

Sustainable HRM: Enhancing Organizational Resilience and Adaptability

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Abstract

The idea of sustainability is receiving recognition in the HR sector and shaping the development of a sustainable HRM strategy for employees. The prevailing consensus in human resource management (HRM) literature indicates that organizations seeking to attract and retain talent for future business operations must shift the current paradigm where human resources are exploited instead of nurtured. However, achieving sustainability objectives through the organization's human resources has received very little attention from specialists. Although scholars have recently gained interest in this field, the literature concerning the topic remains fragmented and diverse. The research is mainly descriptive and centers on illustrating the idea of sustainable HRM uncomplicatedly. Sustainable HRM is viewed as an extension of strategic HRM, offering a new approach to people management that prioritizes long-term enhancement, regeneration, and rejuvenation of human resources. Subsequently, the characteristics of sustainable HRM in contrast to conventional HRM are unclear. The research evaluates the immediate impacts of Sustainable HRM practices on organizational resilience and adaptability. The key findings emphasize how sustainable HRM practices affect organizational resilience both directly and indirectly.

Keywords: Organizational resilience; adaptability; sustainable human resource management; Sustainable HRM Dimensions

1. Introduction

Change is inevitable, and organizations that resist it face the danger of becoming anachronistic. The latest decade has adjusted to numerous transformations in the corporate sector ranging from globalization and the proliferation of innovation, which have altered business operations. Organizational resilience precipitates flexibility, enabling organizations to swiftly adjust their strategies in response to market disruptions, technological advancements, or remodeling in consumer preferences. Organizations can deploy resources and create effective and viable contingency plans by acknowledging and assessing prospective risks. This proactive approach diminishes threats' effects and safeguards operations' enduring sustainability in challenging situations. While some businesses have competently adapted and are still expanding, others require additional attention and are ultimately shut down (Zolli and Healy, 2012). A prosperous and invincible company places importance on its employees. In a time marked by swift upheaval, employees' resilience is crucial for organizations to endure. Employee engagement and wellness are essential elements of organizational resilience. Organizations become more productive and efficient when they are resilient (Cemal and Elif, 2016). Organizations that stimulate and promote resilience contribute to employee engagement and retention (Burton et al., 2017).

Organizational resilience has emerged as essential for lasting success as organizations navigate unexpected challenges, economic changes, and technological advancements. Organizational resilience refers to an organization's capacity to foresee, adjust to, react to, and bounce back from disturbances while maintaining essential functions and defending fundamental values. It is the capacity to flourish in the face of hardship rather than merely survive. Moreover, resilience is frequently perceived as a crisis management concern; organizations generally do not grasp the connection between establishing resilient daily operations and maintaining a resilient crisis response/recovery (McManus et al. 2008).

As anticipated by the authors (Bratton and Gold, 2012), human resources management (HRM) is essential for an organization's overall development. Recruitment and selection are crucial components of human resource practices because they are requisite for attracting and choosing the most talented, competent, and qualified candidates (Huda et al., 2014). Consequently, this study on organizational resilience can offer pertinent suggestions to assist organizations in addressing impending human resource issues to effectively deal with anticipated crises and emergencies. Enhancing resilience could promote a more adaptable organization that can make decisions promptly and appropriately, practice effective and empathetic leadership, and foster a culture of resilience within the company.

Organizational resilience and sustainability aim for the same corollaries. Sustainability focuses on an organization's enduring viability, taking into account economic, environmental, and social aspects. Resilience serves as a connection between the present and the future, allowing an organization to endure challenges while staying focused on achieving long-term success. The business environment is unpredictable, ranging from economic recessions to international emergencies. Adaptable organizations can foresee upcoming disturbances and develop

strategies to minimize their effects. In this way, an organization can minimize losses while ensuring stability, thereby securing its long-term sustainability.

