Digitalization and Employee Performance With Mediating Role of Resilience – A Systematic Review By Bibliometric Analysis

P.C.Saranya[1] (ID) **S.Vasantha[2]** (ID)

[1]Research Scholar, Assistant Professor, [2]Professor
School of Management Studies, Vels Institute of Science & Technology and Advanced Studies,(VISTAS), Chennai.

vasantha.sms@velsuniv.ac.in

ABSTRACT

Abstract. One must consider not only the technical, but also the social components, when using new technologies. Therefore, it is important that companies prepare their employees for change and the challenges that come with it. It is difficult for the change process to work, without the commitment and motivation of the workforce to do their duties effectively. Start with the right attitude of employees and encourage their openness to change. This can be achieved by developing skills like resilience on the one hand and performance in another hand. The aim of this study is to find out the number of countries doing research in mediating role of employee resilience and its effect on employee performance in digitization and interact in a way that could help an employee cope with a challenging task in a difficult time. For achieving this objective we have used PRISMA frame work as a extracting and screening strategy for data to be analyzed using systematic review using bibliometric analysis by Vos Viewer. It was founded in the study that 33 countries are doing research in this area and out of that United Kingdom, India and United States of America are contributing to a larger extent and the citation score for more in this area after 2020. Thus, digital transformation is a process as it affects the entire business, affecting strategy, operations, innovation and governance structures, but employee resilience will play a mediating role and lead to employee performance and organizational success.

Keywords: Digital Transformation, Employee Performance, Employee Resilience, Organizational improvement, Prisma Framework, Strategy.

1   INEl-Said, O. A., Smith, M., Al-Yafaei, Y., & Salam, S. A. A. (2023). From complexity to evolution: Mapping resilience management practices in the hospitality industry during the COVID-19 crisis. *International Journal of Hospitality Management*, 110. **https://doi.org/10.1016/j.ijhm.2023.103435TRODUCTION**

Specifically, little and medium-sized endeavours should stay aware of the hours of computerized change. Because of absence of assets, they frequently need additional outer help and advantage from pragmatic assistance. While utilizing new innovations, it is important to consider the specialized part, yet in addition the social part. Organizations should set up their workers for change and the related difficulties. Without the responsibility and inspiration of the labor force, it is challenging for the change cycle to work. begin with the right attitude of workers and urge their receptiveness to change. This can be accomplished from one viewpoint by fostering the ability of versatility. Then again, by giving information about new advances and including workers in change processes at a beginning phase. The connected formation of straightforwardness can increment representative acknowledgment of utilizing new advances. Why versatility is a significant driver of progress is made sense of beneath. Strong people have a higher mental protection from outside impacts (for example blows of destiny, disappointments, corporate change measures) [10]. They handle tough spots all the more effectively and can recuperate all the more rapidly from misfortunes or losses. Versatility can accordingly add to the support of psychological well-being and emphatically impact the work and execution of representatives in the work setting. Furthermore, versatile representatives are in many cases happier with their work, which can likewise add to higher efficiency and dependability. Reinforcing individual strength can additionally add to a general more uplifting perspective to life and consequently to more noteworthy receptiveness to changes and acknowledgment of new innovations. Concentrates on show that strength preparing can emphatically impact the manner in which individuals adapt to pressure and decidedly affects people's prosperity. Yet additionally effectively overseeing difficulties, for example, telecommuting alone during the Covid pandemic,

ought to be a lot more straightforward for versatile people [18]. Strength is inborn somewhat. The presence of defensive variables or assets can advance positive mental and actual improvement in people. These assets can be created (undoubtedly somewhat) and based upon. Strength can in this way be advanced by chipping away at one's own way of behaving. With designated preparing, reinforcing individual obstruction over the course of life is conceivable. This knowledge is additionally important for organizations that need to profit from versatile and accordingly open, spurred and useful workers. Executing flexibility preparing, for instance as a feature of working environment wellbeing advancement or hierarchical turn of events, can prompt a stronger labor force. This can be an upper hand for organizations, particularly in the midst of (computerized) change. In the corporate setting, not just the singular strength of representatives is considered, however whole associations can likewise be strong. Strong social orders can usefully address emergencies through, for instance, adaptability and dependability. For social orders, there are different hazardous circumstances that might require the presence of flexibility: for instance, cataclysmic events and money related and financial emergencies, or terrible choices and clashes. Additionally in hierarchical versatility, people settle on specific vital headings and execute changes. Subsequently, this paper centers around the advancement of worker strength in an association. The beneficial outcomes of strength are much of the time underscored in the writing and the significance of versatility for organizations and their workers is stressed.

