Electronics City, a neighbourhood inside the southern Indian city of Bangalore (Balaji, 2004). Siemens and Hewlett-Packard are the other high-tech companies with operations in that area.

Annual Reports

Several incentives enticed these businesses, including the lack of labour unions among the firm's employees, the exemption of software exports from taxation in India, the relatively low cost of giving perks, and the substantial profit potential (Infosys, Annual Report FY20-21). Infosys Technologies reported a net revenue of \$68.33 million for the fiscal year 1998, which ended on March 31st, a 73 percent increase over the previous fiscal year of 1997. As a result of its offshore software development approach and targeted advertising of certain services, the company saw considerable growth (The Economic Times, 17 July 2012).

Infosys Technologies offered its customers an offshore model in which the company would set up a replica of its worldwide clients' systems and infrastructure in India. In fiscal year 1998, the company's market value increased significantly, from roughly \$192 million at the end of 1997 to nearly \$770 million. Four marketing offices—two in the US and one each in Canada and Japan—were established in the fiscal year 1998. The organization had twelve promotion offices, eight of which were in the United States and the remaining four in various overseas countries. Throughout the fiscal year, the firm successfully added 40 new customers. Repeat business conducted aimed at a sizable portion of the company's revenue, accounting for more than 70% of total revenue (The finance journey Infosys, 23 October 2017).

Awards and Achievements

Various initiatives were launched throughout the year, including manufacturing services, Internet and intranet solutions, and Enterprise Package Solutions. The organization continued working with subjects linked to the Euro's transition. Technical staff employees increased from 1,396 at the end of fiscal year 1997 to 2,186. The number of employees increased significantly, rising from 1,701 to 2,622. In 1998, the company established the Infosys Towers facility in J.P. Nagar, Bangalore, to improve dispersed software expansion. It was also decided to expand the development centres in Pune, Bhubaneswar, and Chennai. With a completion date of December 1999, the company also initiated a building on Infosys Park in Electronics City, Bangalore. In fiscal year 1998, Infosys Technologies became one of only around 20 firms worldwide to reach Level 4 of the Capability Maturity Model (CMM) developed by the Software Engineering Institute (SEI) at Carnegie Mellon University. The accreditation included fixed-price software improvement, preservation, and re-engineering procedures, which accounted for roughly 90% of the company's income. The accreditation proved the organization's commitment to meeting global quality standards. In October 1998, Infosys Technologies held its third annual client conference. The conference was used by the company to disseminate its most effective methods to its customers and to increase the

effectiveness of its global distribution framework. Approximately 60 client representatives attended this year's meeting. The organization prioritized the expansion and maintenance of long-standing relations with its customers. The proportion of income earned by repeat business increased significantly in 1999, hitting 90 per cent, up from 83 per cent the previous year (Bangalore-India press release, 1999). North America was the principal source of revenue for the company, accounting for 82 per cent of total sales both 1998 and 1999. Europe contributed approximately 8% of the total in both years, while India accounted for approximately 3%. The remainder was allocated to the rest of the world's population.

Growth

Infosys Technologies secured 39 new clients in fiscal year 1999, including The Boeing Company, Paradyne Corporation, and AMP Inc. Infosys Technologies was officially listed on the NASDAQ stock exchange on March 11, 1999. This company is the first Indian-registered entity to be listed on an American stock exchange. By being listed on the NASDAQ exchange, Infosys Technologies established a 28-employee stock option plan, aided by the use of American Depositary Receipts (ADRs), with each ADR representing a fractional ownership of half a share. The firm had distributed 4.16 million American Depositary Receipts (ADRs) as of mid-2000. Infosys' Global Delivery Model enables collaborative software development across multiple geographical zones. The company's market capitalization surpassed \$20 billion in February 2000. In the fiscal year 2000, which ended on March 31, Infosys Technologies reported sales of \$203.44 million, a 68 per cent increase over the \$120.96 million achieved in 1999. Net income increased significantly from \$17.45 million in the fiscal year 1999 to \$61.34 million in the fiscal year 2000 (Annual quarterly results, 2000). According to CEO N.R. Narayana Murthy, the company's revenue growth is driven by ongoing demand for e-commerce services, a market with a solid track record. At the end of March 2017, Infosys employed 200,364 people, with women accounting for 36% of the workforce. The organization's team is made up of people from 129 different nations. As of 2016, 89% of the organization's workforce was based inside India's borders. 79% of the workforce is dedicated to

software specialists, 16% to business process management (BPM), and 5% to support and sales positions (The Economic Times January 2022.) During the fiscal year 2017, Infosys received a substantial influx of 1,293,877 applications from job seekers. The company successfully boarded 51,004 new employees, representing a 4% hiring rate. These figures do not include financial information from the company's subsidiary entities (quarterly results, 2017-2018). During the fiscal year 2017, Infosys Ltd.'s attrition rate, excluding its subsidiaries, was 15%. The Infosys global education centre, which sits on a 337-acre campus, is the world's largest business university (annual report, 2018).

PROFILE OF HCL

Introduction

HCL Technologies Limited is a multinational firm that specializes in information technology services. The firm was first moulded as an investigation and growth initiative to assist HCL Limited. As it moved into the software services market, the parent company created a distinct lawful unit in 1991. Shiv Nadar founded the business, which is presently traded on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The company serves international markets. HCL Technologies Ltd, formerly Hindustan Computers Limited, offers various services such as remote infrastructure management, IT referring, enterprise conversion, manufacturing, R&D, and commercial procedure subcontracting. HCL stands for Hindustan Computers Limited. A multinational company started in India ([HCL Tech, 1991](#)). The organization has a global presence, with offices in 32 countries worldwide.

Products

Aircraft and defence, automotive, consumer electronics, energy and utilities, financial services, government, independent software vendors, industrial manufacturing, mining, and natural resources, life sciences and healthcare, media and entertainment, retail and consumer, oil and gas, telecom, public services, semi-conductors, server and storage, travel, transportation and logistics, and hospitality are all areas in which the company operates. HCL has formed collaborations and alliances with over a hundred renowned firms in speciality technology and go-to-market activities (The Economic Times, 2015).

