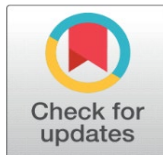
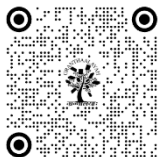


# STRATEGIC HUMAN RESOURCE MANAGEMENT IN RELATION WITH THE EMPLOYEE RESILIENCE OF EMPLOYEES OF PUBLIC SECTOR ORGANISATIONS

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## ABSTRACT

Public sector organizations play a crucial role in providing essential services, implementing government policies, and promoting the welfare and well-being of citizens. They are funded through tax revenue and are accountable to the public and elected representatives. Strategic development, or simply sustainability has become more and more important recently. Conducting research on the relationship between strategic human resource management (SHRM) and employee resilience can provide valuable insights into the effectiveness of strategic HRM practices in promoting employee well-being and productivity. Research on the relationship between SHRM and employee resilience can have practical implications for organizations seeking to implement strategic HRM practices. This study is intended to find out the relationship between strategic human resource management and employee resilience and to suggest measures to enhance employee resilience through strategic HRM practices. A survey was conducted to measure the strategic HRM practices followed in an organization, and then examine the relationship between these practices and employee resilience. In addition unstructured interview with employee managers provided rich insights about the relationship between SHRM and employee resilience. About 300 employees and 60 employee managers employed in four different public sector organisations were selected as the representative sample for study. A rating scale on strategic HRM practices followed in organisation was adopted for the initial survey and a resilience scale was used to collect data on employee resilience. The findings of research studies suggest that there is a positive relationship between strategic human resource management (SHRM) practices and employee resilience. Specifically, strategic HRM practices have been found to be positively related to employee well-being, job resources, social support, and psychological capital.

**Keywords:** Strategic Human Resource Management, Employee Resilience, Public Sector Organisation

## 1. INTRODUCTION

Public sector organizations, also known as public organizations or government organizations are entities that operate under the ownership and control of the government to provide public services and fulfil various governmental functions. These organizations are distinct from private sector businesses, which operate for profit and are owned by individuals or shareholders. Public sector organizations play a crucial role in providing essential services, implementing government policies, and promoting the welfare and well-being of citizens. They are funded through tax revenue and are accountable to the public and elected representatives. Strategic development or simply sustainability has become more and more important recently. The concept is described as a method that integrates social and economic factors while also taking environmental preservation and ecological balance into account. It was created in the 1960s as a response to the planet's rapidly expanding population and threats related to it, such as the overconsumption of natural resources, environmental pollution, high unemployment, malnutrition, or the destruction of the Earth's surface, especially its forests (Von Weizsäcker & Wijkman, 2018). The definition of strategic human resources management is "the adoption

of HRM strategies and practises that enable the achievement of financial, social, and ecological goals with an impact both inside and outside of the organisation and over a long-term time horizon while controlling the unintended side effects and negative effects of an organisation. In an organisation, human resources are managed in a way that is both socially and environmentally responsible while also fostering long-term economic growth is known as strategic human resource management (SHRM). This strategy acknowledges that an organization's performance is reliant on the happiness of its workers, the community in which it works, and the environment. Public sector organizations can promote the strategic development of their employees through various initiatives. They can provide training and skill development programs, offer opportunities for career advancement, and encourage work-life balance. Additionally, implementing fair compensation and benefits packages, fostering a supportive work environment, and promoting diversity and inclusion are essential aspects of ensuring employees' well-being and growth. Regular feedback and performance evaluations can also aid in identifying areas for improvement and providing necessary support. Sustainability in HRM is important. In today's business climate, strategic HRM is gaining importance. Organizations must implement procedures that reflect these goals as they come under increased pressure to improve their social responsibility and lessen their environmental impact. Strategic human resource management (HRM) is the practice of managing employees in a way that meets the needs of the organization while also considering the long-term social, economic, and environmental impacts of those practices. In the context of employee resilience, strategic HRM focuses on developing and maintaining a workforce that is resilient to the challenges and pressures of the modern workplace. Employee resilience refers to an individual's ability to cope with and recover from stressful events and situations at work. This includes their ability to adapt to changes, manage workloads, maintain a positive outlook, and maintain their physical and mental health.

