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S Dharani
MBA ABM, Department of
Agricultural and Rural
Management, Tamil Nadu
University, Coimbatore, Tamil
Nadu, India

Dr. S Hemalatha
Professor, Department of
Agricultural and Rural
Management, Tamil Nadu
University, Coimbatore, Tamil
Nadu, India

Dr. M Malarkodi
Associate Professor (HRM),
Directorate of Agribusiness
Development, TNAU,
Coimbatore, Tamil Nadu, India

Dr. M Shanthasheela
Professor, Department of
Agriculture Extension,
Directorate of Agribusiness
Development, TNAU,
Coimbatore, Tamil Nadu, India

Dr. V Anandhi
Associate Professor, Department
of Physical Science and
Information Technology, TNAU,
Coimbatore, Tamil Nadu, India

Corresponding Author:
S Dharani
MBA ABM, Department of
Agricultural and Rural
Management, Tamil Nadu
University, Coimbatore, Tamil
Nadu, India

Resilient behavior of the employees in the dairy sector

S Dharani, Dr. S Hemalatha, Dr. M Malarkodi, Dr. M Shanthasheela and Dr. V Anandhi

Abstract

The purpose of this research is to measure the resilient behavior of the employees in the dairy sector based on age, gender, tenure and education of the employees. This study was examined through the data collected by personal interviews with the employees. Percentage analysis, cluster analysis and chi-square test were used to analyze the data. Results show that the age and tenure of the employees had a significant effect on the resilient behavior of the employees.

Keywords: Resilience, Emp Res scale

Introduction

Employee resilience was defined as a behavioral capability, supported by the organization, which reflects resource utilization and the ability to continually adapt at work [1]. Employee resilience appears to be dependent on occupational characteristics in terms of leadership as well as on followers' personalities [2]. The dairy sector in India has been a vital part of the country's economy and agricultural landscape [3]. The period between 2020 and 2023, a crucial time for the Indian dairy sector, is characterized by significant changes and emerging challenges in infrastructure management, labor management, and supply chain maintenance. Organizations exist in a dynamic environment that is constantly changing. Managers have the task of coping with this change as well as ensuring that their organizations survive and make profits [4]. In an increasingly volatile and uncertain world, one of the greatest assets an organization can have is the ability to survive unexpected crises and to find opportunities to thrive in the face of potentially terminal events [5]. It is believed that such resilience makes the most of the human capital that characterizes the modern organization and offers one of the greatest prospects for differentiating the successful organization on the world stage. With this background, the study was orchestrated with the objective:

- To assess the resilient behavior of employees in the dairy sector.

Review of Literature

Fatima, Majeed and Jahanzeb (2020) [6] found that employee resilience moderates social support and mental health variables.

Kuntz *et al.*, (2017) [7] measured employee resilience using nine-item EmpRes scale and found how the independent and joint effect of regulatory foci (prevention and promotion) influences the relationship between workplace resources (support and feedback), and employee resilience.

Shin *et al.* (2012) [8] state employee resilience is seen as a protective factor for accepting the changes happening in the workplace, and their wellbeing at work.

Lengnick-Hall *et al.* (2011) [9] describe employee resilience in organizations as an adaptive behavioral capacity to gather, integrate and utilize organizational resources.

Materials and Methods

The data from 100 samples were collected using a convenient sampling technique through well-structured interview schedule for employees in the dairy sector for 3 months. Simple percentage analysis, cluster analysis and chi-square test were the tools used in this study to analyze the data. A simple percentage analysis was used to analyze the demographic characteristics of employees in dairy sector. Cluster analysis helps in grouping the respondents based on their resilient behavior.

The two-step cluster analysis was performed to determine the number of clusters. Hence three clusters are to be specified for the study. The chi-square test was a statistical significance test that can be used to assess the goodness of fit and to determine whether two variables were statistically significantly related to one another. In the present study, chi-square test was used to find the association between the demographic variables (age, gender, education and experience) and their resilient behavior^[10]

