



Balancing Employee Well-being and Organizational Resilience: Redefining HR Practices for a Dynamic Business Environment.

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Date of Submission: 26-11-2024

Date of Acceptance: 05-12-2024

Abstract

Human Resource Management, despite its evolution over a period of decades, still has to be more agile, innovative, and empathetic to the challenges of the modern workplace. The paper delineates the transformative role of HRM in this age of rapid technology change, shift in demographics of workers, and increasing attention to the welfare of employees at work. The perspective seeks to inspire HR practitioners, academics, and policymakers to rethink the role of HRM as a strategic enabler of resilience, innovation, and inclusivity through an examination of key business challenges, stakeholder impacts, and forward-looking strategies.

(Keywords: Human Resource Management (HRM); Employee Well-being; Workforce Resilience; Strategic HR Practices)

I. Introduction

The management of human resources has never been more critical than it is today. Modern organizations are operating in a highly volatile, uncertain, complex, and ambiguous (VUCA) business environment where they must ensure adaptability to changes and resilience for determining survival and sustainable competitive advantage (Rimita, 2019). These unavoidable conditions create mounting amounts of stress coupled with heightened levels of disengagement and burnout for the workforce, regarded as the most valuable asset of organizations today. The question thus becomes - how can organizations balance an imperative to be resilient with the ethical and strategic necessity of safeguarding employee well-being? (Okonkwo, Nwose, Beccaria & Khanam, 2024)

This perspective aims to investigate and address this central dilemma. Resilience, whether at individual or organizational level, must be considered as a dual mandate, focused on balancing operational agility with ethical responsibility to protect employee health and engagement. Just like resilience guarantees that organizations are better

able to navigate through crises to become competitive again, the protection of employee well-being secures longer-term sustainability with leadership (Holbeche, 2023).

The purpose of this paper is to identify the root causes of workforce stress and disengagement in the context of the modern business environment by examining the emerging challenges of the HR landscape. It evaluates alternate solutions and innovative strategies that organizations can adopt to balance resilience with well-being. The role of cultural and contextual factors is also discussed to recognize that HR strategies must be unique with the societal and organizational norms that it operates within.

Ultimately, this paper calls for an integrative approach to workforce and organizational resilience to give equal weights to operational imperatives and human-centered strategy. It hopes to present a roadmap of how HR practices can be reimagined such that HR practitioners, academicians, and policymakers are better equipped with actionable insights and strategies to construct resilient, engaged, and thriving workplaces in the era of disruption.

Background and context

Emerging challenges human resource management (HRM)

The rapid change in workplace dynamics has created unprecedented challenges for HR professionals. The increase in remote and hybrid work models, fast-forwarded by the COVID-19 pandemic, has dramatically changed traditional ways of working. Even though all these changes introduce much flexibility and convenience, they have also introduced new stressors in the workplace for employees. The decreased boundary that previously existed between the personal and professional lives of people resulted in more burnout, fatigue, and disengagement among employees (Maxwell & Singh, 2021).

Additionally, managing geographically distributed workforces has added more complexity



to HR practices. Organizations are now required to address the differing needs of employees across different cultures, time zones, and demographics. Although diversity strengthens a firm, it calls for managers to design dynamic and inclusive policies (Stahl & Maznevski, 2021). The talent landscape has also been largely impacted by the "Great Resignation", thereby making it more difficult for HR practitioners to offer their employees meaningful and balanced work experiences, which would in turn, add to an increased rate of retention and engagement (Suprayitno, 2024).

Theoretical underpinnings

Key theoretical frames could explain the present-day HRM problem. Resilience theory claims that individuals or organizations need to bounce back and recover from adverse situations. Resilience is required for continuity of performance and morale in a workplace in circumstances of crisis or change (Van Breda, 2001).

Yet another lens is that of Amy Edmondson's psychological safety framework. Psychological safety refers to the belief that people can share ideas or concerns without fear of retribution and is one of the precursors to effective innovation and collaboration. Organizations realize the significance of psychological safety in terms of allowing employees to take risks and give their best at work (Edmondson & Bransby, 2023).

Lastly, cultural settings also affect the dynamics in workplaces. In collective societies like India, people value the solidarity and ties of a group more than individual performance (Tripathi, 2019). Thus, this cultural dimension impacts how challenges are perceived at the workplace and what would impact the effectiveness of HR interventions. HR strategies thus need to align to these cultural nuances to effectively serve concerns from the employee's side (Holbeche, 2022).