Research by Filatotchev and Toms, Sutcliffe and Vogus and Hong and Page have reliably exhibited that overseeing worker variety is key reinforcing opposition. By uniting people with assorted foundations, encounters and viewpoints, associations are better prepared to answer difficulties and encourage feasible development. Nonetheless, variety is diverse, covering such aspects as orientation, race, and training level, every one of these components gives a novel effect on help perseverance. And this large number of aspects of versatility are achieved by their labour force. For this situation, associations are progressively mindful of the significance of variety in their labour force, with a work to incorporate people from assorted foundations. Pretty et al. what's more, Fleischmann et al. estimate that the peculiarity of worker variety, which incorporates various individual qualities, including however not restricted to generational contrasts, orientation personality, social foundation, ethnicity and training, have been displayed to significantly affect the board

practices and arrangements that are established inside the authoritative setting. As the essential parts of hierarchical activities, workers add to their creation and execution systems and approaches. The outcome is a different labor force mirroring a scope of foundations and points of view, can give associations new experiences and approaches that can work on generally speaking execution and versatility in a unique business climate. In this manner, understanding the encounters and points of view of a different labor force is basic to building versatility inside the association.

In any case, most examinations have zeroed in on variety in pioneers as opposed to variety in labor force and the current writing presently can't seem to arrive at an agreement on its effect. As per Williams and O'Reilly and van Knippenberg and Schippers variety accepts it grows information base and data/dynamic point of view, prompting positive effects on critical thinking and navigation. On the other hand, Horwitz conjectures that social classification can make sense of the adverse consequence variety since it can restrict mix inside a unit and lead to struggle between gatherings.

The aim of the study is to answer the basic research question: How can employee resilience mediate increase in employee performance in digitization and interact in a way that could help an employee cope with a challenging task in a difficult time?

2   LITERATURE REVIEW

Worker versatility is emphatically connected with representative execution. Representative strength is the capacity to confront or take care of issues that workers experience in their regular routines, explicitly in their working environment. In this review, we likewise propose an intervening job of worker flexibility. Task inspiration prompts expanded representative strength, which creates educator fulfillment comparable to their work. For instance, assume instructors are tested to take on another innovation and convey a web-based address with intuitive recordings. In such a case, positive criticism from understudies will cause them to play out their work better. Past examinations have likewise anticipated an intervening job of worker resilience [7].

Worker strength intercedes the connection between task challenge and representative execution. Late exploration proposes that digitization increments worker execution. Also, digitization assists employees with managing school issues during the pandemic. Subsequently, we propose a directing impact of digitization on the connection among challenge and representative flexibility during the pandemic. In the event that a more significant level of hierarchical versatility is required, digitization can assist educators with managing the difficulties connected with Coronavirus.

The positive connection between task challenge and worker versatility is directed by digitization, so the relationship is reinforced by a serious level of digitization [16]. Statistically talking, the hypothetical contentions propose the presence of directed intercession. Digitization is a basic consider the roundabout connection between task inspiration and diminished representative flexibility. Educators who get support from the association in regards to the advanced climate in the working environment are more fulfilled and able to perform [13]. Thus, representative strength affects the connection between task inspiration and work execution.

The directing job of representative flexibility between mental misery and undertaking a good outcome [5]. Lately, there has been an accentuation on versatility in business. Specifically, scientists have found that a representative's intellectual ability can be further developed through strategies like care, versatility, contemplation and normal activity. Upgraded intellectual ability further develops execution and accomplishes hierarchical objectives (ie, project achievement) [4]. Characterized strength as a defensive cradle against crazy issues and portrayed versatile people as having confidence and self-conviction. A few examinations recommend that tough people adapt better to mental stressors and effectively oversee distressing circumstances. As per [13], people with additional assets (flexibility) are better situated to acquire assets, accordingly decreasing unfavourable impacts (i.e., mental misery). Moreover [2] contends that human way of behaving is driven by the need to aggregate or preserve significant assets. That is, one acts in view of one's impres-