The company has formed strategic alliances with Microsoft, Cisco, EMC, and SAP. Other notable firms with which the corporation has strategic ties include Symantec, Oracle, IBM, VMware, TIBCO, and HP (microsoft.com). Furthermore, the business has formed specialized alliances with well-known companies such as NetApp, BMC Software, and Teradata, among others (The Times of India, 2014)

Expansion and Establishments

HCL Machineries is one of four businesses in HCL Establishment's portfolio. The corporation was founded due to its relationship with HCL Enterprise, specifically as its research and development branch. The parent company spun it off into a self-governing corporation in 1991. Through this organization, HCL Corporation forayed into the IT services business. The root company, HCL 35 Technologies, has several remarkable milestones, including developing and implementing several groundbreaking technologies (The Economic Times, April 2013). From 1991 to 1999, the corporation expanded tremendously in its activities, expanding its corporate presence to numerous countries like the United States, Europe, and APAC. On November 10, 1999, the firm went public. In 2002, it finalized the acquisition of Gulf Computers Inc., a company established in the United States, as part of its strategic expansion plans. The company's sales in fiscal year 2015 were USD 5.92 billion. In addition to receiving multiple awards and citations, the company has gained international prominence for its Employees First Initiative. This project attempts to authorize workforces throughout the firm by implementing a 360-degree responsibility strategy (annual reports, 2015-2016).

Awards and Achievements

The group is currently involved in Project Samudhay, overseeing the development of 100 communities. This effort aims to make considerable changes in various areas, including water management, women's welfare, education, healthcare, and sanitation, thereby supporting comprehensive community transformation. It is also linked with Udayan Ghar, a non-governmental organization that promotes holistic communal improvement. HCL Technologies is now working on the Go Green software package, which intends to

develop and implement a comprehensive framework for promoting and maintaining ecologically sustainable practices. HCL Technologies is a multinational machinery corporation that helps businesses reimagine their processes to adapt to the digital age. Our organization's technological yields, facilities, and manufacturing are the outcome of a four-decade-long process of constant innovation. Our management philosophy is well-known worldwide, and we have built a strong culture of innovation and risk-taking ([Go-Green.pdf, 2008](#)).

Furthermore, we are unwavering in our dedication to cultivating client relationships. HCL is a multinational corporation that operates through a comprehensive system of R&D labs, invention laboratories, and transport midpoints. HCL serves renowned organizations in various industries, with a team of over 124,000 entrepreneurs scattered throughout 41 countries.

Revenue

HCL particularly supports 250 Fortune 500 businesses and 650 Global 2000 companies. HCL produced a combined income of USD 8.0 billion in the fiscal year ending June 30, 2018. 36 Through our Mode 1-2-3 strategy, HCL offers merchandise, resolutions, amenities, and intellectual property (IP). Digital, Internet of Things (IoT), Cloud, Automation, Cyber Security, Analytics, Infrastructure Management, and Engineering Services are important focus areas. ([Financial Statements, 2018](#)). These solutions are designed to assist businesses in reinventing their company operations to meet the needs of the digital era. The Infrastructure Services Division (ISD) is the subdivision in custody of administering and maintaining an administration's infrastructure systems and services. HCL Infrastructure Services branch (ISD) is a branch of HCL Technologies that provides IT services. HCL ISD was founded in 1993 and is headquartered in Delhi, NCR, and India. Its principal goal is to talk about the request for economic management of tools substructure in various geographical sites. HCL ISD, formerly HCL CommNet Systems and Services Ltd. in India, expanded its portfolio in 1993 to deliver full initiative IT infrastructure resolutions globally (HCL tech, 2021). This strategic decision was highlighted by acquiring the original contract for India's chief floorless standard

conversation. The goal was to improve substructure enactment while achieving significant cost savings (Business Standard India, 2018)

PROFILE OF TCS

Introduction

TCS China was established in 2017 as a combined undertaking by the Chinese government and numerous additional parties. Tata Consultancy Services (TCS) is typically regarded as one of the most valuable Indian companies based on market capitalization. Tata Consultancy Services (TCS) has established a significant value position among the world's most renowned IT services companies. Tata Consultancy Services (TCS) accounts for 70% of its original business dividend income, Tata Sons, formerly Satyam. The initial company has to vend a substantial quantity of TCS stock in bulk, valued at \$1.25 billion. According to the 2015 Forbes ranking of the World's Most Innovative Companies, TCS was ranked 64th, making it the leading IT services provider and the leading Indian company. The company in question is the second-largest provider of information technology services globally. 2017, it was graded tenth on the Fortune India 500 list (TCS Forbes, 2017). In April 2018, Tata Consultancy Services (TCS) befitted the principal Indian IT company to surpass \$100 billion in marketplace capitalization. TCS is the second Indian company to achieve this distinction after Reliance Industries in 2007. TCS's market capitalization on the Bombay Stock Exchange has surpassed Rs 6,79,332.81 crore (\$ 102.6 billion), further establishing its dominance in the Indian IT industry.

The company fits the illustrious Tata Group, a renowned and familiar variety of commercial goliath companies in India. The company's corporate headquarters are in Mumbai. The company operates 105 delivery locations across 20 additional countries in addition to 142 offices in 42 countries (Corporate Sustainability Report, 2009-10. The Bombay Stock Exchange and India's National Stock Exchange both trade the company's

shares (TCS Stocks, 2011). In 1968, Tata Consultancy Services Ltd. was founded. To meet their needs for management consulting services and electronic data processing (EDP), Tata Sons Ltd. established the aforementioned business division. They started their first overseas assignment in 1971. In 1974, the company established its first offshore client, thereby pioneering the global delivery paradigm for IT services. The first IT research and development division in India was established in 1981 at the Tata Research Design and Development Centre in Pune. In 1985, Compaq (previously Tandem) created the first offshore development site tailored to a single client. The company purchased the public sector division CMC Ltd. in 2001. The association expanded its purview to include developing nations like China and Uruguay in 2002. In 2003, Tata Consultancy Services (TCS) became the first Indian software company to reach \$1 billion in revenue, a significant corporate milestone. The company recognized a potential subcontracting prospect in e-commerce and connected facilities, which led to the formation of its e-business branch and a group of ten employees (Annual Reports, 2013).

Expansion and Establishments

By 2004, the corporation had received a \$500 million cash contribution from the e-business industry. The company successfully integrated TCS Commercial Revolution Resolutions Ltd. (formerly known as Phoenix Global Solutions (India) Ltd.) and WTI Advanced Technology Ltd. during the 2004–2005 fiscal year. Consequently, the company created these two entities as subsidiaries. In July 2004, Tata Consultancy Services (TCS) carried out the biggest initial public offering (IPO) in the Indian private sector using capital markets. This IPO successfully raised approximately \$1.2 billion. On August 9, 2004, the organization held an initial public offering, which resulted in its transformation into a publicly traded company (Annual Reports, 2005). The company successfully acquired Swedish Indian IT Resources AB (SITAR), Comicro S in Chile, and Financial Network Services (Holdings) Private Ltd in Australia (FNS) during the 2005–2006 fiscal year. The company expanded its operations in the life insurance sector

by forming strategic alliances with Diligenta Ltd. Furthermore, a joint venture was established between the State Bank of India and the corporation (Annual Reports, 2006).