The shifting role of HR in a VUCA world

The world in which organizations operate today is described as volatile, uncertain, complex, and ambiguous (VUCA). HRM is no longer merely an administrative function to deliver compliance only; it has evolved and gained strategic importance. It makes the organizations agile with support for employee needs. Today, human resource professionals have to reconcile short-term needs for the workforce with longer-term organizational goals. Such a double mandate calls for innovations that amalgamate building resilience with all-inclusive support (Zhang-Zhang, Rohlfer & Varma, 2022).

This duality calls for HRM to transcend conventional barriers and become a connector between fast-changing business imperatives and the human dimension of the workforce. In contrast, although the outside environment should be agile or adaptable enough to respond promptly to possible disturbances, the internal environment needs to be stable, inclusive, and support-oriented during times of uncertainty (Dhillon & Nguyen, 2021). The challenge here is to harmonize these seemingly conflicting objectives in such a fashion that they are converted into complementary goals. This requires more than just the implementation of policies. Human resource professionals must foster an organizational culture where resilience and well-being are integrated into the very fabric of business strategy (Chowdhury, 2024). This framework will set the basis to mobilize actionable solutions instituted for employee well-being and organizational resilience.

Key business problems

Challenges faced by employees

Modern employees today face numerous problems at work that undermine their productivity and well-being. The most cited workplace stressor comes in the form of workplace incivility, a kind of subtle display of disrespect or rudeness. These behaviors may not necessarily be intentional, but can potentially destroy trust and break relations, thereby causing emotional exhaustion that would lead to a toxic work environment, resulting in lowered levels of employee motivation and engagement (Vasconcelos, 2020).

Another crucial issue is role ambiguity where the job description is vague and not clearly defined. Therefore, the expectations from the employee are ambiguous. This results in increased stress and decreased performance levels. An employee who does not know what one expects him or her to do cannot achieve his career objectives. Therefore, he is unfulfilled and unconcerned with his work (Bauer & Simmons, 2000).

Perceived organizational politics, a perception of employees that the workplace is over-politicized, where decisions are believed to depend not on merits but on favoritism and hidden agendas is another factor that influences employee resilience. Such perceptions lower trust in leadership, reduce psychological safety, and lead to the weakening of employees' resilience and commitment to their roles (Mehmood, Macky & Le Fevre, 2023).



Organizational struggles

High attrition rates compound the problem. Inactive employees pose a higher possibility to be the cost center for the organizations by adding to the long cycle of re-hire and training new employees. For large organizations, it not only ruins their bottom line but also breaks team dynamics and organizational culture. Companies experiencing high attrition may also lose on hiring talented employees as neglecting employees' well-being is considered to reflect the unhealthy work environment of a company (De Smet et al., 2021).

The other challenge is brand reputation. Organizations that do not take the issues faced by their employees seriously are likely to be seen as unsupportive or exploitative. At a time when transparency is the word, such perceptions result in some serious blows to the public image of the company, affecting customer loyalty and investor confidence (Tajpour, Salamzadeh & Hosseini, 2021).

Broader implications for stakeholders

These workplace challenges have ripple effects outside the organization as well. Stressful and disengaged employees are predisposed to pouring out frustrations related to the workplace into their personal lives, with obvious resultant effects on their families and communities. Of special concern is mental health, which is a rising contributor to the public health burden (Maslach & Leiter, 2022).

Economically, the loss caused by the untended matters in a workplace is shocking. The billions lost in productivity across the world due to disengagement and mental health challenges of employees are very striking (Maslach & Leiter, 2022). Further, these firms lag behind in terms of innovations and competitiveness which negatively impacts their growth in the economy.

It is by understanding these interlinked challenges that the critical drive to address employee and organization problems makes more sense. This is the first step toward the development of a workplace designed to foster resilience.

Proposed solutions and interventions

Enhancing employee resilience

Developing resilience at the employee level is crucial in building a sustainable and productive workforce. One valuable intervention available for enhancing resilience at work comes in the form of well-being programs that are linked to the problem of mental health. Counseling services, mindfulness workshops, stress management sessions are some

examples (Rurkkhum, 2024). By normalizing the conversation around mental health and providing concrete support, organizations can work with their employees and keep these stresses at bay as well as address tough emotions.

Another great tool is flexibility regarding working arrangements. Flexibility in working hours, a remote work policy, or even a four-day workweek can greatly reduce the threat of burnout (Kim, Cho & Yang, 2024). It gives employees the chance to better combine their working and personal priorities, thereby improving their satisfaction and productivity levels.