The sustainable elements of human resource management (HRM) have gained significance for organizations due to the heightened global consciousness regarding sustainable development (Cooke & He, 2010; Ren et al., 2020). A novel approach to human resources management, sustainable HRM combines HRM activities with corporate sustainability to achieve both organizational and environmental goals. The phrase "sustainable HRM" is a key aspect of the increasing number of organizations that are openly showcasing their sustainability efforts. Organizations must integrate social and environmental objectives into their financial goals, act as agents of change, and commit to sustainable development that reconciles present and future needs. Workplace stress, employee fatigue, health issues, and managing work-life balance are prevalent challenges today. The primary aim of this study is to examine the influence of sustainable HRM practices on the advancement of organizational resilience and adaptability. This study aims to connect the concept of resilience with the development of a resilient human resources department, as resilience can offer organizations a competitive edge (Wang et al., 2010). The issues tackled by the paper involve the necessity to enhance understanding of how SHRM practices aid in the formation of organizational resilience within a setting marked by swift changes and unpredictability. Additionally, the paper aims to investigate how these two elements can be strategically combined to improve and guarantee the organization's sustained success in a constantly evolving organizational landscape.

2. Review of Literature

2.1 The Notion of Sustainable HRM

Sustainable HRM represents a novel strategy in human resources management that merges HRM functions with corporate sustainability, achieving both organizational goals and environmental targets. The phrase "sustainable HRM" is among the components of the expanding organizations that are openly showcasing their sustainability efforts. Organizations must integrate social and environmental objectives with their economic goals, act as change agents, and commit to sustainable development that harmonizes present and future needs. Work-related stress, employee exhaustion, health issues, and the struggle to balance work and personal duties are all prevalent issues today. The HRM sustainability viewpoint is therefore essential when addressing sustainability in both society and business.

The term "sustainable HRM" has recently been incorporated into the HR lexicon. Because the field is still in its early stages, there is no recognized definition for the concept. As noted by Ehnert et al. (2014), sustainable HRM serves as both a strategic framework for employment relationships and a support for long-term business growth. Kramar (2014) similarly describes sustainable HRM as "the approach of intentional or developing HR strategies and practices aimed at facilitating the attainment of financial, social, and environmental objectives while concurrently maintaining the HR foundation for the long term." The foundations of sustainable HRM are linked to strategic human resource management (SHRM) and are considered an

expansion of it. Sustainable HRM is closely related to sustainability, whereas strategic human resource management (SHRM) primarily concentrates on strategy and HRM. Table 1 demonstrates the various definitions of sustainable HRM.

Table 1: Definitions of sustainable HRM

Zaugg et al. (2001)	Sustainably focused, socially accountable, and economically effective hiring, training, retaining, and releasing of staff is crucial. Boosting employability, ensuring a balanced work-life dynamic, and fostering personal accountability are crucial in sustainable human resource management.
Thom and Zaugg (2004)	Those long-term focused conceptual methods and actions targeted at socially responsible and economically suitable hiring, selection, development, deployment, and termination of employees.
Wikhamn (2019)	Sustainable HRM focuses on soft aspects like showing genuine concern for employees, ensuring a good work environment and conditions, offering growth opportunities, and paying attention to employees' physical and mental well-being in the workplace.
Kramar (2014)	Social and human results aid in the enduring presence of the organization over time, leading to a sustainable organization.
Ehnert et al. (2016)	Implementation of HRM strategies and practices that facilitate the attainment of financial, social, and ecological objectives, influencing both internal and external environments over a long-term perspective while mitigating unintended consequences and adverse feedback.
Gollan (2005)	The sustainability of human resources refers to the ability of organizations to generate value, allowing them to rejuvenate value and refresh wealth through the implementation of human resource policies and practices.
Ehnert (2009)	The importance of human resources is acknowledged as exceeding immediate monetary value.

From the definitions provided, it is evident that the majority focus on the long-term sustainability and operational success of an organization. Consequently, the long-term view of successful HRM practices links it to strategic human resource management (SHRM). In a company, employees are essential assets, which is why sustainable HRM fosters improved employment relationships for achieving lasting corporate growth.

Implementing HR strategies to develop a workforce that possesses the morals, trust, skills, and drive needed for achieving a successful triple bottom line can be seen as Sustainable HRM. Achieving sustainability within the organization will lead to the following advantages:

- Sustained success and value creation
- Improving a business's brand and reputation
- Enhanced responsibility and improved clarity
- Enhances employee trust and dependability
- Reduces Expenses and Enhances Efficiency
- Sustainability supports and promotes innovation.