sion of the association between one's way of behaving and the procurement of focal assets. Past writing in different fields upholds the job of strength in lessening a singular's degree of mental misery [8]. It additionally influences physical and emotional well-being results [14]. Likewise, it additionally works on people's versatility and information [4], connection abilities and style [6], and confidence [1], which assists people with accomplishing their objectives (ie project achievement) [16]. Project staff may likewise confront unfortunate results (mental pressure) because of past venture disappointments prompting unfortunate results [17]. In such cases, individual assets, for example versatility, assume a significant part as they have likewise been seen to shield associations from unfortunate results (for example project disappointment) [11]. Flexibility additionally assists people with laying out their believability and adapt to difficulties [6]. Since latest activities include complex circumstances, versatility is probably going to assist representatives with adapting to mental misery; low degree of mental pressure will at last prompt venture achievement.

3   METHODOLOGY:

Search strategy:

we developed a search strategy for a systematic literature review. This search strategy was adapted to the scopus database only. The keywords "EMPLOYEE RESILIENCE IN THE FINANCIAL SERVICES INDUSTRY", "EMPLOYEE RESILIENCE AND EMPLOYEE PERFORMANCE" were used for the scopus search. No time limit was set in both databases. The search included open review journals, out-of-print review articles were ignored, and Boolean chapters and conference papers were added, and language was restricted to English only.

Selection criteria:

Determination measures depended on the PRISMA system (Moher et al., 2009). The pursuit zeroed in fundamentally on planning the current writing on how flexibility intervenes representative execution in this digitized world in science and humanities, designing, producing,

marine innovation, ecological science, business and the board and financial aspects, physiology, expressions and humanities. furthermore, Choice Sciences. The absolute number of articles showed is 1547. The hunt was then reduced to just Science and Humanities, Designing, Ecological Sciences, Business and The board, and Financial matters. The pursuit was performed for all Asian and European nations. A sum of 423 list items were gotten and subsequent to eliminating Survey Paper, conversation articles, 286 list items were removed.
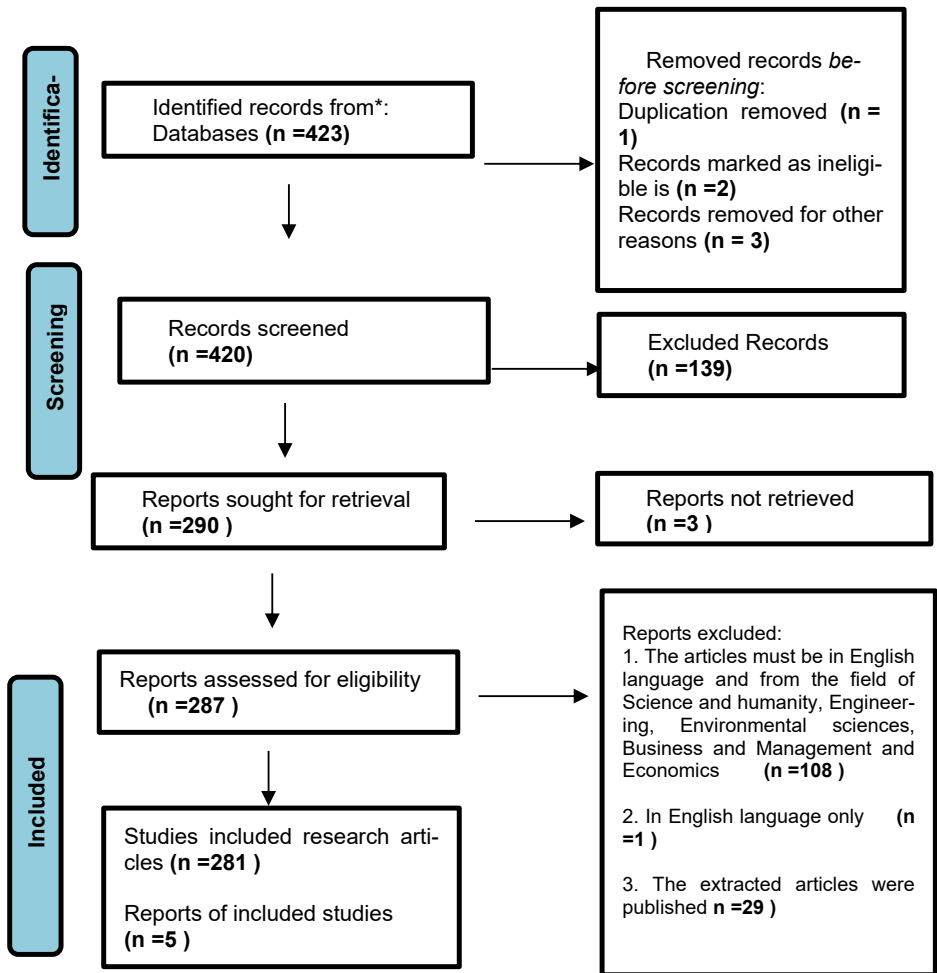
Quality assessment:

The review depends just on a unique examination article, survey and meeting paper. To keep up with the nature of the survey, all duplications were entirely checked. Article abstracts were completely assessed for article examination and cleaning to guarantee the quality and importance of the scholarly writing remembered for the analysis cycle. A cautious assessment of each examination paper was finished at a later stage. One more prohibition rule was to restrict the quantity of papers distributed in the English language as it were. There were three articles in a language other than English and he was prohibited from the review. In light of the consideration and prohibition rules in the wake of applying the channel, 32 articles were chosen for analysis.

Data Extraction:

In the data extraction phase, 286 articles were selected and the extracted characteristics were:

1. The article must be an original contribution, a review contribution and a conference contribution and a published report. Case studies were excluded.

2. Articles must be in English and from the fields of Science and Humanity, Engineering, Environmental sciences, Business and Management and Economics.

3. The seized papers were from Asian and European countries.

Identifica- *(vertical label)*

Identified records from*:
Databases **(n =423)**

Removed records *before screening*:
Duplication removed **(n = 1)**
Records marked as ineligible is **(n =2)**
Records removed for other reasons **(n = 3)**

Screening *(vertical label)*

Records screened
(n =420)

Excluded Records
(n =139)

Reports sought for retrieval
(n =290)

Reports not retrieved
(n =3)

Included *(vertical label)*

Reports assessed for eligibility
(n =287)

Reports excluded:
1. The articles must be in English language and from the field of Science and humanity, Engineering, Environmental sciences, Business and Management and Economics   **(n =108)**

2. In English language only   **(n =1)**

3. The extracted articles were published **n =29)**

Studies included research articles **(n =281)**

Reports of included studies
(n =5)

4   RESULTS AND INTERPRETATION

Citation network analysis with respect to countries:

The review depends just on a unique examination article, survey and meeting paper. To keep up with the nature of the survey, all duplications were entirely checked. Article abstracts were completely assessed for article examination and cleaning to guarantee the quality and importance of the scholarly writing remembered for the analysis cycle. A cautious assessment of each examination paper was finished at a later stage. One more prohibition rule was to restrict the quantity of papers distributed in the English language as it were. There were three articles in a language

other than English and he was prohibited from the review. In light of the consideration and prohibition rules in the wake of applying the channel, 32 articles were chosen for analysis and informative overview of an academic field as a form of network composed of journals as nodes and citation-based relationships as links. Figure 1

Figure 1

Bibliometric networks based on co-authorship

In these organizations, scientists, research foundations or nations are connected to one another in light of the quantity of distributions they have co-wrote. Co-creation networks have been widely examined, yet moderately little consideration has been paid to envisioning these organizations. Figure 2 At the nation level, the representation of co-origin networks is examined by