### 1.1. EMPLOYEE RESILIENT BEHAVIOUR

Positive psychology literature has recently emphasized the concept of "resilient behaviour" as an employee's psychological potential. Viewing adversity as an opportunity to grow and improve oneself is a crucial component of a constructive view of resilient behaviour. Reviewing earlier assessments and theories of resilient behaviour reveals that this viewpoint is mainly absent and offers potential possibilities. Recent psychological and organizational research have embraced the terms "survival," "high tolerance," "adaptation," and "bounce back" as synonyms for resilient behaviour. According to the psychological capital model, resilient conduct is defined as "having the capacity to rebound from difficulty, disappointment or even positive yet seemingly overpowering changes, such as expanded duty". According to earlier research, adaptable conduct is a common human reaction and is "described by great results notwithstanding genuine dangers to adjustment or advancement". Masten went on to say that strengthening resilient behaviour is necessary to enhance organizational processes (taking psychological and learning forms into account). They can "manufacture spans from present-day hardships to a more full, better built world by adding both a clear impression of reality that takes into account the powerful and discerning reactions to given conditions and the ability to look for or make significance of events."

### 1.2. STRATEGIC HUMAN RESOURCE PRACTICES FOR DEVELOPING EMPLOYEE RESILIENCE

**Employee well-being programs:** Providing employees with access to resources and programs that support their physical and mental health can help them build resilience and cope with stress.

**Work-life balance initiatives:** Encouraging work-life balance through flexible scheduling, remote work options, and time off can help employees manage their workloads and reduce stress.

**Career development opportunities:** Offering opportunities for learning and growth can help employees build their skills and confidence, which can enhance their resilience and ability to adapt to change.

**Communication and feedback:** Regular communication and feedback from managers can help employees feel supported and engaged, which can increase their resilience and ability to cope with stress.

**Inclusive and supportive workplace culture:** Creating an inclusive and supportive workplace culture that values diversity, respect, and teamwork can help employees feel connected and supported, which can enhance their resilience and ability to manage stress.

By incorporating strategic HRM practices that promote employee resilience, organizations can create a more positive and productive workplace that benefits both employees and the organization as a whole.

### 1.3. RATIONALE OF THE STUDY

Conducting research on the relationship between strategic human resource management (SHRM) and employee resilience can provide valuable insights into the effectiveness of strategic HRM practices in promoting employee well-being and productivity. There are several reasons why such research is needed. Despite the growing interest in strategic HRM and employee resilience, there is still limited empirical research on the relationship between these two concepts. More research is needed to establish a clear understanding of how strategic HRM practices can support employee resilience. Employee resilience is becoming increasingly important in the modern workplace, as employees face various challenges and stressors that can impact their well-being and productivity. Research on the relationship between SHRM and employee resilience can help organizations understand how to support their employees in coping with these challenges. There is growing evidence that strategic HRM practices can lead to positive business outcomes, such as increased employee engagement, productivity, and profitability. Understanding the relationship between SHRM and employee resilience can help organizations identify effective strategies for promoting employee well-being and achieving these outcomes. Research on the relationship between SHRM and employee resilience can have practical implications for organizations seeking to implement strategic HRM practices. By identifying the most effective strategies for promoting employee resilience, organizations can design and implement more effective HRM programs and policies. Overall, conducting research on the relationship between SHRM and employee resilience can provide valuable insights into the effectiveness of strategic HRM practices in promoting employee well-being and organizational performance.

### 1.4. OBJECTIVES

- To find out the relationship between strategic human resource management and employee resilience
- To suggest measures to enhance employee resilience through strategic HRM practices.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

There have been several research studies conducted on the relationship between strategic human resource management (SHRM) and employee resilience.

