

Building Organizational Resilience through Strategic HR Interventions: An Empirical Analysis

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ABSTRACT

The present study is geared towards establishing the impact of strategic human resource interventions on organizational resilience through the study of behaviors of changing employees. Organizational resilience can be defined as the capacity of the organization to survive in face of any disruption and maintain its stability. In this study, organizational resilience will be considered from the perspective of employee retention. The study adopted a quantitative approach, whereby data was collected from Kaggle containing more than 19,000 employee data. Various HR variables such as training, experience, education, and firm size were evaluated using descriptive and inferential statistics. The results revealed that both training and experience are positively associated with employee retention while education attainment is negatively related with job mobility. Size of the firm plays a vital role in determining organizational resilience. Large firms are more resilient compared to small firms.

Keywords: Organizational Resilience, HR Interventions, Employee Retention, Training, Experience

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1: INTRODUCTION

The current corporate landscape is marked by rapid technological developments, economic instabilities, and external shocks that companies need to be capable of weathering via adaptability and resilience, known as organizational resilience. Organizational resilience refers to the capability of an organization to prepare for, respond to, and recover from unexpected occurrences while maintaining core business processes (Do et al., 2021). Human resources are crucial in ensuring organizational resilience since they involve the organization's workforce whose capabilities make up organizational operations. The concept of Strategic Human Resource Management (SHRM) involves the integration of human resource management practices into organizational strategic planning. In other words, SHRM involves integrating activities like training, development, and talent management into an organization's strategy. As suggested by Lengnick-Hall et al. (2010), organizational resilience can be developed through increased competency among employees. It should be noted that resilience is also characterized by human aspects. Research findings further show the connection between human resource management intervention and organizational resilience. In particular, Bouteraa and Bouaziz (2023) have demonstrated that the implementation of talent management practices increases organizational resilience through increased agility and robustness. Likewise, Georgescu et al. (2024) have shown that the

integration of SHRM practices with organizational culture improves resilience and performance. As can be seen from the aforementioned literature review, organizations that invest in human capital and implement appropriate HRM practices become more resilient and prepared for dealing with uncertainty. Still, the lack of knowledge about the combined effect of multiple HR factors on organizational resilience requires additional research. Most researchers tend to consider individual HR practices and their effects on employee job change behavior. Consequently, this study focuses on investigating the association between multiple human resource management practices (including training, experience, education level, company size), on the one hand, and employee job change behavior, on the other hand. The proposed research will adopt a quantitative methodology based on the analysis of secondary data.

1.2 Research Gap

Although extensive literature has been developed on the topic of organizational resilience, many essential aspects related to the involvement of strategic HR interventions still lack clarity. In particular, most of the available literature on this issue centers on HR practices taken independently, such as talent management, training, or leadership (Bouteraa & Bouaziz, 2023; Georgescu et al., 2024). On the other hand, organizational resilience is a complex phenomenon that depends on the aggregate effects of several HR practices rather than any single one. In addition, most of the available literature on the topic is

conceptual or qualitative in nature, lacking substantial empirical studies based on large datasets. Although previous literature has emphasized the significance of HR practices for resilience (Lengnick-Hall et al., 2010), the impact of these practices on employee behavior, especially job changes, which can be regarded as a marker of organizational stability, remains underexplored. Another major area where there is a need for more research concerns the low level of combination of employee-related and organizational aspects, such as experience, education, and training at the individual level with the size of the organization and its external environment at the organizational level. Very often, they are studied independently from each other, which does not allow one to create a comprehensive concept of resilience. Moreover, there are few practical applications that are used to test theoretical models and relationships. Thus, this study will contribute to this body of knowledge by providing quantitative analysis of several HR factors impacting employee job change behavior.

1.3 Research Objectives

The primary purpose of this research is to study the contribution of strategic HR interventions towards organizational resilience. The following specific purposes of this research are:

1. To study the effect of training hours on employees' job changes.
2. To identify the connection between employees' experience and their retention.
3. To examine the impact of education levels on job changes.
4. To determine the impact of organization sizes on retention.
5. To study the collective impact of all HR elements on organizational resilience.

2: LITERATURE REVIEW

The following literature review offers a comprehensive insight into the body of knowledge related to organizational resilience and SHRM, which can serve as tools for increasing organizational resilience. This work attempts to develop the theoretical foundation of the research, identify its main variables, and define the gaps that should be studied further. Literature will be grouped according to the following themes: organizational resilience, HR activities, personal traits, and organizational characteristics.

