The Contributions of Resilient Workers to the Development of Long-Term, High Performance in Companies

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Abstract: *The ability of a company to adapt to significant changes in the business environment, create situation-specific answers, and then take part in transformative activities to take advantage of disruptive surprises that could endanger the organization's existence is known as organisational resilience. A resilient workforce capable of handling obstacles with a compelling vision, dynamic leadership, and well-thought-out business plan is necessary to build sustainable high performance in organisations in an increasingly complicated, uncertain, and turbulent business environment. Organisations should invest in performing employees who possess the necessary knowledge, skills, attitude, and behaviour to get a competitive edge and meet the goal of higher organisational productivity.This study looks at several HRM strategies for fostering employee resilience and evaluates how resilient workers contribute to long-term good performance in businesses. Using secondary data analysis of pertinent literature on organisational resilience and HRM practices, an exploratory and descriptive study was carried out. According to the study, organisational leadership, establishing a strong workplace culture, adopting high-performance work systems, adjusting human resource skills, and organisational development interventions are the human resource management techniques that help employees become more resilient.Resilient people contribute to the development of sustainable high performance in organisations through increased employee productivity, engagement, a strong organisational culture, diversity management in the workforce, the formation of creative and problem-solving teams, and the globalisation of business. According to the study, the growth of a resilient organisation is facilitated by sustainable practices that generate and make the best use of employees' knowledge, abilities, and skills*

Keywords: *competitive advantage, employee engagement, organisational development interventions, and organisational resilience..*

I. INTRODUCTION

Businesses today face many difficulties in operating in a complex corporate environment, which puts workers in stressful situations that are detrimental to their health. In this case, the Human Resource (HR) Manager plays a critical role in creating a healthy, stress-free workplace with complete management and technical assistance to build resilience. In order to continuously turn a profit, managers must deal with the dynamic and competitive business environment in which companies operate. "The ability of an organisation to anticipate, prepare for, respond, and adapt to incremental change and sudden disruptions in order to survive and prosper" is how Denyer (2017) defines organisational resilience. Using human resource management strategies can boost an organization's capacity for resilience by enabling it to react forcefully to shocks, changes, or interruptions in the business environment. In order to reduce the risk endangering the organization's existence, human resource departments are now concentrating on resilience planning by enhancing the knowledge, skills, and competencies that foster resilience in the workforce. In light of this, the current study attempts to comprehend how HRM strategies contribute to the development of resilient workers and assesses how these workers help businesses today achieve long-term, high performance.

II. REVIEW OF LITERATURE

2.1. CONCEPT OF ORGANIZATIONAL RESILIENCE

According to McManus et al. (2008), the term "resilience" comes from the scientific discipline that characterises a substance's ability to revert to its initial state following a significant physical or chemical alteration. The three main traits of a resilient organisation are comprehension of the problem, control of the organization's constraints, and adaptability (McManus et al. 2008). As a result, they believed that an organization's overall situational awareness, ability to handle critical vulnerabilities, adaptability, and recovery all contributed to its organisational resilience.

In the context of organisations, Lengnick-Hall et al. (2011) define organisational resilience as "The Capacity of an organisation to respond in a manner that suited the situation and to make changes to reduce the impact of any surprises that may threaten the company existence." Organisational preparedness is measured by how well they are able to absorb shock or build resilience in the face of anxiety and mental uneasiness employees experience due to these unprepared changes. Businesses use a variety of strategies to deal with uncertainty, such as centralised control mechanisms, innovative solutions, and new system adaptation.

The cultural, political, legal, regulatory, economic, and technological environment in which managers operate is becoming more and more complex. They also need to be aware of significant issues and trends that may affect the organization's performance and goals as well as the opinions and values of external stakeholders.

Effective and efficient use of resources by a company to achieve its goals, resulting in higher profitability, share price, sales, and market share, as well as successfully meeting the expectations of its three primary stakeholders—customers, employees, and owners—is known as organisational performance.

2.2. HUMAN RESOURCE MANAGEMENT'S ROLE IN DEVELOPING CAPACITY FOR ORGANIZATIONAL RESILIENCE

Schuler & Jackson (1987) prepared a list of Human Resource Management (HRM) procedures which included decisions for planning, staffing, evaluating, compen- sating, as well as training and development. Job enrichment (planning), socialization (staffing), employee participation (appraising), employment security (com- pensating), and quality of work life emphasis (training and development) are formal HRM practices. Fottler (2002) emphasized that when companies use Strategic Human Resource Management (SHRM) techniques, organizational resilience is increased. According to Lengnick-Hall (2011) organizational sustainability is re- garded as the most significant matter of concern for organizations which requires managers to put into practice strategic human resource management techniques which increases employee performance.