Lastly, psychological empowerment that provides employees with autonomy and discretion can boost confidence and resilience. Employees are likely to overcome challenges and contribute more value to organizational objectives when they are entrusted with more responsibility for accomplishing their job functions (Zhai, Zhu & Zhang, 2023).

Building organizational resilience

Strategic planning and leadership are crucial to develop organizational resilience. Building resilient leadership constitutes a great beginning, as leaders with high emotional intelligence and a crisis management ability are capable of navigating disruptions while keeping the team coherent. Organizations must invest in various leadership development programs where the priority should lie in building empathetic, adaptive, and effective decisions-making and leading under uncertainty (Țiclău, Hințea & Trofin, 2021).

Scenario planning and proactive systems can also help organizations propose frameworks that would help them to anticipate disruptions and come up with response strategies proactively. This consists of initiating sophisticated risk management practices or establishing continuity plans that enjoin an organization to respond to changing circumstances promptly (Mizrak, 2024).

Also, integration of technology will be transformative. This would include the application of artificial intelligence and sophisticated analytics to predict and manage key elements, like attrition in employees, burnout, or low engagement (Adeusi, Amajuoyi & Benjami, 2024). Realtime data insights will enable differentiated interventions in an HR ecosystem.

Policy interventions for systemic change

At the policy level, it is crucial to bring about necessary changes. Governments must pass labor reforms mandating minimum standards in



workplaces for mental health support (World Health Organization, 2021). Policies that require a company to provide mental health resources, flexible work arrangements, and anti-harassment training help draw baseline industry-wide standards for employee well-being.

Public-private partnerships can further amplify these endeavors. Partnerships between the corporate world, higher education sector, and government organizations can promote large-scale activities with a focus on skill upgradations and mental health at the workplace. National campaigns on resilience building among employees or subsidies on well-being activities can motivate the organizations to adopt them.

By strengthening resilience at the individual, organizational, and policy level, these solutions collectively create a comprehensive framework for tackling workplace challenges. These solutions together pave the way for healthier, more adaptable, and competitive workplaces.

Comparative analysis of options

Traditional HR approaches vs. modern HR practices

Traditional perspectives of HRM have focused on transactional, compliance-based, and reactive problem solving perspectives. They are process-centric, old school, and not agile enough to help contemporary organizations solve the type of problems that modern workers face. Contemporary approaches of HR focus on the roles they play in strategic leadership and organizational effectiveness. They tap digital tools and AI-based solutions that offer real-time insights into employee engagement, attrition risks, and well-being (Kambur & Yildirim, 2023).

These developments shifted HR from being a back-office function to becoming a business outcome driver. The strategic HRM of today can anticipate issues in the workforce and tackle them with its support for the utilization of technology and data (Kooij & Van den Broeck, 2021). For instance, predictive analytics can help an organization identify risks of turnover and create targeted retention strategies proactively. Lastly, AI-based sentiment analysis can plan for the right intervention of emotions by HR professionals to understand the 'pulse of emotions' of the organization. Therefore, HR professionals can transcend working in problem-solving mode to encourage a workplace where employee's emotion is valued. For instance, instead of resolving burnout, new HR policies must focus on the development of a culture of well-being with core mental health-related capabilities and

flexibility options for work and continuous engagement initiatives incorporated into the organizational framework. This double consciousness on innovation and empathy makes productivity better while consequently building more trust among employees and the organization, which leads to more resilience and sustainability in the long term (Kambur & Yildirim, 2023).

Global vs. local contexts

Global HR practices provide a well-stocked toolbox, but the solutions are often culture-bound and primarily designed for and effective in the West. Such cultures tend to be more individualistic, where the focus of resilience building is on individual achievement, self-reliance, and personal growth, encouraging employees to put themselves first into achieving self-improvement and personal goals (Xiaowei, 2021). Accordingly, organizational strategies are designed to foster autonomy, competition, and individual accountability. These may, however, not effectively resonate within collectivist cultures, like India, which strongly values social connections in which employees work and harmonious team unity, unlike individual success (Zafar et al., 2023). In such contexts, the pathways toward building resilience need to reflect collective values rather than individualistic aspirations.