- Reduces Expenses and Boosts Efficiency
- Facilitates Business Compliance with Regulations

2.2 The Exigency for Sustainable HRM

1. Strategic HRM concentrates on enhancing business results or financial performance to boost shareholders' wealth. In the quest to improve business results, the well-being of employees, which was the primary aim of HRM, was entirely overlooked.

2. Industries were facing elevated attrition and absenteeism rates.

3. Moreover, due to the increasingly worsening climate crisis, it became essential to integrate sustainable development goals with organizational objectives.

4. The main concerns of the era were the limited availability of finite resources, including both natural and human resources, alongside the focus on resource exploitation and consumption instead of development and regeneration.

5. Technological changes leading to the obsolescence of skills

2.3 Preceding interpretations of organizational resilience

The concept of organizational resilience has gained traction in today's complex business environments (Hollands et al., 2023). The concept of resilience, or organizational resilience for businesses, has gained increasing focus in recent years to clarify why certain companies are better equipped to face challenges while others are not (Hillmann and Guenther, 2021). The idea of resilience has been prominent in both science and society for numerous years. Initially, resilience comes from the Latin term 'resiliens' and relates to the concept of bouncing back from adversity (Iborra et al., 2020). According to Annarelli and Nonino (2016), this idea has been applied across various domains to signify "withstand and react to a shock (either internal or external) and recuperate once it has occurred". Scholars have different viewpoints on what constitutes organizational resilience. Weick and Sutcliffe (2007) define it as "the capability to adjust swiftly, respond to unforeseen and unexpected occurrences, gain insights from ambiguity, and continuously modify." It is defined as "the capacity of organizations to predict, prepare for, react to, and adjust to gradual changes and unexpected perturbations for survival and success" by Linnenluecke and Griffiths (2010). The definitions encompass various inputs such as resilience viewed as the organization's proficiency (Annarelli and Nonino, 2016), a distinct trait (Belalcázar et al., 2017), and resilience regarded as a competency (Ma et al., 2018) or as "abilities, actions, and behaviors" (Iborra et al., 2020). Table 2 illustrates a blend of the previously discussed methods and the corresponding reference material.

Table 2: Notional Schema for Organizational Resilience

Author	Key Emphasis
Williams et al. (2017)	Merges two research areas and establishes a framework concerning the critical concepts of crisis and resilience studies; outlines abilities for endurance, structuring and adapting, reacting to significant disruptions, and a feedback mechanism derived from these encounters.
Linnenluecke (2017)	Combines two research areas and establishes a framework concerning the primary themes of crisis and resilience studies; specifies capability, organizing and adapting, reacting to significant disruptions, and a feedback mechanism derived from these experiences. Concentrates on the historical evolution of resilience in business and management literature; and highlights five literature streams through a Histcite-analysis.
Limnios et al. (2014)	Establishes a classification for organizational resilience; the author demonstrates that resilience can possess both positive and negative features.
Bhamra et al. (2011)	Analyzes the existing literature on resilience within organizations and highlights the ecological viewpoint as the most noticeable in the literature; from this, they establish a definition of resilience for organizations.
Erol et al. (2010)	Examines the literature and define resilience while concentrating on ecological and systems concepts; the authors intend to offer a comprehensive understanding of resilience.

Moreover, researchers suggest various perspectives and approaches regarding the traits, structure, and assessment of organizational resilience. The research is still dispersed even though this stream has multiple reviews (Ruiz-Martin et al., 2018). The literature review demonstrates that organizational resilience can be examined from various viewpoints. This paper divides organizational resilience into three research streams: the first pertains to resilience as a trait or collection of traits. The second stream pertains to viewing resilience in negative (bounce back) or positive (grow with challenge) aspects. The third viewpoint centers on psychological and behavioral methods. It is important to recognize that the three approaches are not contradictory, and certain definitions of resilience may exhibit characteristics of one, two, or multiple streams.

Table 3: Recent empirical research investigating resilience.