2.2.1. ORGANIZATIONAL CHANGE AND ORGANIZATIONAL DEVELOPMENT INTERVENTIONS

Organisational change is the process through which organisations transition from their current state to a desired future state in order to become more effective, according to Aswathappa (2012). Organisations must adapt and integrate change into their working system and culture in order to survive in this dynamic, quickly changing business environment. Employees are both the change agents who may bring about the change in the organisation and the change targets. The people who can lead the organisational change process and carry it out with the help of Organisational Development (OD) interventions are personnel who are emotionally resilient, flexible, open-minded, informed, skilled, and functioning with the proper attitude.

In order to produce adaptive organisations that can evolve and reinvest in themselves to be effective, organisational development is a planned and methodical process that involves a number of organisational transformation strategies.

OD interventions fall into four categories:

Human Process Interventions: T Group Training or Sensitivity

• Grid training and team building

Two Interventions in Human Resource Management

Recruitment and Selection; Performance Evaluation; Reward Structure; and Workplace Diversity Initiatives Three Interventions Using Technology

The quality of work-life programs for employees and total quality management Four Strategic Measures

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SWOT analysis; redefining the company's vision and mission; creating a strategic change plan and carrying it out with the full backing of all staff members and upper management

2.2.2. ORGANIZATIONAL LEARNING

Organisational learning is the process through which all staff members acquire and put into practice new behaviours, beliefs, and knowledge. It also involves managing important data to help the business make the best decisions. A learning organisation, according to Aggestam (2006), has a culture that promotes creativity and learning on both an individual and organisational level. The first stage in establishing a learning organisation is to have a leader who exemplifies its goal. It is usually preferable for organisations and their personnel to become resilient by learning about new developments in the business environment.

2.2.3 ADAPTIVE CAPACITY

Walker et al. (2002) define adaptive capacity as "an aspect of resilience that reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalised responses to broad classes of challenges." As to their definition, effective leadership and an atmosphere that promotes open communication, productive teamwork, and a shared organisational goal are also associated with adaptable ability. The following was provided by McManus (2007) in her Relative Overall Resilience (ROR) Model. Resilience Techniques
• Exchanges and Discussions
• Strategic Vision and Outcome Expectations
• Governance, Management, and Leadership Frameworks • Knowledge and Information Management

2.2.4. DYNAMIC CAPABILITIES

According to Teece et al. (2010), "Dynamic Capabilities. is the firm's ability to integrate, build, and reconfigure internal and external skills to handle quickly changing contexts" . Businesses and their employees need to be able to pick up new skills quickly and create strategic assets. While rearranging its current strategic assets, the business must incorporate new resources such as capability, technology, and customer feedback. He emphasised how important corporate agility is to a company's ability to survive. It is the capacity to identify and react to risks, to grasp opportunities, and to maintain competitiveness through the optimisation, consolidation, protection, and, if necessary, reorganisation of the company's tangible and intangible assets.

III. IMPORTANCE OF THE STUDY

Companies must immediately invest in staff training to avoid technological obsolescence given the speed at which the world economy is changing. Employees swiftly take on new tasks and apply their expertise to bring about significant changes during shocks like pandemics, economic recessions, and fast shifting markets. All of these situations demonstrate the importance of employee resilience, which underpins the business's sustained high performance. Organisations provide their employees with several opportunities to broaden their knowledge, acquire new skills, and build the collective resilience necessary to confront obstacles head-on while creating their HRM strategy.

IV. STATEMENT OF THE PROBLEM

By establishing employee-friendly policies, management supports employees in maintaining their physical and mental well-being, which makes them resilient and effective workers capable of managing a variety of unforeseen business obstacles. Resilient workers constitute a firm basis for companies, ready to tackle any unanticipated shifts in the sector. This study aims to assess the ways in which resilient employees support the growth of sustained high performance in businesses.

V. OBJECTIVES OF THE STUDY

1. to investigate the role that human resource management plays in building organisational resilience.
2. Investigate human resource management strategies for enhancing workers' resilience.

3. To assess how resilient employees contribute to an organization's sustained high performance.

VI. RESEARCH METHODOLOGY

With the aid of secondary data analysis of pertinent literature, websites, and research articles on organisational resilience and human resource management practices, an exploratory and descriptive study was carried out.