2.1 Concept and Dimensions of Organizational Resilience

Being resilient has turned out to be an essential trait for organizations operating in a situation with uncertainty. Resilience can be described as the ability of an organization to predict, mitigate, and overcome disruptions without hindering its performance.

Organizational resilience consists of recovery, adaptation, and transformation based on the dynamics taking place in the environment, as argued by Do et al. (2021). Other researchers have noted that organizational resilience has a multidimensional nature. According to Hepfer and Lawrence (2022), there are three forms of organizational resilience, namely, functional, operational, and strategic resilience, and all play their role in improving organizational efficiency. Likewise, Shaya et al. (2022) indicate that organizational resilience encompasses anticipation, coping, and adaptation stages. The above discussion makes it clear that resilience is not a fixed quality but rather a dynamic process. Furthermore, resilience is shaped by organizational and individual elements. According to Aitsi-Selmi et al. (2015), resilience requires strong leadership, efficient governance, adequate resources, and appropriate organizational culture.

2.2 Strategic Human Resource Management and Resilience

SHRM has an important part in fostering organizational resilience since HRM activities are aligned with organizational goals. As mentioned by Lengnick-Hall et al., resilience can be fostered by HR systems that improve competencies, behavior, and attitudes of employees, thus making organizations adaptable. According to Georgescu et al. (2024), SHRM activities, such as training programs, performance management, and employee engagement programs, have both direct and indirect impacts on organizational resilience. In their research, Georgescu et al. argue that organizational culture serves as a mediator for achieving resilience, which means that HR practices become more efficient if applied in combination with an organizational culture. In turn, Mitsakis (2019) uses the term HRD resilience to emphasize the importance of lifelong learning and professional development in fostering organizational adaptability.

2.3 Talent Management and Employee Development

The concept of talent management has gained widespread acceptance as an HR strategy that is necessary for increasing the organizational resilience capability. For instance, according to Bouteraa and Bouaziz (2023), the process of identifying and developing talents helps enhance the organizational agility and robustness. The two are essential aspects that make up organizational resilience. In addition, the development of employees' skills and competencies is considered a key aspect for promoting resilience along several other dimensions. Training, in particular, serves as an important mechanism that boosts employees' productivity while minimizing the intentions to leave.

As noted by Su et al. (2021), HR practices like training and support of employees played a critical role during the COVID-19 pandemic as far as retaining their workforce was concerned.

2.4 Employee-Level Factors and Workforce Resilience

Organizational results depend considerably on individual-level aspects like experience, education, and employee resilience. According to Liang & Cao (2021), employee resilience helps to enhance organizational resilience via effective coping strategies and adaptability.

Moreover, experience is yet another important aspect that contributes to organizational sustainability. Employees who have considerable experience have more knowledge and abilities that help organizations to sustain themselves despite any disruptions. On the other hand, high education level may lead to increased job mobility since skilled employees may find better job offers elsewhere (Lim et al., 2019). Resilience at a workforce level depends not only on organizational policy but also on individuals' qualities. Indeed, Lim et al. (2019) suggest that the issue needs to be discussed on organizational and societal levels with a focus on HR interventions.

2.5 Organizational Factors Influencing Resilience

Organizational outcomes significantly rely on factors at an individual level such as experience, educational level, and resilience of employees. Liang & Cao (2021) argue that resilience plays a vital role in increasing organizational resilience through effective coping skills and adaptability.

Furthermore, the experience factor is also significant for ensuring the sustainability of an organization. Employees with substantial experience have much knowledge and competence to ensure organizational sustainability irrespective of any kind of disruption. On the other hand, high education level results in higher job mobility because highly educated employees are able to explore more opportunities in the labor market (Lim et al., 2019). Workforce resilience does not only depend on organizational policies; rather, it is a result of individual characteristics as well. According to Lim et al. (2019), it is important to deliberate on the topic at organizational and societal levels.

3: RESEARCH METHODOLOGY

A quantitative and analytic research method is used due to the application of numbers in testing the relationship between variables. The use of quantitative research methodology makes the process objective, precise, and applicable. This chapter elaborates more on the research methodology, including the design used, the source of data, variables, sample size, and the methods of statistical analysis used.