C-Edge Technologies Ltd. (C-Edge) was established to offer the banking and financial services industries state-of-the-art technological solutions and superior domain consulting services. The company started a new project during the year, which was unheard of for an Indian provider of IT services. Three of its wholly owned subsidiaries, TCS Business Transformation Solutions Ltd., Aviation Software Development Consultancy India Ltd., and Airline Financial Support Services (India) Ltd., were merged by Tata InfoTech Ltd. in April 2005 as part of a corporate reorganization process (ShowRationaleReport, 2016). During the fiscal year 2006-07, a joint venture between the company and the government of Madhya Pradesh resulted in the formation of MP Online Ltd. This company was founded to provide various computer-based services within Madhya Pradesh through its wholly-owned subsidiaries (Annual Reports, 2007).

To improve customer-centric operations and revolutionize digital commerce, the company formed Digital Software & Solutions Group as a new subsidiary in 2014. Diageo identified the company as a strategic partner for the duration of the stipulated year (Annual Reports, 2014). During the fiscal year, the business launched a Software Assurance Solution created in partnership with Nissan. Nelson Hall named the company a "Leader" in Retail Banking BPO for the entire year. The entire share capital of PT Tata Consultancy Services Indonesia has been acquired by Tata Consultancy Services Asia Pacific Private Ltd and Tata Consultancy Services Malaysia. This company was founded to offer 39 IT-related and consultancy services to the Indonesian market. A wholly-owned subsidiary, Tata Consultancy Services Netherlands B.V., spent Rs 368.06 crore to acquire a 75% stake in the Swiss company TKS-Teknosoft S.A. TCS FNS Pty Ltd, a subsidiary, has paid Rs. 15,75 crores for a 100 percent equity investment in TCS Management Pty Ltd, an Australian company ([Bajaj FinServ securities, 2007](#)). The business acquired a 60% stake in Tata Consultancy Services (Africa) (Pty) Limited on October 23, 2007. In addition to investing in South Africa, Tata Consultancy Services (Africa) (Pty) Limited provides information technology services. 40 On January 24,

2008, the business sold its shares of Conscript (Pty) Ltd for Rs. 3.83 crore. In March 2008, TCS Seven Hills Park, the North America Delivery Center, opened. The corporation acquired a 96.26% stake in TCS e-Serve Ltd, formerly Citigroup Global Services Limited, a captive business process outsourcing (BPO) company in India that was controlled by Citigroup Inc. during the 2008–2009 fiscal year. A total of USD 504.54 million was spent on the transaction (Annual Reports, 2008).

Annual Reports

During the 2010–2011 fiscal year, the company established five subsidiary companies: Retail FullServe Limited, MS CJV Investments Corporation, Diligenta 2 Limited, MahaOnline Limited, and CMC eBiz Inc. Additionally, Financial Network Services (H.K.) Limited was deregistered and liquidated during the fiscal year. On July 28, 2010, the Company founded MahaOnline Ltd (MahaOnline) in compliance with a contract by the Government of Maharashtra. TCS and the Maharashtra government were both equity investors in this transaction. Maha Online is an online portal that provides digital citizen services to Maharashtra residents (Annual Reports, 2011). TCS's innovative eGovernment solution, DigiGov, has been smoothly integrated into the citizen services website. Diligenta Limited, a majority-owned company, successfully acquired all of Unisys Insurance Services Limited's (UISL) shares on August 31, 2010. A British company called UISL provides life and pension services to its clients. The business that was formerly known as UISL changed its name to Diligenta Limited as a result of this transaction. On October 4, 2010, the whole share capital of MS CJV Investments Corporation was acquired by Tata America International Corporation, a wholly-owned subsidiary of the Tata Group. Consequently, the group now owns 74.63% of Tata Consultancy Services (China) Co., Ltd., up from 65.94% previously. On October 8, 2010, the company purchased all of SUPERVALU Services India Private Limited's shares (Annual Reports, 2011).

Products

The organization was contracted to create and manage the Uttar Pradesh State Data Centre. In February 2011, the United Arab Emirates integrated telecommunications

service provider, inked a five-year partnership. Additionally, the business introduced iON, a comprehensive IT solution designed specifically for SMBs. iON uses easily accessible cloud computing technologies to offer on-demand corporate solutions. Delivering IT services to small and medium-sized businesses (SMBs) is the goal of the third-generation service model (TCS, SMB). The establishment of the TCS-SMU iCity Lab was announced by TCS and Singapore Management University (SMU) in August 2011. SMU is home to the laboratory. The collaboration agreement formalizes the two institutions' collaboration to construct a new research facility. This facility will be dedicated to creating intelligent city (iCity) industry standards and information technology frameworks ([Lab Partnership extension, 2011](#)). In December 2011, Call Genie, Inc. signed a five-year reseller deal with Tata Consultancy Services (TCS), a foremost breadwinner of IT services referring and commercial elucidations. Under this deal, TCS will resell all Call Genie and UpSnap Mobile products globally. The business and Europcar struck a long-term agreement in February 2012, which required a substantial financial outlay of millions of dollars. After conducting a comprehensive analysis, the company's IT division, Europcar Information Services (EIS), ultimately selected TCS to manage the strategic development of IT services for the business's French operations ([Economic Times, 2012](#)).

Furthermore, the organization has recently announced the development of a novel collaborative enterprise, Nippon TCS Solution Centre Ltd, which specialises in servicing the Japanese market in conjunction with Mitsubishi Corporation. The goal of the Nippon TCS Solution Center is to provide Japanese businesses with a comprehensive variety of IT BPO and infrastructure services. Mitsubishi Corporation will maintain a 40% minority stake, while TCS Japan would own a 60% controlling stake (www.businessstoday.in).