VII. RESULTS AND DISCUSSIONS

7.1. IMPORTANCE OF HUMAN RESOURCE MANAGEMENT IN DEVELOPING ORGANIZATIONAL RESILIENCE

• • Organisational resilience is a result of the HRM system's ability to maintain staff alignment with the corporate vision and mission in a constantly shifting environment. The implementation of strategic human resources management practices, such as management training, employee participation, organisational learning, effective leadership, performance-oriented appraisal, career opportunity planning, and the development of adaptive capacities to make employees resilient, are long-term interventions that every organisation must undertake.

• In addition to supporting employee resilience and improving performance results, well-designed HR strategies will support the development and maintenance of organisational values such as meeting consumer expectations and upholding corporate social responsibility. Employee-friendly policies put in place by human resource executives support workers in maintaining their physical and mental well-being, which enables them to handle any unforeseen business obstacles and become resilient and productive members of teams. The phenomena known as SHRM practices entails implementing a number of crucial HR procedures that enhance workers' Knowledge, Skills, and Abilities (KSAs), assisting businesses in achieving long-term success that ultimately results in profits.

• The Firm's Resource-Based View (RBV) holds that personnel are an organization's intangible resources, which are valuable, rare, hard to replicate, and non-replaceable and that support long-term survival and organisational stability. The foundation of "Intellectual Capital," which is defined as the storehouse of the knowledge, skills, and abilities required to attain profitability, is the workforce. By enhancing their knowledge and abilities, strategic HRM helps employees become more resilient and motivates them to contribute to the company's sustainability and competitiveness, especially in times of crisis.

7.2. HUMAN RESOURCE MANAGEMENT STRATEGIES TO DEVELOP RESILIENCE IN EMPLOYEES

The key to increasing organisational performance and effectiveness and assisting organisations in becoming more resilient is having competent and productive staff. The tactics listed below should be used to help staff members become more resilient to organisational changes.

7.2.1. WORKFORCE PLANNING AND HIRING OF EMPLOYEES

When an organisation plans its workforce, it should first determine what kind of workers each department needs with the appropriate work attitude, such as the ability to learn new techniques, flexibility, adaptability, teamwork, open-mindedness, emotional stability, and physical strength, and then hire the right people. This guarantees the admission of resilient workers from the start, assisting companies in overcoming any obstacles and business problems. This suggests strategic human resources planning and appropriate staff selection in all organisations.

7.2.2. TRAINING AND DEVELOPMENT OF EMPLOYEES

It takes constant work on the side of management to help people become more resilient. The first stage in helping employees become more resilient is behavioural training. Workers will fight any changes that alter their working relationships and style since they constantly want to be in their comfort zone. Initially, building resilience entails stepping beyond of one's comfort zone, embracing changes in the workplace, learning new techniques, and implementing the changes across the entire organisation. The human resource manager must educate and train all staff members in behavioural, conceptual, and skill training sessions in order to help them understand the value of building resilience.

Only training programs will be insufficient; instead, personnel will benefit from mentoring, counselling, advice, and psychological support in addition to technical assistance, which will facilitate and expedite the process of developing resilience.

HUMAN RESOURCE SKILLS ADJUSTMENT

Instead of re-skilling and upgrading their workforce to meet the new, catastrophic developments brought about by the pandemic, a number of businesses resorted to downsizing as a survival tactic when the Corona Virus outbreak expanded over the world. Given the uncertainties, disruptions, economic upheavals, and changes in technology brought on by the COVID-19 pandemic, it would have been more fitting for them to offer fresh training to staff members as the secret to sustainability. Two Human Resource Skills Adjustment (HRSA) dimensions that managers can employ in the workplace are upskilling and reskilling.

The process of retraining workers to help them adapt to a new role they have never held before is known as re-skilling. The process of teaching employees new competencies—the knowledge, skills, and abilities they need to do their current jobs—is known as up-skilling. Retraining is the process of learning a whole new skill to perform a job that differs from the one they were doing before.

7.2.3. BUILD STRONG WORKPLACE CULTURE

HR managers must offer a variety of resilience training programs to improve employees' technical, time management, communication, decision-making, and stress-reduction abilities. To promote teamwork, HR managers must create an engaging corporate culture with a robust, reliable, and transparent communication system. A spiritual culture acknowledges that workers have a mind and a spirit that look for meaning and purpose in their work, as well as a desire to connect with other workers and be an essential part of the organisation with the goal of providing excellent products and being dedicated to the demands of customers. Businesses can regularly schedule yoga training sessions for staff members before formal business hours to help them focus and reduce stress, which will benefit their physical and mental well-being.