Results and Discussion

Table 1: Demographic characteristics for employees

| No | Particulars | Number of Employees (N=100) | Percentage |
|----|------------------|-----------------------------|------------|
| 1 | Age | | |
| | 18-25 | 23 | 23 |
| | 26-35 | 53 | 53 |
| | 36-45 | 22 | 22 |
| | Above 45 | 2 | 2 |
| 2 | Gender | | |
| | Male | 67 | 67 |
| | Female | 33 | 33 |
| 3 | Education | | |
| | Primary | 0 | 0 |
| | Secondary | 20 | 20 |
| | Higher secondary | 11 | 11 |
| | UG | 63 | 63 |
| | PG | 6 | 6 |
| 4 | Tenure | | |
| | Below 1 year | 5 | 5 |
| | 1 year – 5 years | 85 | 85 |
| | Above 5 years | 10 | 10 |

From Table 1, it was stated that most of the employees belong to the age category of 26-35 which accounts for 53%. Among the employees, 67 of them were males which holds for 67%. Of the respondents, 63% of those polled as graduates and are now supporting their families. Among the respondents, 85 percent of the employees had experience of 1-5 years.

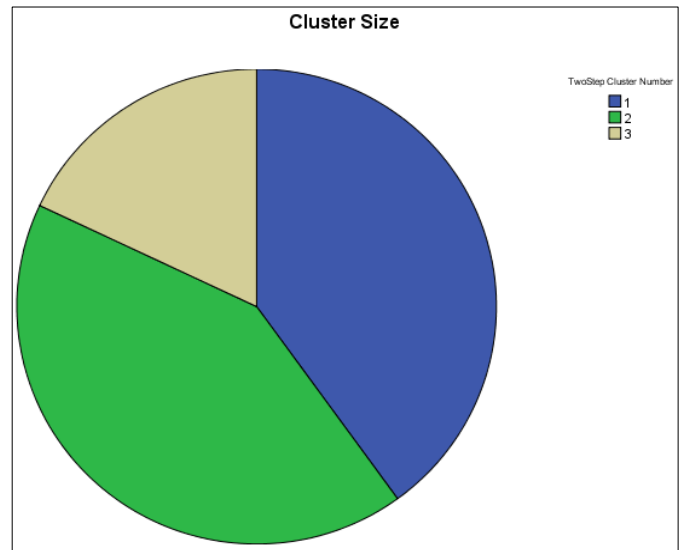


Fig 1: Cluster sizes determined using two-step cluster analysis

It could be inferred that 40% of the employees were lying in cluster 1 which is labeled as high resilient (Fig 1). Cluster 2 labeled as a medium resilient employee cluster consisted of 42 percent of the respondents. The low resilient employees were labeled as cluster 3 consisting of 18% of the respondents. The result was shown in Table 2.

Table 2: The low resilient employees were labeled as cluster 3 consisting of 18% of the respondents

| | High Resilient | Medium Resilient | Low Resilient |
|-------------------------|----------------|------------------|---------------|
| No. of Employees | 40 | 42 | 18 |
| Gender | | | |
| Male | 27 | 28 | 12 |
| Female | 13 | 14 | 6 |
| Age | | | |
| 18-25 Years | 7 | 9 | 7 |
| 26-35 Years | 21 | 22 | 10 |
| 36-45 Years | 11 | 10 | 1 |
| Above 45 Years | 1 | 1 | - |
| Tenure | | | |
| Below 1 Year | - | 2 | 3 |
| 1 Year – 5 Years | 34 | 37 | 14 |
| Above 5 Years | 6 | 3 | 1 |

From Table 2, the majority of employees fall into the Medium Resilient group (42 employees). The age group of 26-35 years has the highest number of employees in both the High resilient and Medium resilient categories. 26-35 years has the highest number of employees in both the High resilient and

Medium resilient categories. The tenure group of 1 year – 5 years has the highest number of employees across all resilience levels. 28% of males and 14% of females were in the medium resilient cluster.

Table 3: Chi-Square table

| Employee resilience with demographic factors | Chi-Square Value | p-value |
|--|------------------|---------|
| Age | 23.644 | .023* |
| Gender | 0.008 | .996 |
| Teure | 12.994 | .043* |
| Education | 5.093 | .532 |

From Table 3, for gender and education, the p-value is greater than 0.05 which suggests that there is no statistically significant association with employee resilience. The p-value of age (.023*) and tenure (.043*) is less than 0.05, which indicates that employee resilience had a statistically significant association with the age and tenure of the employees.

Conclusion

This study confirms that a medium level of resilient behavior is present among the employees in the dairy sector. Different age group exhibits a varying level of resilience and the tenure of the employees possibly influence the resilient behavior. Organizations can make strategies to increase the resilient behavior of the employees. This will help the organizations to retain the employees.

Conflict of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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