Awards and Achievements

Additionally, the combined project establishes a distribution center near the coast of Japan. The company received multiple awards in 2012, including the French Innovation Award and the SAP Reward of Superiority for achieving ideal worth comprehension in

the Scheme Band Package. It received the Eaton Premier Supplier Award, the US National Science Foundation's 'People Choice' award, and SAP's Achievers 50 Most Engaged Workplaces in the US Partner Impact Award in 2011 ([Stock TCS](#)). A reputable research firm recognized the above mentioned company as a Leader in Oracle Application Organization Amenities 2013. The organisation effectively acquired ALTI, a French IT Services firm. The organization has introduced a mobile 43 telematics solution for auto insurers (Press release, 2013). Tata Consultancy Services (TCS) signed definitive agreements on April 9, 2013, to acquire Alti SA, a French provider of IT services, for a total of 75 million Euros. The entire transaction was conducted with cash.

Throughout the year, the company won a lot of accolades, including ones that were presented to other companies. At the 2014 Diversity and Inclusion (DANDI) Awards Ceremony, TCS UK received the Gold Award for "Innovation in Learning" in honor of its outstanding workforce development programs. The Reputable Association of Management Consulting Firms receives the Leading Vendor Award for Quality Assurance Services. For the current year, SNIA has named the business the Exclusive Certification Services Provider for CDMI Conformance Testing. The business was also recognized as a Leader in Capital Markets Business Process Outsourcing (BPO) by Everest Group. TCS announced the merger of TCS Japan IT Frontier Corporation (ITF), a wholly-owned IT subsidiary of Mitsubishi Corporation (MC), and Nippon TCS Solution Centre (NTSC) on April 21, 2014. This strategic decision was made to establish a robust IT services market in Japan. The Boards of Directors of both companies authorized the merger of CMC and TCS on October 16, 2014.

PROFILE OF WIPRO

Introduction

The corporation was founded in Amalner, Maharashtra, on December 29, 1945, under the direction of Mohamed Premji. Originally known as 'Western India Vegetable Products Limited,' the company subsequently altered its name to 'Wipro.' The company was established in Amalner, Maharashtra, India, with the primary objective of manufacturing refined vegetable and sunflower oils under the brand names Kisan, Sunflower, and

Camel. Mohamed Premji died in 1966, and his son, Stanford University, assumed the position of chairman of Wipro. The corporation shifted its attention to expanding commercial opportunities in India's information technology and software business in its childhood stage. On June 7, 1977, the company changed its name from Western India Vegetable Products Limited to Wipro Products Limited (Wipro, Wikipedia).

Wipro was founded in 1980 in the field of information technology. The company, formerly Wipro Products Limited, altered its name to Wipro Limited in 1982. Wipro maintained its consumer product expansion in the interim by developing "Ralak," a family soap infused with Tulsi, and "Wipro Jasmine," a washing detergent. In 1988, Mr Premji obtained a one-million-dollar credit from Sonkar and Sons to establish the initiative. As a consequence, the entire debt was discharged. Wipro initiated a diversification strategy in 1988, expanding its product line to include industrial cylinders with a high load capacity and mobile hydraulic cylinders. Wipro GE Medical Systems Pvt. Ltd. was founded in 1989 by the well-known American company General Electric. This joint venture's primary objective was to manufacture, distribute, and maintain imaging and diagnostic instruments (Business Standard, 1989). Later, in 1991, tipping systems and Eaton hydraulic devices were incorporated. In 1992, Wipro Fluid Power acquired the skills and knowledge to deliver customary hydraulic cylinders for building equipment and vehicle tipping systems. In 1990, two new products were introduced: 46 " Santoor" talcum powder and the "Wipro Baby Soft" series of infant amenities. In 1995, Wipro established a foreign design center known as Odyssey 21. This centre was established predominantly to work on innovative technology-based projects and product development for international clients (Quora, 1995)

Expansion and Establishments

In 1994-1995, Wipro obtained ISO 9001 accreditation for five of its industrialized and expansion facilities (Wipro uploads, 2022), 1999 marked the completion of Wipro's acquisition of Wipro Acer. As evidenced by the Wipro Super Genius personal computers (PCs), Wipro's profitability and diversification increased after introducing new products.

In 1999, the merchandise mentioned above became the only Indian computer line to receive the Year 2000 (Y2K) hardware compatibility certification from the US-based National Software Testing Laboratory (Scribbr, 2000)

Wipro Limited partnered with KPN, a major international telecommunications company, to establish "Wipro Net Limited." This partnership's primary objective is to provide internet services to the Indian market. In 2000, Wipro released two solutions, Wipro OSS Smart and Wipro WAP Smart, designed specifically for Internet and telecom solution providers operating in converged network environments. In the same year, Wipro initiated discussions in the early 2000s to form a significant outsourcing-focused joint venture. In February 2002, Wipro developed India's chief software machinery and amenities corporation to receive ISO 14001 accreditation. 2002 it became the first IT establishment to accomplish the SEI People Capability Maturity Model (PCMM) Level 5 by obtaining ISO 9000 certification (Scribbr, 2002).

Additionally, an agreement with Intel was reached for the i-shiksha initiative. In 2006, Wipro acquired cMango Inc., a technology infrastructure referring firm in the United States, and became a European retail solutions provider (Business Standard, 2006). In 2007, Wipro contracted a significant agreement with Lockheed Martin. In addition, the company has agreed to obtain Oki Techno Centre Singapore Pte Ltd (OTCS) and formed an investigation and enlargement partnership in 2007, Wipro in Germany ([Analyst interactions, 2007](#)). Wipro Eco Energy was founded in 2008 to pioneer the renewable energy industry. Science Applications International Corporation (SAIC) and Wipro entered into a contract in April 2011 for Wipro to acquire SAIC's international lubricant and vapour material equipment exercise, which remained a portion of SAIC's profitable trade amenities industry component (Hindustan Times, 2011). In 2012, Wipro, a multinational company, recruited nearly 70,000 transitory professional labourers in the United States on H-1B visas. In 2012, Wipro, an Indian multinational corporation, completed the \$35 million acquisition of Promax Applications Group (PAG), an Australian Trade Promotions Management firm. In addition, Wipro Ltd. made a public announcement regarding the separation of its customer carefulness, illumination,

fixtures, and substructure commerce (hydraulics, water, and medicinal investigative segment) divisions during that year. This demerger led to a novel business recognized as Wipro Enterprises Ltd. The blend remained operational as of March 31, 2013 (Wipro reports, 2013).

Products

Wipro Consumer Care and Lighting Group entered the compact fluorescent light market by launching a line of CFLs underneath the trademark name Wipro Smartlite. For instance, the company expanded between 1997 and 2002, and an empirical analysis revealed that Wipro became the entity that generated the most revenue (Wipro consumer lighting). Wipro introduced its line of laptops powered by Intel's Centrino mobile chip the same year. Wipro has too stretched a settlement with proprietors of Chandrika to advertise their cleanser exclusively to certain Indian nationalities. Wipro recognized a wholly-owned value, Wipro 47 Customer Carefulness Limited, to produce consumer care and illumination products. In 2004, Wipro joined the one-billion-dollar club ([Wipro consumer care](#)).