Luukkonen, Tijssen, Persson and Sivertsen From the chart, it very well may be seen that co-creation with research intended for worker strength and execution is predominant in the three nations Joined Realm, Joined together States of America, India.
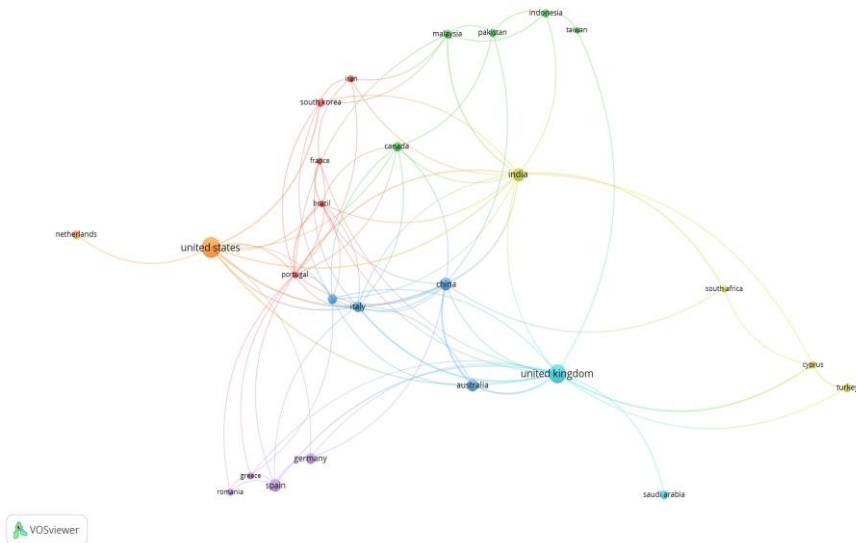

Figure 2

Bibliographic coupling Analysis

A bibliographic connection happens when two works allude to a typical third work in their book references. It means that there is a likelihood that the two works manage a connected subject. Two records are connected bibliographically on the off chance that the two of them refer to at least one reports together. A bibliographic combination is something contrary to a co-reference. Two distributions are connected bibliographically assuming there is a third distribution that is refered to by the two distributions [14]. Figure 3 at the end of the day, bibliographic linkage is tied in with covering in reference arrangements of distributions. The more noteworthy the quantity of references that two distributions share practically speaking, the more grounded the bibliographic connection between the distributions. Contrasted with co-references and bibliographic linkage, direct references, some of the time alluded to as cross-references, offer a more straightforward sign of the relatedness of distributions. By the by, it is very unprecedented in the writing on the perception of bibliometric organizations to work with direct references. This is

most likely on the grounds that the utilization of direct references frequently prompts exceptionally inadequate organizations (ie, networks with, truth be told, not many edges). Regardless of this issue, there is by all accounts a developing revenue in direct references in the new writing. It tends to be seen from the figure that there is major areas of strength for a connection between the Unified Realm, India, the US of America contrasted with Canada, Germany, Australia, Spain and China from 33 nations and different nations assume a little part in research well defined for digitization and Employee performance with a mediating role Resilience.
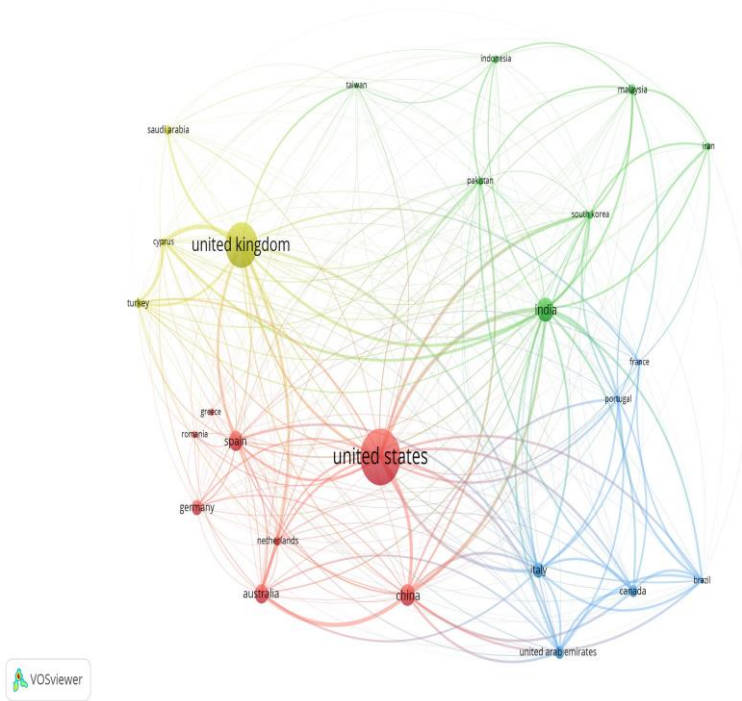
Figure 3