3.1 Research Design

The design of the research in this study will be descriptive and analytical as the researcher will seek to not only describe the features of data collected but also analyze the associations between variables. Descriptive analysis will involve an understanding of the distribution and pattern of HR variables like number of training hours, experience, and level of education. This will be accomplished using graphical analysis and statistical summaries. Analytical part of the study will focus on the hypothesis test where the researcher will check if the intervention of HR variables influences the job changes among employees. Hypothesis testing involves the use of tests such as the t-test, Chi-squared test, ANOVA, and correlation. The research design is appropriate for this study as it seeks to understand how HR practices affect organizational resilience.

3.2 Data Source

The study is based on secondary data obtained from Kaggle-

<https://www.kaggle.com/datasets/arashnic/hr-analytics-job-change-of-data-scientists> and one that is

known as an excellent repository for data science and research datasets. This dataset has 19,000 plus records of employees. The data set is quite substantial and provides enough data to perform adequate statistical analysis. The data set has information about the employees based on different variables, including training hours, work experience, educational qualifications, size of organization, and the propensity to change jobs. Secondary data offers some distinct benefits, like convenience, affordability, and the opportunity to analyze practical organizational data. The data set features a variety of employees and organizations, increasing the chances of generalizing the results obtained from the data set.

3.3 Variables Used in the Study

There are both independent and dependent variables included in the study, which are analyzed with regard to the relationship between the HR initiatives and job change behavior.

Table 1: Variables Used in Study

Variable Type	Variable Name	Description
Dependent	Target	Job Change (0 = Stay, 1 = Leave)
Independent	Training Hours	Employee training exposure
Independent	Experience	Work experience (cleaned numeric form)
Independent	Education Level	Qualification level
Independent	Company Size	Organizational size

The dependent variable is the job retention behavior of employees, whereas the independent variables encompass those organizational and HR aspects that affect job retention behavior. Variables are chosen based on previous literature.

3.4 Sample Size Justification

Even though the study employs a huge database, the adequacy of the size of the sample can always be theoretically explained with the use of the Cochran formula that is commonly used in determining the

$$n = \frac{Z^2 \cdot p(1-p)}{e^2}$$

minimum sample size.

Where:

1. (n) = Sample size
2. (Z) = Z-score corresponding to confidence level
3. (p) = Estimated proportion of population
4. (e) = Margin of error

Considering the number of observations in the data set, which is more than 19,000, the data set has more than enough observations to satisfy the minimum sample size, resulting in high statistical power.

3.5 Statistical Equations Used

For carrying out the analysis, various statistical formulae are applied. Such formulae represent the core of statistical analyses and calculations.

Mean (Average)

$$\bar{X} = \frac{\sum X}{N}$$

The mean is employed to identify the average values of such variables as number of training hours and experience.

T-Test (Comparison of Means)

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}}$$

The t-test is applied to compare the means of two sets of observations (staying employees and leaving employees).

Chi-Square Test (Categorical Relationship)

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

The chi-square test is applied to determine the association between two variables, such as education and leaving a job.

ANOVA (Analysis of Variance)

$$F = \frac{\text{Between Group Variance}}{\text{Within Group Variance}}$$

ANOVA is used to compare means across multiple groups, such as different company sizes.

3.6 Data Analysis Techniques

Chi-square test is used to analyze whether there is any relationship between two variables, for example, education and quitting a job.

Table 2: Analytical Techniques

Technique	Purpose
Histogram	To analyze distribution of training hours
Box Plot	To examine spread and median of experience
Correlation	To measure relationships between variables
T-Test	To compare means between two groups
Chi-Square	To test association between categorical variables
ANOVA	To compare means across multiple groups

While graphical representation aids in identifying trends and patterns, statistical testing validates the existence of a relationship between the two. Thus, the combination makes the analysis comprehensive and more robust.

3.7 Summary

The methodology involved in conducting this study has been described in this chapter, which includes research design, data sources, variables, reasons for choosing sample size, and analyzing results through various statistical approaches. From the above discussion, it can be seen that the research relies on scientific and quantitative research methods and employs big data sets along with various statistical tests to ensure reliability of the study.

3.8 Hypothesis Development

Hypothesis development has been founded on the conceptual framework of Organizational Resilience and Strategic Human Resource Management. Existing literature indicates that HRM intervention plays a critical role in shaping individual employee behavior, especially in relation to the decision to change jobs. Given this background, and considering the variables chosen in this study, the following hypotheses are developed.

H1: Training and Job Change Behavior

Training is considered one of the most important HR practices that assist in the development of skills, acquisition of knowledge, and improvement in

employees' level of engagement. According to Lengnick-Hall et al., organizations offering training programs to their workers gain competencies that enable them to adapt quickly to new conditions. In the same way, introducing employee development programs guarantees better job satisfaction and reduces turnover. For this reason, individuals who receive substantial training stay longer in organizations than those lacking sufficient training.