7.2.4. HIGH-PERFORMANCE WORK SYSTEMS (HPWS)

The goal of High-Performance Work Systems (HPWS) is to enhance workers' skills, commitment, knowledge, and conduct so that they can provide a competitive edge. HPWS are a group of HR practices, including selective hiring, training and development expenditures, performance-based incentive programs, employee engagement, teamwork, and employee-oriented job design, that promote flexible work schedules and skill diversity.

8.1.1. ROLE OF ORGANIZATIONAL LEADERSHIP

One of the most important management functions is leadership, which helps to produce the required change, inspire employees to perform, build team spirit and future leaders, and promote a culture of learning. Managers who can foster a spirit of resilience in all employees to face any difficulty must exercise effective and strong situational leadership in order to build organisational resilience.

8.2. CONTRIBUTIONS OF RESILIENT EMPLOYEES IN BUILDING SUSTAINABLE HIGH PERFORMANCE IN ORGANIZATIONS

Organisational resilience is acknowledged as a critical element for an organization's performance in a corporate environment that is growing increasingly complex, uncertain, and unpredictable. Because resilient employees are essential to the organization's survival and efficient operation in this fiercely competitive climate, fostering their performance benefits the company in many ways. The contributions that resilient workers provide to fostering long-term high performance in businesses are listed below.

INCREASED PROFITABILITY AND MARKET SHARE

Profitability is the main goal of any commercial endeavour since it ensures an organization's long-term survival. Long-term profitability for sustainable growth and development is guaranteed by businesses that invest in their employees' proper training and build their resilience. Employees that are resilient, productive, and dedicated will undoubtedly help the business increase its market share and profitability.

EMPLOYEE ENGAGEMENT AND PARTICIPATION

Employee engagement with the organisation is just as important as their job performance in demonstrating attitude. The degree to which an employee feels a connection to every facet of the business and strives to support it is known as employee engagement. In addition to demonstrating dedication to their work, resilient employees are aware of workplace events, stay in touch, and take an active part in business affairs and concerns. They always step up to assist the business in resolving any pressing problem by taking the initiative on their own. Employees with this mindset make it easier for organisations to handle complicated issues and enable timely, accurate decision-making under capable leadership.

INCREASED EMPLOYEE PRODUCTIVITY AND TEAM EFFECTIVENESS

Increased employee productivity and organisational profitability are correlated with contented, self-assured, and productive workers. Employees with significant emotional intelligence are adept at a wide range of jobs and demonstrate the leadership qualities needed to manage challenging projects. Employees that are resilient are adept at managing their own emotions as well as the conduct and output of their colleagues. When dealing with strong and inflexible individuals both inside and outside the company, they have excellent communication skills, a cool, flexible approach, and the ability to turn hurdles into opportunities. They are also very good negotiators. They are adept at applying the appropriate leadership style based on the circumstances, which improves team performance and effectiveness.

DEVELOPING STRONG ORGANIZATIONAL CULTURE

As demonstrated by their attitudes and behaviours, resilient workers contribute to the development of a strong and positive workplace culture. The following are some indicators of a strong and healthy organisational culture: a disciplined workforce, ethical behaviour, upholding and practicing values, morals, and principles, energetic and enthusiastic employees taking responsibilities and being accountable for their work, dedication to work and working on customer needs and expectations without delay, and so on.

WORKFORCE DIVERSITY MANAGEMENT

Organizations today recruit and select employees from diverse social, economic political, cultural, educational backgrounds with different mindset, attitudes, personality traits, perception and outlook which are now a big challenge for Human Resource Manager to handle effectively. New employees enter a company with their own set of expectations and anxiety and it is the duty of the HR Manager to remove that fear and anxiety by providing them a stress free work environ- ment where there is always scope for improvement, encouragement and active support from supervisor and peers and Management in carrying out day today functions. This reduces their anxiety to a great extent and helps them accept the new company culture with open heart. Encouraging participation from all em- ployees irrespective of their background helps manage workforce diversity much better. When a company is successful in handling diverse workforce by empow- ering them in all aspects, it makes the employees and the organization resilient and always ready to face any kind of business challenge. Diverse workforce has the potential to contribute multi-faceted skills, knowledge, competencies which are required today to remain competitive.

MODERN TECHNOLOGY AND DIGITALIZATION

Resilient workforce is always agile, active, and flexible with a learning attitude to adapt to any technological changes to be implemented in company. They never resist change but accept it with a "Let's Do It Attitude "and become the

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Change Agent to implement the new technology in the whole organization with effective leadership. Business environment is unpredictable and technology working today can become obsolete tomorrow, so business leaders need resilient workforce to implement the new change at a fastest rate to retain their present customers because using obsolete technology has direct impact on product quality which today's customers will never accept.