Schaufeli, Taris, and Rhenen (2019) conducted a study on the impact of Strategic HRM on Employee Well-Being and Resilience. This study examined the relationship between strategic HRM practices and employee well-being and resilience using survey data from 525 Dutch employees. The authors found that strategic HRM practices were positively related to employee well-being and resilience, and that the relationship was partially mediated by job resources and personal resources. Gorgievski, De Jonge, and Demerouti (2020) conducted a multi-level and multi country study on Strategic HRM and employee well-being in the healthcare sector. This study examined the relationship between strategic HRM practices and employee well-being in the healthcare sector using survey data from 926 employees in five European countries. The authors found that strategic HRM practices were positively related to employee well-being, and that the relationship was partially mediated by job resources and social support. Luthans et.al (2017) conducted a study on the employee resilience: an emerging challenge for HRM which examined the concept of employee resilience and its relationship with HRM practices using survey data from 273 employees in the United States. The authors found that HRM practices were positively related to employee resilience, and that the relationship was partially mediated by psychological capital (i.e., optimism, self-efficacy, hope, and resilience). A Study on the strategic HRM and employee resilience of the staff of UK Health and Social Care Sector was conducted by Walton and Richardson found that strategic HRM practices were positively related to employee resilience, and that the relationship was partially mediated by job resources and psychological capital. Overall, these studies suggest that strategic HRM practices are positively related to employee resilience and well-being, and that the relationship is partially mediated by factors such as job resources, social support, and psychological capital. These findings highlight the importance of implementing HRM practices that promote employee well-being and resilience and suggest that organizations can benefit from investing in such practices. A few studies on the relationship between SHRM and Employee resilience was conducted in India too. Venkatesh and Sambandam (2019) found out the relationship between strategic HRM and employee resilience among the Indian IT Professionals found that strategic HRM practices were positively related to employee resilience, and that the relationship was partially mediated by job resources and social support. Kumar and Sharma (2020) conducted a study on the strategic

HRM Practices and Employee Well-being of Indian IT Sector. This study examined the relationship between strategic HRM practices and employee well-being using survey data from 255 IT professionals in India. The authors found that strategic HRM practices were positively related to employee well-being, and that the relationship was partially mediated by job resources and social support. Overall, these studies suggest that strategic HRM practices are positively related to employee resilience and well-being in the Indian context, and that the relationship is partially mediated by factors such as job resources and social support. Based on the discussion the following hypotheses are made.

### Hypothesis 1 (H1)

Strategic human resource management practices have a positive relationship with employee resilience.

## 3. METHODOLOGY

When conducting research on the relationship between strategic human resource management (SHRM) and employee resilience, there are several key considerations in selecting an appropriate research methodology. The commonly used research methodologies are quantitative research which involves collecting numerical data through surveys or experiments, and using statistical analysis to identify patterns and relationships between variables or qualitative research which involves collecting non-numerical data through interviews, focus groups, or observations, and using thematic analysis to identify key themes and patterns. This study adopted both quantitative and qualitative research methods to gain a more comprehensive understanding of the relationship between SHRM and employee resilience. A survey was conducted to measure the strategic HRM practices followed in an organization, and then examine the relationship between these practices and employee resilience. In addition unstructured interview with employee managers provided rich insights about the relationship between SHRM and employee resilience. About 300 employees and 60 employee managers employed in four different public sector organisations were selected as the representative sample for study. A rating scale on strategic HRM practices followed in organisation was adopted for the initial survey and a resilience scale was used to collect data on employee resilience. Methodology can help to ensure that the findings are rigorous, reliable, and relevant to practitioners and policymakers in the field of SHRM and employee resilience.

## 4. ANALYSIS AND INTERPRETATION OF THE STUDY

When conducting statistical analysis of the relationship between strategic human resource management (SHRM) and employee resilience, there are several key considerations to keep in mind. A survey was conducted to collect data on different aspects of strategic HRM practices, such as employee training and development, work-life balance initiatives, and employee well-being programs. A survey was conducted to collect data on different aspects of employee resilience, such as the ability to adapt to change, manage workload, maintain a positive outlook, and maintain physical and mental health. A correlation analysis was done to identify the strength and direction of the relationship between different aspects of SHRM and employee resilience. Correlation was followed by regression analysis to identify which specific aspects of SHRM are most strongly associated with employee resilience. Other factors that may be influencing the relationship between SHRM and employee resilience like organizational culture, job demands, of employees was controlled by taking employees with almost similar job demand and from the same organisation.