The challenge for organizations in a collectivist cultural framework would be to tailor global best practices to the local culture, norms, and values. Resilience is often constructed through community support and shared responsibility in these settings, enabling people to feel a sense of belonging in the teams. For example, mentoring programs, joint goal setting, and recognition of group accomplishments are more effective methods for the development of employee engagement and resilience rather than individual performance metrics or competitive incentives. Similarly, well-being initiatives for employees may be designed around family-friendly policies, social bonding activities and culturally sensitive mental health support services (Saul, 2022). This tailored process ensures that interventions for building resilience are put in a culturally centered way, bringing employee trust and ensuring the relevant application of interventions.

By shifting the focus from global norms and values to local norms and values would allow organizations to deliver appropriate support in culturally meaningful ways. On one hand, this would enhance the effectiveness of HR practices. On the other, it would make organizations respect



the cultural fabric of the workforce and ultimately move towards an inclusive, cohesive organizational environment.

Impacts on stakeholders

Impact on employees

Direct and immediate beneficiaries of resilience and well-being initiatives are the employees. Due to such initiatives, employees are better equipped with methods of managing workplace stress and challenges. Not only does this lead to less stress, but also significantly adds towards job satisfaction, as employees feel valued and supported by their organization. It also enhances the confidence of an individual in managing adversity and further improves their psychological well-being (Gabriel et al., 2022).

An organization that prioritizes psychological safety allows employees to talk about their ideas without fear of judgment or reprisal. This stimulates innovation, effective collaboration, and better belongingness in teams. People are more likely to engage actively in problem-solving, share creative inputs, and take initiative in their roles if they feel safe and supported. With this positive experience, both morale of the individual and team dynamics are improved, which then positively impacts the overall performance. Employees whose efforts add value to an organization co-create success whenever they perform optimally (Edmondson & Bransby, 2023). Resilience and well-being are, therefore, cornerstones for sustainable business growth.

Organizational benefits

Organizations that invest in employee well-being and resilience directly contribute to performance and sustainability. To begin with, better employee engagement resulting from initiatives that focus on employee well-being relates to higher levels of productivity because a motivated workforce is more apt at focusing, working together, and innovating. Meanwhile, lower levels of burnout relate to reduced absenteeism, minimizing workplace disadvantages while improving the efficiency of operations (Lu et al., 2023).

This goes even beyond the immediate operational benefits. Supporting work cultures underpin a mighty employer brand. As employers who take care of their employees, companies become employers of choice, making it easier to attract the cream of talents in competitive markets. This strengthens the talent pipeline, keeping a steady flow of skilled and motivated workers coming in (Kele & Cassell, 2023). A resilient

workforce further facilitates the agility and commitment of organizations in turbulent times like market volatility, technological advancements, or unforeseen disruptions. When the employees feel valued and supported, they are most likely to accept the challenges and overcome them proactively. Uncertainties will thus, not hinder the predictability and stability in growth. Therefore, investment in resilience and wellness enhances the satisfaction of the workforces and serves as a long-term plan towards achieving organizational success in a fast-changing world.

Broader societal and economic impacts

Workforce interventions focused on promoting well-being and resilience at a community level also contribute to healthier societies. Workplace stress often trickles over into people's personal lives thus, affecting family dynamics, mental health, and social relationships. It is by handling such issues within the workplace that organizations will contribute to the reduction in negative impacts of stress on broader societal well-being (Khalid & Syed, 2024). Resilient employees tend to manage stress more effectively and have better work-life balance, which means they are likely to have healthier lifestyles, reducing the burden on public health systems and enhancing quality of life in the communities they belong to.

Besides these social rewards, there are impressive economic advantages associated with engaged and resilient workforces. Employees who feel supported and valued are more productive and innovative, enhancing national productivity. Positive contributions made by individuals at their workplaces ultimately have a larger impact on the economy through driving innovation and promoting growth in different sectors (Rai, Rai & Singh, 2021). Resilient workers can better weather economic downturns and adapt to shifting markets. All this helps ensure a viable and dynamic workforce that can consistently contribute to the economic prosperity of a country.

Furthermore, organizations that make HR practice social responsibility paradigms create additional impacts for other organizations in their industry. These organizations not only exhibit organizational standards but also follow and influence other organizations in their industry and elsewhere to increase employee well-being and resilience, thus emulating positive workplace behaviors within their respective industries and beyond, making the impact wide and deep into changing society positively (Jang & Ardichvili, 2020). As increasing businesses incorporate such



policies, their cumulative effects result in a more sustainable and socially responsible business environment that benefits the labor force as well as the broader society.