The entities that underwent demerger contributed nearly 10% of Wipro Limited's total sales in the prior year. In 2014, Wipro, an Indian multinational corporation, entered into a contract with ATCO, a Calgary, Alberta-based company that operates in the Energy and utilities industry. The transaction lasted ten years and was worth \$1.2 billion. The transaction described above is the most significant in Wipro's antiquity. Wipro proclaimed its intention to acquire an Indianapolis-based cloud services provider in October 2016,

On August 16, 2017, Wipro Limited employed a 5-year contract for IT arrangement and application-managed amenities with Grameenphone (GP), a prominent Bangladeshi telecommunications company. Telenor Group, one of the leading mobile businesses in the world, owns the majority of Grameenphone Ltd., the largest portable broadcasting provider in Bangladesh. It has been entrusted with managing the entirety of GP's IT infrastructure using the superior capabilities of Wipro HOLMES. According to the terms of the agreement, Wipro will be responsible for the entire construction and

administration of applications, as well as providing groundwork provision besides conservation and handling backbone workplace functions for GP. This conglomerate brings into line with Wipro's strategic objective to increase localization efforts, expand its market presence, and then investigate innovative commercial opportunities in the country (Wipro encyclopedia)

Awards and Achievements

In order to fulfill its objective of constructing a unique delivery facility in Bangladesh by 2018, Wipro has stimulated creative software by implementing the General Data Protection Regulation (GDPR) in Europe. It proclaimed publicly in March 2018 its plan to acquire a 33.33% interest in Denim Group. In April 2018, the corporation ended its part in the airfield IT facilities joint venture. As a result of an unsatisfactory SAP rollout, Wipro compensated National Grid US \$75 million in August 2018 (Reuters, 2018). This settlement followed a 2014 audit that warned the corporation may face costs of up to \$1 billion (Wipro reports, 2014). Wipro took up the job of systems integrator in 2010. Unfortunately, problems arose during the implementation phase, resulting in significant costs and bad consequences for the company's reputation. The goal of this project was to replace an existing Oracle system. Wipro Consumer Care and Lighting stated in May 2018 that it plans to expand the circulation of the purchased personal care brands Enchanteur and Yardley throughout India. This strategic move strengthened its competitive position against Hindustan Unilever and Procter & Gamble. Unza Holdings, LD Waxson, and Zhongshan have all been cited as recent major acquisitions (Wipro consumer care). Wipro announced the opening of manufacturing operations in Andhra Pradesh and Guangzhou on May 3, 2018. On May 4, 2018, Wipro's store worth had decreased. According to the previous day's media projections, HCL would overcome Wipro to become the third-largest Indian IT business in the given quarter, after only TCS and Infosys.

PROFILE OF TECH MAHINDRA

Introduction

In 1986, Mahindra & Mahindra launched a machinery subcontracting company in partnership with British Telecom. In the beginning, British Telecom owned about 30% of Tech Mahindra. Mahindra & Mahindra purchased a 5.5% share in Tech Mahindra from British Telecom for Rs 451 crore in December 2010. British Telecom sold 14.1% of its equity to official depositors in August 2012, aimed at Rs 49, 139, 5 million. British Telecom generated total gross cash receipts of Rs 1,011.4 crore when it ended the final 9.1% (11.6 million shares) of its stake to institutional investors in December 2012 (The Times of India, 2012)

Expansion and Establishments

The relationship between Tech Mahindra and British Telecom has ended with this transaction. Satyam Computer Services Ltd. was bought out. Following the Satyam scandal of 2008–2009, Tech Mahindra held an auction for Satyam Computer Services. To acquire a 31% stake in the company, Tech Mahindra outbid its formidable rival Larsen & Toubro by offering Rs. 58.90 a share. Subsequent careful appraisal of the submissions, the government-appointed panel of Satyam Computer declared on April 13, 2009, that it had selected Ventura Advisors Private Limited, a division of Tech Mahindra Limited, as the buyer offering the highest sum to purchase a majority stake in the business (Hindustan Times, 2009). This choice, however, is a question of the Honorable Company Law Board's approval. The company has successfully sold Satyam through one of its subsidiaries, even though Satyam is anticipated to have twice as many employees as the company. This merger is one of the biggest in India's technology sector, making it noteworthy (*BNLive*, 2009).

Revenue Growth

The combination of Tech Mahindra and Mahindra Satyam was formally proclaimed following approval by the boards of both businesses on March 21, 2012. This strategic alliance aimed to create an IT company with a \$2 billion bazaar cover. A merger of two companies was approved by the Bombay Stock Exchange and the National Stock Exchange (Scheme of Amalgamation, 2012). With approval from the Bombay High Court, the Andhra Pradesh High Court sanctioned the combination of Tech Mahindra and

Mahindra Satyam on June 11, 2013. On June 25, 2013, Tech Mahindra announced the completion of its merger with Mahindra Satyam, subsequently becoming the 5 biggest information technology service company in the nation with USD 2.7 billion in revenue.

The corporation's registrar authorised Tech Mahindra's merger on June 24, 2013. According to the agreed agreement, the record date for the share exchange between Tech Mahindra and Satyam Computer Services (also known as "Mahindra Satyam") is July 5, 2013. Due to the merger's completion, trading in Mahindra Satyam (formerly Satyam Computer Services) was halted on July 4, 2013 (Hindustan Times, 2009). For the chief sector determined on June 30, 2013, Tech Mahindra's net income was 686 crore rupees, a 27% increase over the corresponding period in 2012. As of March 2016, Tech Mahindra has more after-tax profits than M&M. Drashekhar estimates that the IT industry has gained about 100,000 employees during the current fiscal year. It is now better positioned to take advantage of its clientele's increased need for digital services ([Tech Mahindra Wikipedia](#)).

APPENDIX-III

Profile of the Respondent (Please ✓ the appropriate option)

Name (optional):

Gender: ☒ 1. Male ☒ 2. Female ☒ 3. Transgender

Education: ☐ 1. Graduation ☐ 2. Post Graduation ☐ 3. Above Post Graduation

Marital status: ☒ 1. Single ☒ 2. Married ☒ 3. Divorced ☒ 4. Widow

Department: ☒ 1. Finance & Account ☒ 2. Marketing ☒ 3. HR ☒ 4. IT
☒ 5. Strategic Mgt ☒ 6. Others

Level of the Business: ☐ 3. Top Level ☒ 2. Middle Level ☒ 1. Lower Level

Name of the Company:

Section-A

Please rate from Strongly Disagree to Strongly Agree the state of Personal Resources in your organization with regard to the following. Kindly ✓ the most appropriate option.