**Table1** Correlation between Strategic human resource management and employee resilience

Variables	Correlation Coefficient	Type of correlation
Strategic human resource management	0.75	High positive correlation
Employee Resilience		

The study found out that the product moment correlation coefficient ( $r$ ) between SHRM and employee resilience is 0.75. That means the study found out that there is a high positive correlation between SHRM and employee resilience, where higher levels of SHRM practices are associated with higher levels of employee resilience. For example, an organization that invests in employee training and development programs, provides work-life balance initiatives, and promotes employee well-being may have employees who are better able to cope with stress, adapt to change, and maintain a positive outlook. Overall, the specific outcome of the relationship between SHRM and employee resilience



will depend on the specific context and factors involved and may require further research and analysis to fully understand. However, a positive relationship between SHRM and employee resilience is generally seen as desirable, as it can lead to increased employee well-being, productivity, and retention. These findings highlight the importance of implementing HRM practices that promote employee well-being and resilience in Indian organizations and suggest that such practices can benefit both employees and organizations.

## 5. RESULTS AND DISCUSSION

The findings of research studies suggest that there is a positive relationship between strategic human resource management (SHRM) practices and employee resilience. Specifically, strategic HRM practices have been found to be positively related to employee well-being, job resources, social support, and psychological capital (i.e., optimism, self-efficacy, hope, and resilience). Furthermore, the relationship between strategic HRM practices and employee resilience is partially mediated by these factors, suggesting that HRM practices can influence employee resilience indirectly through the promotion of job resources, social support, and psychological capital. These findings highlight the importance of implementing strategic HRM practices that promote employee well-being, such as providing job resources, social support, and opportunities for personal and professional growth. By doing so, organizations can enhance employee resilience, which can have benefits for both employees and the organization as a whole. For example, resilient employees are better able to cope with stress and adversity, are more likely to engage in positive work behaviors, and are more committed to their organizations. Overall, the findings suggest that organizations can benefit from investing in strategic HRM practices that promote employee resilience and well-being. Some of the Strategic human resource management practices that can adopted in organisations to enhance employee resilience are:

- **Talent Acquisition and Recruitment:** Employing strategies to attract and hire the right talent that aligns with the organization's goals and culture.
- **Training and Development:** Providing continuous learning opportunities to enhance employee skills and competencies, fostering personal and professional growth.
- **Performance Management:** Implementing performance appraisal systems and feedback mechanisms to monitor and improve employee performance.
- **Succession Planning:** Identifying and developing potential future leaders within the organization to ensure continuity and smooth transitions.
- **Workforce Planning:** Analyzing future business needs and aligning workforce requirements to meet organizational objectives.
- **Employee Engagement:** Creating a positive work environment that fosters motivation, commitment, and satisfaction among employees.
- **Work-Life Balance Initiatives:** Offering flexible work arrangements and support to promote a healthy work-life balance for employees.
- **Compensation and Benefits:** Designing competitive compensation packages and attractive benefit programs to attract and retain top talent.
- **Diversity and Inclusion:** Promoting a diverse and inclusive workplace that values and leverages individual differences to drive innovation and creativity.
- **Employee Wellness Programs:** Providing wellness initiatives to support employees' physical and mental health, reducing stress and enhancing productivity.
- **Leadership Development:** Nurturing and grooming potential leaders within the organization to ensure a strong leadership pipeline.
- **Employee Feedback Mechanisms:** Implementing channels for regular feedback and suggestions from employees to address their concerns and improve overall satisfaction.

## 6. CONCLUSION

Remember that the effectiveness of these SHRM practices depends on how well they are tailored to the organization's specific needs and integrated into the overall business strategy. Additionally, SHRM practices may evolve over time to adapt to changing business environments and workforce dynamics. By implementing SHRM practices, such as employee training and development, work-life balance initiatives, and supportive leadership, organizations can foster a positive work environment that promotes employee resilience. Resilience allows employees to cope with challenges, adapt to changes, and recover from setbacks effectively. When employees feel supported by their organization and have access to resources that promote well-being, they are more likely to develop and maintain resilience, leading to increased job satisfaction, reduced burnout, and higher productivity. However, it's essential to note that the specific relationship between SHRM and employee resilience can vary based on organizational context, the implementation of SHRM practices, and individual differences among employees.

## CONFLICT OF INTERESTS

None.

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