Resilience as characteristics/ traits	Resilience as results	Resilience as an HR approach
Proficiency ((including but not limited to Gilbert et al., 2012; Piroto and Venzin, 2014; Rose, 2007; Sheffi, 2005; Vogus and Sutcliffe, 2003)	"Recover quickly" strategy: • Ability to revert to its initial condition, or a	Employee strengths (Ma et al., 2018) Personal resilience fosters organizational resilience (Riolfi and Savicki, 2003)

	different, more favorable one (Carvalho, 2012) <ul style="list-style-type: none"> • “Maintain or regain a stable condition” (Sheffi, 2005) Capacity to uphold the essential functions (Rose, 2007)	Capacity of individuals to withstand crises
A distinct trait (including other works by Belalcázar et al., 2017 and Tonnino, 2016; Carvalho, 2012; Erol et al., 2009)	“Bounce ahead” strategy: <ul style="list-style-type: none"> • Develop through obstacles and adjust the organization to transformations (Gilbert et al., 2012) • Enhance the current circumstances (Longstaff, 2005) Absorb pressure, acquire knowledge, and enhance competitiveness (Vogus and Sutcliffe, 2007)	Commitment and encouraging work environment (Powley, 2009) Personal resilience is essential for a quick response to threats (Mallak, 1998a).
Competency(including others Ma et al., 2018, Coutu, 2002; Lengnick-Hall and Beck, 2003; Powley, 2009; Tognazzo et al., 2016)		The resilience of employees aids in fostering innovation and confronting competition (Koronis and Ponis, 2018).

Nevertheless, one can characterize organizational resilience as a system's capacity to maintain equilibrium despite changes in the external environment. Organizational resilience is an important capability in the functioning activities of the organization. Nonetheless, when the surroundings become unmanageable and out of control, organizational resilience could provide the organization with a competitive edge (XIAO and CAO, 2017). Organizational resilience differs from adaptability, agility, flexibility, improvisation, recovery, redundancy, and robustness. Resilient companies have both the immediate ability to bounce back from disruptions and the long-term capacity to make significant changes in their business models following a crisis (Li et al., 2021). Resilience is understood as a dynamic mechanism through which organizations respond to unforeseen circumstances and utilize resources to sustain operations in the face of challenges (Nielsen et al., 2023). Resilience refers to how an

organization responds to disruption, highlighting its capacity to bounce back and grow amidst uncertainty, interruption, and crisis.

2.4 The Correlation between Organizational Resilience and Adaptability

The swift rate of change, the necessity to produce outcomes, and, in the case of publicly traded firms, the pressure to satisfy shareholder demands for favorable quarterly profits create an intense focus on immediate planning and results. Resilience does not merely signify a return to the previous state before the crisis, thus reinstating the conditions of the past; it can also be understood as the capability to adapt to changes, maintain flexibility, and respond to the unforeseen by harnessing its beneficial impacts (Sutcliffe and Vogus, 2003). The situation of Toyota in 2011 serves as an illustration: despite the significant disruption to production caused by the East Japan Earthquake, they managed to move all their supply chain resources in a brief time frame, thereby adjusting to the altered conditions and recovering relatively swiftly (Koronis and Ponis, 2018).

Organizations that are receptive to change can incorporate beneficial insights from negative challenges, fostering innovative thoughts and solutions that ultimately lead to structural enhancement (Lengnick-Hall and Beck, 2011). This is vital for building resilience: if individuals aren't motivated to confront new challenges, they will continuously attempt to tackle problems using outdated methods and past solutions that are unlikely to be effective (Lengnick-Hall and Beck, 2011). If the company responds through transformation and adaptation, it can get back on course, but in a new and quicker manner.

3. Method and Material used

The review's design was guided by the necessity to adhere to systematic processes while also offering a narrative interpretation of combined results from various studies. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) statement served as a framework for the systematic review of research (Moher et al. 2009).

Table 4 provides a summary of the inclusion and exclusion criteria applied in this study, designed to ensure objectivity in evaluating the gathered research articles.

Table 4: Inclusion and Exclusion criteria

Inclusion Criteria	Exclusion Criteria
Studies centered on sustainable practices in human resource management.	The document seems to show up multiple times under the same search criteria.
Research studies, encompassing qualitative, quantitative, and mixed-method approaches	The entire content of the paper is not written in English, apart from the title, abstract, and keywords.
Research released between 2010 and 2023	Access to the complete text of the paper is not available.
Research papers released in peer-reviewed journals are available in English.	