Hypothesis 1 There is a significant association between the number of training hours and job change behavior among employees.

Hypothesis 2 Experience and Job Change Behavior Employee experience becomes crucial for the stability of the organization since the experienced employee is the individual possessing knowledge and skills required for the continuation of organizational activities. As mentioned by Liang and Cao (2021), experienced employees are adaptable and able to cope with organizational problems better compared to inexperienced ones. In addition, experienced employees exhibit organizational commitment and are not willing to leave their organizations. H2: There is a significant relationship between employee experience and job change behavior.

H3: Education Level and Job Change Behavior

The level of education that a worker has is very important when considering how mobile the worker can be. The better the level of education of the worker, the easier it will be for him/her to get better job opportunities. According to Lim et al., individuals who have high educational levels will move from job to job because of better employability skills.

H3: There is a significant relationship between education level and employee job change behavior.

H4: Company Size and Job Change Behavior

Characteristics of the organization, particularly organization size, play an essential role in fostering employee retention. Large organizations provide promising career opportunities, effective human resource management, and job security for their employees, making them more satisfied and retaining fewer employees. According to Hassan et al., organizational structure and resources are critical components of organizational resilience.

H4: There is a significant relationship between company size and employee job change behavior.

H5: Combined Effect of HR Factors on Organizational Resilience

Resilience in organizations is an aspect that depends upon various HR functions, rather than depending on one single aspect. The current literature points out that resilience in organizations is achieved through the combined effect of training, experience, and practice in organizations (Georgescu et al., 2024). Therefore, there is a need to focus on their combined effects.

H5: HR factors (training, experience, education, and company size) collectively have a significant impact on organizational resilience.

4: RESULTS AND ANALYSIS

4.1 Introduction

This paper gives an in-depth interpretation of the findings of the data gathered in relation to the research study entitled “Building Organizational Resilience through Strategic HR Interventions.” One of the main purposes of this study is to understand how different aspects of human resources affect employee retention, which can lead to organizational resilience.

The concept of organizational resilience can be defined as an organization's capability to resist disturbances and function successfully despite changes that might have occurred. In this particular study, employee retention (i.e., low job change rate) will serve as the indicator of organizational resilience. That is, if employees have low turnover rates, then the organization is resilient.

The analysis in this study is divided into three major sections:

1. Descriptive and graphical analysis
2. Correlation analysis
3. Hypothesis testing

4.2 Descriptive Overview of the Dataset

The dataset contains around 19,000 employee records. Each record corresponds to individual-level data pertaining to demographics, education, and organization-related characteristics.

Important Variables:

1. Training Hours – Number of hours spent by employees in training
2. Experience – Years of experience possessed by employees
3. Education Level – Education level attained by employees
4. Company Size – Organization size
5. Dependent Variable:
6. 0 – Employee retention (Higher Resilience)
7. 1 – Employee turnover (Lower Resilience)

An initial analysis of the dataset reveals that a considerable number of employees choose to remain with their existing organizations.

4.3 Graphical Analysis

Graphical analysis plays a crucial role in understanding patterns, trends, and relationships in the data before conducting statistical tests.

4.3.1 Training Hours Distribution

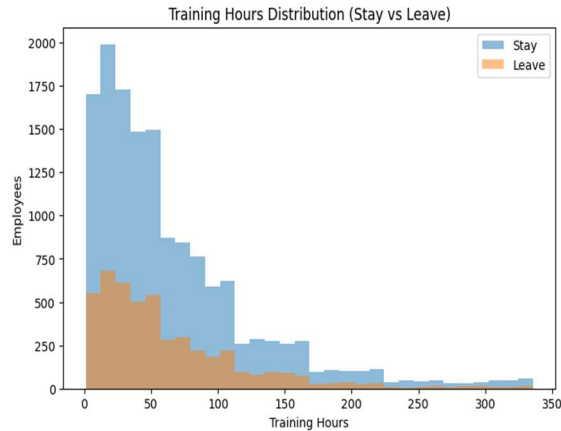


Figure 4.1: Training Hours Distribution (Stay vs Leave)

The histogram illustrates the distribution of training hours for employees who stay and those who leave.

Interpretation:

In the above distribution, there is positive skewness since most employees have little to medium amount of training, whereas some employees have very high amounts of training.