Hidden challenges

Cultural resistance to change

Change in HR practices is often opposed more strongly by traditional organizations with long-standing customary norms and practices. Employees and leaders resist change alike as they fear that such changes may disturb the established order of things to work. This resistance is not only due to the fear of the unknown but also for the emotional comfort of the status quo and belief that these existing practices have shown success in the past. The reluctance in the adoption of new approaches may thus act as a barrier to progress, which prevents the organization from remaining competitive and responsive to the changing business dynamics.

Effective change management requires effective strategies that focus on the development of understanding, trust, and collaboration at all levels. Open communication is what enables the determination of successful change management: ensuring all stakeholders from employees to leaders understand why the change is being imposed, the benefits it will bring, and how it fits in with the organization's broader objectives. Transparency on the objectives, process, and expected outcome has a ripple effect and can dissipate fear and bring about confidence in the change initiative (Price & Chahal, 2006).

Moreover, education is critical for helping employees and leaders adjust to new practices. Providing training and tools that emphasize the worth of the new HR practices and how these will enhance one's or the organization's performance can help reduce such fears. What's more, incremental change seems to be more effective than jarring changes. Introducing change in phases allows employees to adjust at their comfort level, thus reducing stress or shock caused by it. Clear communication combined with comprehensive education can pave the way to smoother transition and greater acceptance of innovative HR practices.

Resource Constraints

The scenario is tough for SMEs to venture into full-scale employee well-being programs or high-tech innovations. With very limited resources, these companies do not have a source of funding to support programs needing substantial investment. SMEs often struggle to offer the support to the

working people, where mental health programs, flexible working conditions, or professional development opportunities would be concerned. Simultaneously, these firms face the challenge of combating competition in a fast-paced environment where, because of their higher budgets, larger organizations can introduce state-of-the-art HR practices and technologies.

This double burden places SMEs in a dilemma: meeting the diversified needs of employees without spending beyond financial prudence while still pursuing growth. Often, with insufficient resource investment in advanced technology or well-being programs, SMEs find themselves limited to the point where they can't use data and predictive tools for fostering resources that could help them boost employee engagement, reduce burnout, and increase overall productivity. Consequently, SMEs may be unable to leverage the same amount of support that bigger businesses can offer, leading to higher employee turnover, low morale, and an average workforce that cannot be as strong.

Despite these challenges, SMEs are not without options. By choosing low-cost strategies such as fostering a compassionate organizational culture, easy work conditions, and focused well-being programs based on employee engagement and development, SMEs can provide a benevolent work environment without extra expense. Moreover, a lot of SMEs are able to use partnerships with local organizations or free or low-cost digital tools for the well-being of the employee. With creativity and adaptability, the focus will be on how SMEs can, in turn, build resilience and well-being among their employees as appropriately suited to their context and resources.

Measuring the Impact of Interventions

Measuring the ROI of well-being and resilience-building initiatives is another significant challenge for organizations. Unlike traditional business investments, where sales growth, profit margins, or customer satisfaction can be easily measured, well-being program outcomes are very intangible and seemingly harder to measure (Molek-Winiarska & Mikołajczyk, 2022). For instance, improved mental health, enhanced psychological safety, and employee resilience have become some of the crucial benefits, but their usability to measure in hard numbers or performance metrics is in question. These changes often take place gradually; therefore, organizations find it hard to directly correlate these changes with tangible business



outcomes such as increased productivity, lower absenteeism, or turnover.

These initiatives also have a long-term benefit and are more subjective, making it harder to convince people of the merits of a sustained investment. Traditional ROI metrics-the revenue increases or cost savings-offer little insight into the broader impact that well-being has on employee engagement, team dynamics, or organizational culture. For example, though a healthier workforce may mean that there are fewer sick days, it is less obvious what the relation might be to organizational performance in the long term.

It, therefore, calls for strong evaluation frameworks that will effectively capture tangible and intangible outcomes of any well-being and resilience-building programs. The framework must include a combination of qualitative and quantitative measures to evaluate short-term impacts, such as immediate improvements in stress levels, job satisfaction, or even burnout, all leading to longer-term improvements in organizational commitment, employee retention, and overall productivity. For example, organizations might monitor engagement surveys, scores of psychological safety, and other subjective measures while also tracking business outcomes such as absenteeism, turnover rates, and innovation metrics.