<p>Papers discussing sustainability and human resource management with a specific emphasis on Organizational Resilience and Adaptability</p>	<p>Research that fails to outline SHRM initiatives or the function of sustainable human resource management</p> <p>An emphasis on sustainable Human resource management and employee resilience rather than on sustainable Human resource management organizational resilience is absent.</p> <p>Articles exclusively addressing sustainable human resource management.</p>
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4. Imperative Pointers for Future Research on Organizational Resilience

Organizational resilience is a crucial capacity for organizations to handle crises and adjust to shifts in the business landscape. Even with the considerable research advancements in this area, aspects still need further exploration to improve our comprehension and boost the practical application of organizational resilience (Annarelli & Nonino, 2016).

Existing studies on organizational resilience chiefly enhance the extensive discussion regarding its definition, essential components, and practical use. Nevertheless, some challenges remain, including the somewhat vague concept of organizational resilience and the requirement for more uniform measurement techniques and cross-disciplinary collaboration.

The consequences of the present research status on organizational resilience highlight the necessity for more thorough and precise theoretical models, enhanced practical implementations, and an emphasis on sustainability. Future studies ought to investigate the subsequent paths to highlight these implications.

4.1 Creation of Uniform Measurement Techniques

Future studies ought to concentrate on enhancing metrics for various sectors and organizational types, integrating these into a standardization framework to facilitate the progress of research and practice in organizational resilience (Sutcliffe & Vogus, 2007).

4.2 Global viewpoint on globalization

Investigating how globalization affects organizational resilience, creating strategies to enhance resilience for multinational firms, and supporting them in sustaining their competitiveness in international markets (Hitt et al., 2008).

4.3 Enhancing the theoretical framework

Enhancing the development of the theoretical framework via quantitative methods and extensive empirical studies, to create a more thorough, precise, and practical theoretical system (Evenseth et al., 2022).

4.4 Cross-disciplinary investigation

Future studies ought to focus on interdisciplinary collaboration, investigating different dimensions of organizational resilience, including organizational behavior, crisis management, and strategic planning (Norris et al., 2008).

4.5 Improving the real-world use of theory

Scholars need to investigate the application of organizational resilience across various industries and cultural settings, while consistently advancing the theory and practical approaches to organizational resilience (Manyena, 2006).

To guarantee the precision and dependability of forthcoming research results, academics ought to enhance research techniques and theoretical models, utilizing a blend of qualitative and quantitative approaches to address the intricacies of organizational resilience. Furthermore, collaboration across disciplines is crucial for tackling intricate issues in the study of organizational resilience.

In conclusion, further studies on organizational resilience ought to prioritize creating standardized measurement techniques, embracing a global viewpoint, refining the theoretical framework, participating in cross-disciplinary research, and boosting the practical implementation of the theory. These research paths will enhance our comprehension of organizational resilience and also offer essential insights for organizations aiming to adjust and succeed in a constantly evolving business landscape.

5. Conclusion

Resilience has been regarded as a consequential domain in management. This review centers on evaluating the resilience literature, emphasizing the significant potential for future research in the field of resilience. Businesses should be aware of the difficulties posed by a changing and disruptive environment and develop resilience skills or get ready to take action beforehand. Our analysis indicates that resilience is a key organizational capability aimed at promoting organizational growth. It allows companies to endure pressures, consistently innovate, and swiftly adjust to alterations. As a result, resilience could be a crucial element of long-term competitive advantage and ought to be cultivated intentionally. Nevertheless, further understanding is required regarding how organizational resilience operates and how it can be nurtured. Additional insights can be obtained by examining the fundamental mechanisms that promote the growth of organizational resilience.

To comprehend the intricate, socially anchored, and path-dependent resilience abilities, upcoming studies must implement innovative research approaches that are less backward-looking and more ethnographic. Sustainable methods provide individuals with a fresh, invigorating outlook on life, potentially resulting in inventive answers to numerous business

challenges. Organizations should foster a framework that allows individuals to develop their distinctive skills in fields that mainly address social and environmental needs. In achieving sustainability objectives, the human resources within any organization play the most crucial role.

Human resources need to be connected to attain the sustainability objectives of the organization. Sustainable HR strategies enhance the worth of prospective employees and foster a lasting commitment to their presence and sustainability, leading to a skilled, enduring workforce.

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