5   DISCUSSION

By and large, the more modest the distance between two hubs, the higher their relatedness. Hubs are generally situated in two-

layered space. Edges between hubs are not ordinarily shown. The most generally involved procedure for deciding the area of hubs in distance-based perception is multi-layered scaling [6]. The utilization of this method to imagine bibliometric networks has a long practice, tracing all the way back to the early work on envisioning co-reference networks by [18, 19]. As of late, a few options in contrast to multi-faceted scaling have been introduced in the writing. One of the options is the VOS method

Standardization, Planning and Bunching In a bibliometric network, there are many times enormous contrasts between hubs in the quantity of edges they need to different hubs. Famous hubs, for instance addressing profoundly refered to distributions or exceptionally productive specialists, may have a few significant degrees a greater number of associations than their less well known partners. While investigating bibliometric networks, these distinctions between hubs are generally standardized.

After the hubs in the bibliometric network have been put in two-layered space and allocated to bunches, the organization can be envisioned. VOSviewer utilizes different procedures to advance how organizations are shown. To guarantee that the hub names don't cover one another, marks are shown exclusively for the choice, everything being equal. This choice is expected to show however many marks as would be prudent, while the names of additional significant hubs (ie, hubs that have more edges) outweigh the names of less significant hubs. In this visualization, the colors demonstrate how the hubs are circulated in the two-layered space underneath the perception. Thickness representation makes it conceivable to quickly distinguish thick regions in which numerous hubs are found near one another.

The size of the circle mirrors the quantity of references the diary has gotten. Diaries that are found near one another in the perception will generally be more emphatically related in light of shared references than diaries that are situated far separated. Three general gatherings of diaries can be recognized: diaries that distribute scientometric research in the upper representation region, diaries that distribute data science and data recovery research in the lower left region, and diaries that distribute innovation and development research in the lower right corner flat.

VOSviewer distinguished seven groups of diaries. These groups are demonstrated by variety in the representation displayed in the

figure. The four groups are tiny and can be disregarded. Of the four bigger groups, yellow essentially comprises of diaries distributing scientometric research, green covers diaries zeroed in on innovation exploration and advancement studies. The red and blue bunches comprise of diaries distributing data science and data recovery research. By focusing in on the lower left region in the perception, it tends to be seen that diaries in the blue group are more software engineering focused, zeroing in principally on specialized data recovery research, while diaries in the red bunch are more sociology arranged, zeroing in on broad data science and librarianship research .

In bibliometric linkage, each circle addresses a country. Huge circles address a country that has numerous distributions. Little circles address scientists with a couple of distributions. By and large, the nearer two analysts are to one another in the perception, the more unequivocally they are connected with one another in view of bibliographic linkage. At the end of the day, specialists found near one another will generally refer to similar distributions, while nations situated a long way from one another tend not to refer to similar distributions. Colors show groups of nations that are generally emphatically related.

6   CONCLUSION:

This study gives a critical hypothetical development by completely assessing the writing on representative versatility and computerized change utilizing an original blend of various bibliometric philosophies, viz. reference network examination, co-origin investigation and bibliometric linkage.

This study was led to recognize a few hierarchical and representative situated components from various nations that are a source and thought for organizations attempting to execute digitization. As indicated by [7], computerized change is something beyond a back-end IT process as it influences the whole business, influencing system, tasks, development and administration structures, however worker strength will play an interceding job and lead to representative execution and hierarchical achievement. digitization in organizations and associations.

7   REFERENCES

1. Aguiar-Quintana, T., Nguyen, H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021a). Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. *International Journal of Hospitality Management*, *94*. https://doi.org/10.1016/j.ijhm.2021.102868

2. Aguiar-Quintana, T., Nguyen, H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021b). Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. *International Journal of Hospitality Management*, *94*. https://doi.org/10.1016/j.ijhm.2021.102868

3. Bamidele, R. O., Ozturen, A., Haktanir, M., & Ogunmokun, O. A. (2023). Realizing Green Airport Performance through Green Management Intransigence, Airport Reputation, Biospheric Value, and Eco-Design. *Sustainability (Switzerland)*, *15*(3). https://doi.org/10.3390/su15032475

4. Bashir, M., Abrar, M., Yousaf, M., Saqib, S., & Shabbir, R. (2019). Organizational politics and workplace deviance in unionized settings: Mediating role of job stress and moderating role of resilience. *Psychology Research and Behavior Management*, *12*, 943–959. https://doi.org/10.2147/PRBM.S213672