The following are the questionnaire surveyed using five point likert scales from Disagree to Strongly Agree

S/N	Statement	Disagree	Neither Disagree/ Agree	Some what Agree	Agree	Strongly Agree
		(1)	(2)	(3)	(4)	(5)
1. Personal Resources:						
a. Self – Efficacy:						
1	If I put in the required effort and work hard enough, I can always tackle challenging challenges.					
2	If someone opposes me in the event of a conflict, I can find means to get what I want.					

3	I have no trouble achieving my goals and staying true to my objectives.					
4	I have faith in my ability to effectively manage unpredictable circumstances and events.					
5	When faced with an issue, I can typically come up with multiple answers and use my coping skills to manage whatever comes up.					
b. Organizational Based Self Esteem:						
6	Here, I am respected and taken seriously.					
7	Around here, I am valued and significant (part of this place).					
8	Here, people trust me.					
9	I have the power to change things here.					
10	Here, I am helpful, productive, and cooperative.					
c. Optimism:						
11	If something goes wrong for me there is a reaction.					
12	I always have hope for the future.					
13	It's important for me to keep myself busy.					
14	I hardly expect things to my way.					
15	I'm not easily agitated.					
16	As a whole. I anticipate more positive things happening to me than negative ones.					

	Statement	Disagree	Neither Disagree /Agree	Somewhat Agree	Agree	Strongly Agree
		(1)	(2)	(3)	(4)	(5)
II. Employee Engagement						
a. Intellectual Engagement:						
17	I give my task more attention and emphasis..					
18	I give my work a lot of thought.					
19	I am allowed to use my talent with the best of my ability at work					
b. Social Engagement:						
20	My coworkers and I have similar work values.					
21	My coworkers and I have similar professional objectives.					
22	I have the same work attitudes as my colleagues.					
c. Affective Engagement:						
23	I feel positive, energetic and enthusiastic about my work.					
24	I can see myself growing and developing my career in this company					
25	Every day at work, I get to put my strengths to use.					
26	I have all the tools I need to perform my job effectively.					

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Section B:

Regarding the following, please grade the Organizational Performance status in your organization on a scale of Strongly Disagree to Strongly Agree. Please select the best option.

S/N	Statement	Disagree	Neither Disagree /Agree	Somewhat Agree	Agree	Strongly Agree
		(1)	(2)	(3)	(4)	(5)
I	Financial Performance:					
1	The return on investment in our company is well above the industry average.					
2	Value added per employee in our company is well above the industry average					
II	Non-Financial Performance:					
A	Non-Financial Supply:					
3	We have long term partner relationships with our suppliers and maintain excellent partnership					
4	We strongly involve our suppliers in research and development process.					
B	Non-Financial Employee:					
5	There are no cases in our company of people leaving for internal reasons					
6	Productivity of employees in our organization is much higher than industry average.					
7	Employee's trust into leadership is high and strong					

8	I feel very committed and satisfied to the organization					
9	I'm willing to go above and above for the business.					
10	Work cost per employee is average.	1 below	the industry			
11	Absenteeism in our company (relative to competitors) is very low.					
12	Employees have a strong capacity for adaptation and learning.					
13	Risk taking by the company is better than our competitors.					
C	Non-Financial Customer:					
14	In the previous fiscal year, there were significantly fewer consumer complaints, and the processing time for complaints grew.					
15	We are able to retain our existing consumers while attracting new ones.					
16	Our company's reputation among customers has improved.					

Appendix-IV

Responses of Personal Resources and Employee Engagement

PR &EE RESPONSES FOR NEW QUESTIONNAIRE [Compatibility Mode] - Excel (Product Activation Failed)																																			
File Home Insert Page Layout Formulas Data Review View Tell me what you want to do... Sign in Share																																			
AG2 X ✓ f_x =SUM(A2:AF2)																																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI
46	45	1	3	1	4	2	3	3	2	3	2	2	3	3	2	1	2	3	3	2	2	2	5	4	2	3	3	2	4	3	2	2	1	129	130
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Sheet1																																			

PR &EE RESPONSES FOR NEW QUESTIONNAIRE [Compatibility Mode] - Excel (Product Activation Failed)																																				
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152							463	438	496	469	519	465	518	545	551	500	565	549	525	428	508	464	495	531	515	488	519	515	491	437	486	479	16229			

Responses of Organizational Performances

OP RESPONSES NEW QUESTIONNAIRE - Excel (Product Activation Failed)

FileHomeInsertPage LayoutFormulasDataReviewViewTell me what you want to do...