From the comparison between both sets of data, it is clear that:

- 1) Employees who stay in the company are well-represented among those who have more training
- 2) Employees who move out of the company have less training

Thus, it is clear that training makes a huge difference when it comes to job change behavior. At the same time, it should be noted that there is overlap in the data.

4.3.2 Experience and Job Change

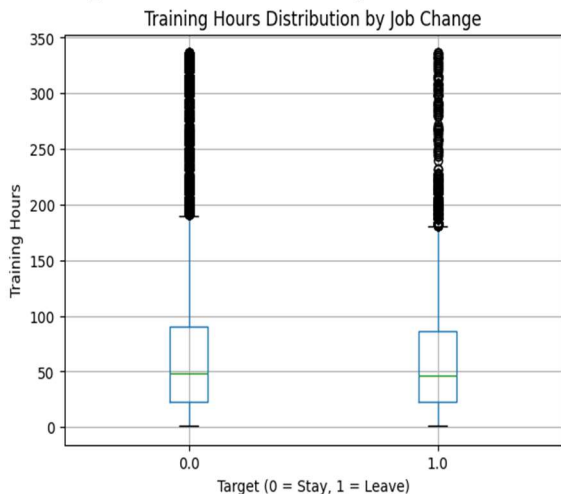


Figure 4.2: Experience Distribution by Job Change (Box Plot)

The box plot provides insights into the spread and central tendency of experience levels across the two groups.

Interpretation:

1. The average experience of retained employees is much higher (~10 years) than that of departing employees (~6 years)
2. There is greater variability in the experience of retained employees

These facts show that older employees tend to stay longer in the company. Their experience in the company's operations and stable employment make them resilient.

4.3.3 Company Size and Job Change

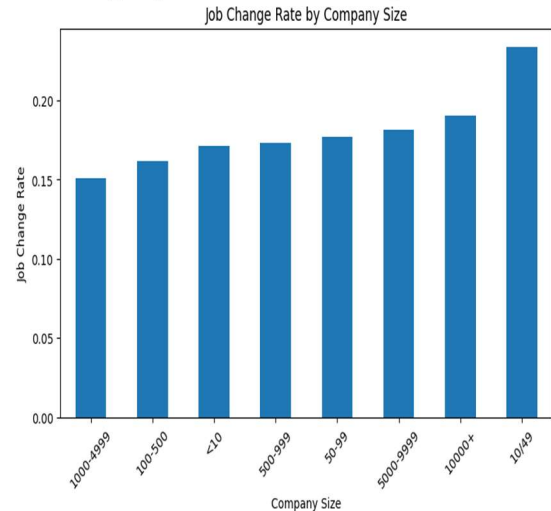


Figure 4.3: Job Change Rate by Company Size

This graph illustrates the variation in job change rates across different organizational sizes.

Interpretation:

1. The smallest firms exhibit the highest percentage of job change (approximately 23%)
2. The medium firms exhibit moderate percentages
3. The large firms have lower percentages of job change

From the above information, it can be concluded that large firms provide better career development, proper HRM policies, and better support for employees.

4.3.4 Education Level and Job Change

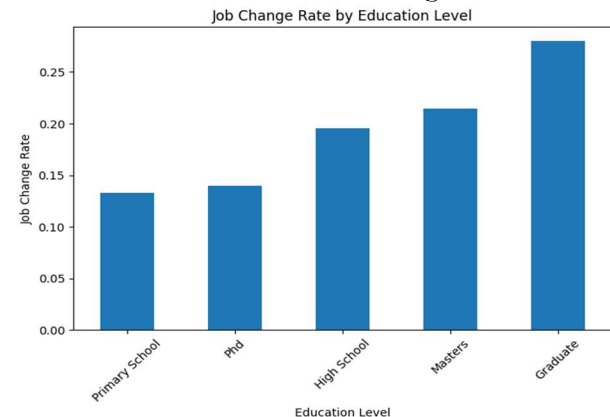
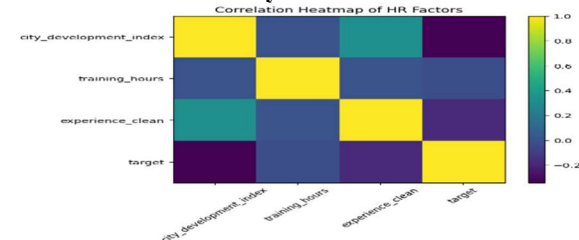


Figure 4.4: Job Change Rate by Education Level

This graph shows how job change behavior varies with education level.