5. Benson, A. D., Johnson, S. D., & Kuchinke, K. P. (2002). The Use of Technology in the Digital Workplace: A Framework for Human Resource Development. *Advances in Developing Human Resources*, *4*(4), 392–404. https://doi.org/10.1177/152342202237518

6. Bouzakhem, N., Farmanesh, P., Zargar, P., Ramadan, M., Baydoun, H., Daouk, A., & Mouazen, A. (2023). Rebuilding the Workplace in the Post-Pandemic Age through Human Capital Development Programs: A Moderated Mediation Model. *Administrative Sciences*, *13*(7). https://doi.org/10.3390/admsci13070164

7. Campbell-Sills, L., & Stein, M. B. (2007). Psychometric analysis and refinement of the Connor-Davidson Resilience Scale (CD-RISC): Validation of a 10-item measure of resilience. *Journal of Traumatic Stress*, *20*(6), 1019–1028. https://doi.org/10.1002/jts.20271

8. de Lucas Ancillo, A., Gavrila Gavrila, S., & del Val Núñez, M. T. (2023). Workplace change within the COVID-19 context: The new (next) normal. *Technological Forecasting and Social Change*, *194*. https://doi.org/10.1016/j.techfore.2023.122673

9. Ebert, N., Schaltegger, T., Ambuehl, B., Schöni, L., Zimmermann, V., & Knieps, M. (2023). Learning from safety science: A way forward for studying cybersecurity incidents in organizations. *Computers & Security*, *134*, 103435. https://doi.org/10.1016/j.cose.2023.103435

10. El-Said, O. A., Smith, M., Al-Yafaei, Y., & Salam, S. A. A. (2023). From complexity to evolution: Mapping resilience management practices in the hospitality industry during the COVID-19 crisis. *International Journal of Hospitality Management*, *110*. https://doi.org/10.1016/j.ijhm.2023.103435

11. Feng, F., Zeng, Z., & Ren, S. (2023). Investigate the Impact of Employee Diversity on Resilience of External Crises: Evidence from A-share Listed Company. *E3S Web of Conferences*, *409*. https://doi.org/10.1051/e3sconf/202340904017

12. Guenzi, P., & Habel, J. (2020). Mastering the Digital Transformation of Sales. *California Management Review*, *62*(4), 57–85. https://doi.org/10.1177/0008125620931857

13. Holmgreen, L., Tirone, V., Gerhart, J., & Hobfoll, S. E. (2017). Conservation of Resources Theory. In *The Handbook of Stress and Health* (pp. 443–457). Wiley. https://doi.org/10.1002/9781118993811.ch27

14. Kim, J. S., & Park, H. J. (2023). How Service Employees' Mindfulness Links to Task Performance through Psychological Resilience, Deep Acting, and Customer-Oriented Behavior. *Behavioral Sciences*, *13*(8). https://doi.org/10.3390/bs13080657

15. Li, X., Seah, R., Wang, X., & Yuen, K. F. (2022). Investigating the role of sociotechnical factors on seafarers' psychological capital and mental well-being. *Technology in Society*, *71*. https://doi.org/10.1016/j.techsoc.2022.102138

16. Luu, T. T. (2021). Activating salesperson resilience during the COVID-19 crisis: The roles of employer event communication and customer demandingness. *Industrial Marketing Management*, *96*, 18–34. https://doi.org/10.1016/j.indmarman.2021.03.007

17. Ngo, T., Le, D., & Doan, T. (2023). "Are your employees mentally prepared for the pandemic?" Wellbeing-oriented human resource management practices in a developing country. *International   Journal   of   Hospitality   Management*,   *109*. https://doi.org/10.1016/j.ijhm.2022.103415

18. Peschl, A., & Schüth, N. J. (2022). Facing digital transformation with resilience - Operational measures to strengthen the openness towards change. *Procedia Computer Science*, *200*, 1237–1243. https://doi.org/10.1016/j.procs.2022.01.324

19. Tuan, L. T. (2022). Leader crisis communication and salesperson resilience in face of the COVID-19: The roles of positive stress mindset, core beliefs challenge, and family strain. *Industrial Marketing Management*, *102*, 488–502. https://doi.org/10.1016/j.indmarman.2021.12.006