Y20

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
1	1-NAME(O	2-GENDER	3-EDUCAT	4-MARITA	5-DEPART	6.Level of FP1	FP2	NFS1	NFS2	NFE1	NFE2	NFE3	NFE4	NFE5	NFE6	NFE7	NFE8	NFE9	NFC1	NFC2	NFC3		
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6	5	2	3	2	4	2	4	4	2	4	3	3	4	4	4	5	4	3	2	3	3	72	
7	6	2	3	1	4	2	5	5	2	3	2	5	3	4	3	3	4	3	4	5	5	77	
8	7	2	3	2	4	1	5	2	2	2	2	5	5	5	4	5	5	2	1	5	2	73	
9	8	2	3	1	4	2	5	5	3	2	3	2	5	5	5	2	2	4	3	2	2	70	
10	9	2	4	2	3	3	5	2	3	4	3	4	3	5	3	3	4	5	1	5	4	82	
11	10	1	3	2	4	2	5	5	4	4	2	3	4	2	1	3	2	2	2	5	4	74	
12	11	1	3	1	4	2	5	5	2	3	3	2	2	5	5	5	5	5	5	3	3	83	
13	12	2	3	3	3	2	5	5	2	3	4	4	2	4	4	4	5	4	1	4	5	86	
14	13	2	2	2	3	1	5	2	3	2	3	3	3	3	3	3	2	3	3	3	3	70	
15	14	1	3	2	4	2	5	5	2	2	2	4	5	5	5	5	5	5	5	4	5	95	
16	15	2	3	1	4	2	5	5	3	4	3	3	4	5	5	5	5	4	1	5	2	86	
17	16	1	3	2	4	2	2	2	2	4	3	4	2	4	4	4	2	4	2	3	2	75	
18	17	1	3	2	4	2	4	4	2	4	2	4	4	4	5	4	1	2	5	5	4	86	
19	18	2	3	1	4	2	2	2	3	4	3	3	4	4	4	4	2	4	1	5	3	82	
20	19	1	2	1	4	2	1	2	2	5	3	3	2	5	5	4	1	3	4	5	4	81	
21	20	2	3	1	1	3	2	2	3	2	2	3	3	3	3	3	3	3	3	3	3	74	
22	21	2	2	2	4	2	5	5	4	2	4	2	4	4	4	4	5	3	4	4	5	97	
23	22	2	3	2	4	2	5	5	2	2	3	3	5	5	4	4	1	3	4	5	2	90	
24	23	1	3	2	5	2	5	3	3	4	3	3	2	2	1	4	3	4	3	5	4	88	
25	24	2	3	2	4	2	5	5	4	4	4	3	5	4	4	4	1	3	5	3	3	97	
26	25	2	3	2	3	2	3	3	3	2	4	4	3	3	3	3	3	3	4	5	5	91	
27	26	1	3	1	4	2	5	3	3	4	2	3	3	4	4	4	5	3	3	5	2	92	
28	27	2	2	1	4	2	4	4	4	2	2	2	4	4	4	4	1	4	3	5	4	92	
29	28	1	2	2	1	2	3	3	3	3	1	3	3	3	3	3	3	3	3	1	2	78	
30	29	2	2	1	4	2	4	4	4	1	1	3	4	4	4	4	4	4	3	3	3	93	
31	30	1	2	2	4	2	3	3	3	3	1	4	4	4	4	4	1	3	4	5	5	95	
32	31	1	3	1	4	2	3	1	2	1	1	5	2	5	5	2	2	5	3	3	3	88	
33	32	1	3	1	1	2	2	1	1	4	2	4	3	4	4	5	1	5	4	4	5	94	
34	33	1	3	1	1	2	3	1	5	1	3	5	3	3	3	4	3	3	3	5	2	90	
35	34	2	3	2	4	2	4	3	1	1	3	3	5	4	4	4	1	5	5	3	3	99	

Sheet1

APPENDIX-V

National and International Conference/Workshop/FDP Attended

S. No	Institute/University/Place	Month-Date-Year	Conference/Workshop/FDP	Certification
1	Department of Commerce, Government Degree College Korutla in Association with Institute of Public Enterprise(IPE) Hyderabad, India on	March 12 and 13 2024	<i>“Two Day National Level Online FDP on Research Methodology And Project Work Guidance”</i>	Certificate of Participation
2	Hi Learn Edutech Institute, Msme, GOI Registered An ISO Certified Institute Bijapur /Vijayapur, Karnataka	March from 7 to 13 2024	<i>“One Week National level Online FDP on Research Methodology”</i>	Certificate of Participation
3	IQAC, NSB Bangalore in collaboration with Mendeley, Netherlands	February from 26 to 28 2024.	<i>“Three Day International Level Online FDP on Citation and Reference Management for Scholarly Writing”</i>	Certificate of Participation
4	Eudoxia Research Centre and Education, Delhi, India	June 30- July 7, 2023	<i>“International Advance Faculty Development Programme on Quantitative Research Design And Application Of SPSS Software”</i>	Certificate of Participation
5	Research Graduate Consultancy Company	March 11 2023	<i>“Live Training Webinar on Review Paper Publication”</i>	Certificate of Participation
6	Graphic Era Hill University, Dehradun	Feb 27- Mar 3 2023	<i>“5 Day FDP on Communication Skills And Development”</i>	Certificate of Participation
7	Conformity and Evergreen	Jan 20	<i>“One Day Online Workshop on</i>	Certificate of

	Welfare Trust Tamil Nadu	2023	<i>Stress Management And Coping Strategies</i>	Participation
8	National Institute of Technology Kurukshetra	Oct 23, 2022	<i>“Online Workshop on Detecting Fake, Clone & Predatory Journals in Academics “</i>	Certificate of Participation
9	Human Resource Development Center [Under The Aegis of Lovely Professional University, Jalandhar-Delhi G.T Road, Phagwara (Punjab)]	July 18 to July 23, 2022	<i>“Short Term Course on Research Methodology and Data Analysis”</i>	Certificate of Participation
10	Banarsidas Chandiwalla Institute of Professional Studies Sector-11, Dwarka, New Delhi	July 12 To 16, 2022	<i>“One Week Faculty Development Program -Impactful Academic Writing – A Qualitative Approach”</i>	Certificate of Participation
11	Lovely Professional University, Paghwara ,Punjab	Jan 31 to Feb 05, 2022	<i>“Short Term Course on Scientific Writing and Publication”</i>	Certificate of Participation
12	GNA Business School, GNA University, Paghwara,Punjab	June 19-20 2021	FDP on <i>“Emerging Pedagogical and recent Trends in Business Management”</i>	Certificate of Participation
13	Department of Geography, School of Humanities, Lovely Professional University	Mar 15 2021	One Day Online Workshop on <i>“Urban Environmental Challenges: The Problem Quotient and Action Needed”</i>	Certificate Of Participation
14	Shah-I-Hamadan Institute of Islamic Studies, University of Kashmir, Srinagar	Dec -21-2020 to Jan-12-2021	<i>“Three Week International Interdisciplinary Research Methodology Workshop For Research Scholars And Faculty</i>	Certificate of Participation

			<i>Members”</i>	
15	National Institute of Technical Teachers’ Training And Research, Kolkata, India.	Aug 2020	A Short Term Training Program through ICT mode on “Problem Solving and Decision Making”	Certificate of Participation
16	Sree Chaitanya Collage of Engineering, Karimnagar, Telangana	Nov 16 - 17, 2018	Two day National Workshop on “Intellectual Property Rights and Patents” Organised by Ministry of Electronics & Information Technology, Govt of India, New Delhi.	Certificate of Participation
17	Vivekananda Institute of Technology and Science Karimnagar. Telangana	2013	Two –Day workshop on “Stock Market Operations”	Certificate of Participation
18	School of Management Studies, JNTU, Hyderabad	June 8, 2012 to June 28, 2012.	<i>Attended refresher course on “Natural Resource Management”</i>	Certificate of Participation