In this regard, the development of such holistic evaluation models will provide organizations with tools to more efficiently justify continued investment in employee well-being and resilience, showing the benefits at both individual and organizational levels. This would help organizations understand better the value behind their programs and also provide stimulus for integrated thinking on human capital and resilience enhancement approaches across the board.

Future research and practice agenda

Research Directions

The field of Human Resource Management (HRM) presents several promising avenues for further research, particularly as organizations continue to adapt to rapidly changing business environments. One important area of study is the longitudinal evaluation of resilience-building programs. While many organizations implement these initiatives, the long-term effects remain underexplored. Longitudinal studies can provide valuable insights into the sustainability and effectiveness of these programs over time, offering a deeper understanding of how resilience initiatives impact employees' well-being, job satisfaction, and overall organizational performance in the long run.

Such research can help organizations determine whether these programs produce lasting benefits and whether adjustments are needed to ensure their continued relevance and success.

Another critical area for investigation is sector-specific research. Different industries face unique challenges that can affect how resilience-building programs are implemented and received by employees. For example, in healthcare, employees are often under immense pressure due to high stress levels and long working hours, which may require more tailored interventions compared to the technology or manufacturing sectors. By exploring how resilience-building and well-being initiatives can be customized for specific sectors, researchers can help organizations design more effective programs that address the unique stressors and needs of their workforce. This research could also identify industry-specific barriers to program adoption, such as limited resources in small and medium-sized enterprises (SMEs), and propose solutions to overcome these challenges.

The expanding role of emerging technologies in HR is another area that presents vast opportunities for research. AI-driven HR tools, such as predictive analytics for employee engagement, well-being monitoring systems, and recruitment algorithms, are becoming increasingly popular. Nevertheless, ethics, effectiveness, and potential bias in the usage of those technologies must be carefully analyzed. Research can focus on how AI tools should be responsibly used by organizations in an unbiased manner to minimize any discriminatory action or lead to unforeseen effects. In addition, the studies can also investigate optimizing these technologies to improve employee well-being, decision-making process, HR practices while respecting fairness and trust among employees. Investigating the ethical dimensions of these technologies will better ensure that their integration into HR practices aligns with organizational values and social responsibility, ultimately allowing organizations to maximize the benefits that these technologies have to offer while maintaining commitment to fairness and equity.

As research continues to progress, such insights will not only deepen our understanding of HRM in modern workplaces, but also provide value in guiding the way forward for even more effective, ethical, and sustainable HR practices.

Practical Implications

From a practical perspective, organizations must proactively develop customized HR solutions that cater to the diverse needs of their employees.



The one-size-fits-all approach no longer works in today's complex and fast-changing business environment. To meet these diverse needs, flexible policies must be designed to manage varying work styles, life stages, and individual circumstances of employees. This can range from flexible work arrangements, telecommuting to wellness programs that are customized for different populations, such as working parents or people who suffer burnout. Leadership training is also key in allowing the development of leaders' skills in empathy, emotional intelligence, and resilience, through which organizations will foster a leadership culture that genuinely understands and supports the challenges employees face. Such training encourages psychological safety between workers, by sensing which employees are most likely to engage, innovate, and stay committed, thus enhancing overall organizational resilience.

Besides internal HR solutions, partnership models between academia, corporates, and policymakers can help amplify the impact of well-being and resilience initiatives. So, 'cross-sectoral collaboration' facilitates the dissemination and sharing of ideas and research findings as well as resources across sectors and leads to innovative solutions. Academia can contribute evidence-based insights that can help organizations implement scientifically grounded HR practices, while businesses can share real-world challenges that academia can, in turn, use research to address. Policymakers can also formulate frameworks and regulations that will help to push ethical and effective HR practices. For example, collaborative partnerships may lead to nationwide campaigns on issues such as mental health awareness, where the importance of psychological well-being comes into the public eye. In addition, industry-specific frameworks on resilience assist organizations in establishing best practices applicable to a specific organization's needs, thereby making the process more effective and sustainable. Collaborations would be beneficial to both employees, who can access more diverse support resources, as well as organizations, which benefit from increased engagement, retention, and overall productivity. With cooperation between these industries, the programs and policies generated can not only be innovative but also highly adopted, creating a sustainable impact on the workplace and the wider society.

Declaration of generative AI and AI-assisted technologies in the writing process

During the preparation of this work the authors used ChatGPT in order to improve the readability and language of the manuscript. After using this tool/service, the authors reviewed and edited the content as needed and took full responsibility for the content of the published article.

Declaration of competing 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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