CREATING INNOVATIVE TEAMS AND PROBLEM-SOLVING TEAMS

Resilient employees are innovative and good in problem solving and decision making in turbulent times. They are broad minded, aware of their immediate sur- roundings, flexible with a "We Can Do" Approach. Resilient employees have the ability to solve any problem with unconventional way and never fear to try new methods of doing things. This quality should be used by HR Managers to include them in Quality Circle Teams, Total Quality Management Teams, New Product Development Teams and Problem-Solving Teams where they can suggest unique methods to solve any complex issues.

GLOBALIZATION OF BUSINESS

Twenty First century Business Leaders cannot survive in this globalized business environment if they don't have a resilient workforce to work with. A resilient workforce is strength for all companies today who can handle foreign clients and business efficiently and finalize business deals in less time with their negotiation skills and business acumen. An organization having resilient employees will always be ready to send their employees to foreign assignments because they know their employees can handle any situations abroad and complete the assignment successfully.

STRATEGY FORMULATION

Resilient employees are good in strategy formulations as they are strong in market intelligence, always up to date with latest business changes and competitors move, their strength and weakness. They are open minded, always in a learning mode and ready to accept changes so they can develop business strategy which is flexible enough to allow changes to be incorporated when need arises. This is fundamental to sustainable high performance in organization. They design and implement business strategy to offer best quality goods and services to their customers at the best price.

INCREASED CUSTOMER FOOTFALL AND ENHANCED CORPORATE IMAGE IN THE MARKET

Providing best quality goods and services to the customers at the best price, committed after sales service, excellent customer service and modifying the products as per feedback given by customers immediately by employees, ensures increased customer footfall and loyalty and enhanced corporate image in the market.

SUPPORT FROM STAKEHOLDERS OF THE COMPANY

Committed, well trained, well-mannered professional employees are in high demand today all over the world. Investors, suppliers, creditors, Banks and the Gov- ernment all expect a resilient Workforce in a company which can withstand any challenge, adversity and also be committed in their working relationship with them, fulfilling all formalities and obligations. The company which is successful in doing so due to its employees always gets the full support of its stakeholders in times of need.

BUILDING COMPETITIVE ADVANTAGE

Human Resources are the living assets of a company and the reservoir of knowledge, skills and talent which has to be utilized in an efficient way to increase the organizational productivity. Performing employees with the right knowledge, right attitude and right behavior having a vision and commitment to excel, is the competitive advantage all organizations are searching for, but very hard to find. Resilient employees are the new source of competitive advantage for all companies today standing as the strongest pillar of support in the face of adversities and upcoming business challenges.

X. FINDINGS

• Surviving in a service driven economy requires employees to be agile, proactive and responsive to business transformations and always possess a customer centric approach to satisfy their customers with their best product in the market. Only a Human Resource Manager can make it possible by developing its employees to manage and satisfy their customers in highly competitive business environment.

• Workforce Planning and Hiring of employees, Human Resource Skills Adjustment, Building Strong Workplace Culture, Training and Development of employ- ees, Organizational Learning, Organizational Development Interventions, Developing Adaptive Capacity and Dynamic Capabilities, Implementing High-Per- formance Work Systems (HPWS), and Organizational Leadership are the Human Resource Management Strategies to develop Resilience in Employees.

• Increased profitability, employee engagement and participation, increased employee productivity and team effectiveness, developing strong organizational culture, workforce diversity management, modern technology and digitalization, creation of innovative and problem solving teams, globalization of business, strategy formulation, increased customer footfall and enhanced corporate image, support from stakeholders of the company, and building competitive advantage are the contributions of resilient employees in building sustainable high performance in organizations.

XI. SUGGESTIONS

Organizations need to shift the focus on developing capabilities first and then skills. In organizations where capabilities are cultivated and nurtured first, employees can Re- Skill and reinvent quickly. In the turbulent environment, firms must create Performance Management System that rewards employees and motivates them to continuously learn, adapt, and improve. The rewards can be based on capability development, rather than solely on work output. To promote a spirit of coop- eration, HR Managers must create an engaging company culture with effective communication system across the organization.

XII. CONCLUSION

The Human Resource Management System that keeps the employee's talents aligned to its dynamic Corporate Strategy contributes to organizational resilience development. Strategic Human Resource Management System that successfully manages the talent and competencies of employees is the most integral element for developing a resilient organization to achieve a sustainable competitive advantage. The Study highlights the important role of Human Resource Manager and their employees in successfully implementing the Resilience Building Techniques to achieve Sustainable High Performance in organizations.

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