Appendix-VI

Papers Presented in the Conferences- National and International

S. No	Institute/University/Place	Month-Date-Year	Conferences	Paper Title
19	Department of Business Management, university PG college, Mehboobnagar, Hyderabad	January 29 And 30, 2024	Digital Marketing; Its impact on HR and Financial Services (NCDM)	<i>Research on Telangana Private University Teachers' Levels of Employee Engagement as a</i>

				<i>Predictor of Organizational Commitment</i>
20	Department of Business Administration, Assam University, Silchar	September 14th, 15th, And 16th, 2023	International Seminar on Accounting, Finance, Business, And Social Sciences in Collaboration with Alabama A&M University, (Hybrid Mode)	<i>Organizational Performance Analysis by using Employee Engagement And Personal Resources - A Systematic Study</i>
21	Yildirim Beyazit University, Ankara, Turkey	September 14 -15, 2023,	International Conference on Science, Engineering Management and Information Technology (Semit2023)	<i>Employee-Engagement Level as a Predictor of Organizational Performance A Study of Information Technology Sector in Telangana, India</i>
22	Department of Economics and Commerce, Shatavahana University, Telangana, India	Nov 9&10, 2022	Two Day National Seminar on “75 Years of Indian Economy”	<i>Employee Engagement Study in relation to the Organizational Performance- A Systematic Review</i>
23	Gandhi Global Business Studies, Ganjam, Odhisa	March 25-26 2022	International Conference On Managing Trends In Technology, Economics. Tourism And Social Sciences-	<i>Certificate Of Merit Employee Engagement Strategies-A Review Paper</i>

			2022(MTTETSS)	
24	Institute of Management Studies, Ghaziabad	April 15-16 2022	International Conference on Technological, Social and Economic Innovation Through Artificial Intelligence And Cyber Security	<i>Impact of Covid 19 on Employee Engagement In The Phase of Work From Home- A Study</i>
25	Mittal School of Business, Lovely Professional University, Punjab	Dec 19 2020	International Conference on “Rethinking Business: Designing Strategies In The Age Of Disruption”	<i>A Study on Corporate Social Responsibility of Hospitals- A Corporate Sector in Telangana state</i>
26	Institute of Management and Research, Jalgaon, India.	March 2019	National Conference on “Recent Trends in Management, Computer Science and Application”	<i>A Study on Restaurants in Vadodara”</i>
27	University Collage of Commerce and Business Management, Kakatiya University Warangal	March 22 and 23, 2018.	Two Day National Seminar on “ Modern Initiatives on Banking Sector and Financial Services”	<i>Work Life Balance: Women employees working in Banking Sector of Telangana</i>
28	Department of Commerce Shatavahana University Karimnagar,Telangana, India	Feb 21 and 22 2018,	National Conference on “Corporate Social Responsibility –Its Challenges and Prospectus”	<i>A Study on Corporate offices of Karimnagar</i>
29	Department of Commerce,	FEB	Two day National	<i>Financial</i>

	Osmania University, Hyderabad, India.	16&17 2018	Seminar on “ Indian Financial Services- A Way Ahead”	<i>Performance Analysis of Automobile Sector in Telangana”</i>
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Appendix-VII

Papers Submitted and Published- National and International

Papers Published- National and International

S. No	Paper Title	Journal\ Book	Publication	Year
1	Strategies Influencing Employee Engagement in the Organizations-A Review Papesr	<i>Contemporary Issues In Business And Economics: Volume -1” Published In Category Edited Book</i>	The Board of Red Shine Publication UK	Aug 2022
2	Effects of COVID-19 on Employee Engagement: A Study in the context of Work from Home Practices	<i>Review of Professional Management: A Journal of Management</i>	Sage Track Publication	May 2023
3	Examining drivers of engagement and Employee Engagement in relation to Organizational Performance- A study of banking sector in Hyderabad city	<i>Migration Letters</i>	Migrationletters.com, Scopus Publication	Jan 2024
4	Employee –Engagement Level as a Predictor of Organizational Performance	<i>Science Engineering Management and Information Technology</i>	Springer Link https://link.springer.com/chapter/10.1007/978-3-	12 Sep 2024

	A Study of Information Technology Sector in Telangana, India	(SEMIT 2023)	<u>031-72284-4 23</u>	
5	Employee Engagement for Sustainable Development in Hospitality Sector –A Study in Telangana State	<i>Library Progress International</i>	<i>www.bpasjournals.com</i> <i>Vol.44 No. 3,:P.466-478</i> Scopus Publication	<i>Jul-Dec 2024</i>
6	Work Life Balance: Women Employee Analysis of Compensation and Employee Job Satisfaction in Bank of Baroda- A Study	<i>International Journal of Technology and Business Management, Vol.7 Issue.2</i>	Newzen Research Publication. ISSN:2319-6815	April-June2018
7	Work Life Balance- A Study on Gynaecologist in North Telangana	<i>Global Journal of Creative Research and Development Vol 4 Issue 2.</i>	Green Engineer's Group	Apr-June2017
8	Identification of variables effecting Employee Satisfaction in an Organization-A Study on Private Engineering Colleges, Karimnagar	<i>Global Journal of Creative Research and Development Vol 6 Issue 1.</i>	G. Karunakaran Memorial Cooperative College of Management and Technology	Jan-March 2017
9	A Study of Financial Performance Analysis of Honda Showroom, Karimnagar	<i>Book Titled “Paradigm Shifts in Management Practices” with ISBN 978-81-939248-9-1</i>	Department of Commerce, Osmania University, Hyderabad, India.	Feb 2018

Papers Submitted- National and International

S. No	Paper Title	Journal\ Book	Publication	Year
1	Impact of Personal Resources on Employee Engagement-A Study in Special Reference to COVID -19 Pandemic	<i>AIMS Journal of Management</i>	Under Review	
2	Mediating Role of Employee Engagement in Relationships between Personal Resource and Organizational Performance	<i>Employee Responsibilities and Rights Journals(Springer Publication)</i>	Under Review	
3	Employee Engagement and Performance Management: The Role of Employee Potentials	<i>Human Capital Analytics:Exploring The Hr Spectrum In Industry 5.0</i>	Scrivener Publusing Wiley	
4	Impact of Personal Resources on Employee Engagement and Organisational Performance- A study with reference to Private Universities in Telangana	<i>Journal of Management Studies</i>	Scopus Publication(Under review)	
5	Organizational Performance as an outcome from Personal Resources through Employee Engagement: An Analysis of Corporate Schools in Hyderabad	<i>Periodicals of Engineering and Natural Science</i>	Scopus Publication(Under review)	