Interpretation:

- 1) Employees with **higher education levels** (graduates and postgraduates) show higher job change rates
- 2) Employees with **lower education levels** exhibit greater stability

4.3.5 Correlation Analysis**Figure 4.5: Correlation Heatmap of HR Factors**

The heatmap shows the strength and direction of relationships among variables.

Interpretation:

- 1) Training hours show a negative correlation with job change
- 2) Experience also shows a negative relationship with job change
- 3) City development index influences job stability. Although these relationships are not very strong, they collectively indicate that multiple factors contribute to employee retention.

4.4 Hypothesis Testing

To validate the observed patterns, statistical hypothesis testing was conducted.

Table 3: Summary of Hypothesis Testing

Test Method	Variable(s) Tested	Test Statistic	P-Value	Significance	Interpretation
T-Test	Training Hours vs Job Change	2.98	0.0028	✓Yes	Training significantly affects retention
T-Test	Experience vs Job Change	25.71	1.42 × 10 ⁻¹⁴⁰	✓Yes	Experience strongly impacts retention
Chi-Square Test	Education Level vs Job	165.65	8.94 × 10 ⁻³⁵	✓Yes	Education significantly

	Change				influences job change
ANOVA Test	Company Size vs Job Change	6.52	1.04 × 10 ⁻⁷	✓Yes	Company size significantly affects job change
Correlation Test	Training vs Job Change	-0.021	0.0028	✓Yes (Weak)	Weak but significant relationship

4.5 Interpretation of Hypothesis Testing

The outcome of hypothesis testing clearly demonstrates that each of the major HR variables affects employees' job-changing behavior in a statistically significant way.

- 1) The results from the t-test suggest that there is a significant difference between the trainees and experienced employees in employees who leave or stay in the organization.
- 2) From the chi-square test, there is a significant relationship between education level and mobility of the job.
- 3) The ANOVA test shows that organizational size significantly influences turnover.
- 4) The correlation test shows a significant but weak relationship.

Since all p-values are lower than 0.05, the null hypothesis is rejected and the alternative hypothesis is confirmed.

4.6 Key Findings

Findings of the Study:

- 1) Training programs have a positive effect on retention.
- 2) Experienced workers tend to stay in the organization.
- 3) Larger organizations are more resilient.
- 4) The greater the educational qualification, the more mobile the workers.
- 5) Resilience of an organization is affected by several factors.

4.7: Discussion Based on Hypothesis Testing**4.7.1 Training Hours vs Job Change (T-Test & Correlation)**

Objective 1 of the current research involved assessing the influence of training hours on the job change behavior of employees. According to the results obtained during conducting the independent samples

t-test, there exists a statistically significant difference between the training hours for employees who stayed in the company and those who left the workplace ($t = 2.98$, $p = 0.0028$). It proves that employees who undergo increased training are expected to stay in their positions in the organization. Furthermore, when analyzing correlations, one can see that training hours have a statistically significant negative influence on job change behavior, although the coefficient is rather small ($r = -0.021$, $p < 0.05$). Thus, even despite the weak connection, its significance demonstrates that training serves as a supporting factor together with other human resource management variables. Hence, Objective 1 is justified and leads to accepting Hypothesis 1.

4.7.2 Experience vs Job Change (T-Test)

The second objective of the research was to determine the effect of employee experience on job changing behavior. Based on the findings from the t-test, there exists a significant difference in the level of experience among those employees who stayed compared to those who left ($t = 25.71$, $p < 0.05$). In other words, the higher an employee's level of experience, the greater the chances that the employee will remain with the company. It is because experienced employees enjoy greater job security, knowledge of the organization and loyalty, which makes it less likely for them to leave.

4.7.3 Education Level vs Job Change (Chi-Square Test)

Objective 3 aimed at analyzing the influence of education level on the job change behavior of the employees. Analysis of chi-square test results revealed that there is a significant relationship between the education level of an individual and their job change ($\chi^2=165.65$, $p<0.05$). These results imply that the behavior of job change is not consistent for various levels of education. Individuals with higher educational levels will have more mobility regarding jobs due to career and employability chances. Thus, the results confirm Objective 3 and Hypothesis 3.

4.7.4 Company Size vs Job Change (ANOVA Test)

Objective Four of the study aimed to examine the effect of organization size on the job changing behavior of employees. The ANOVA test results indicate a significant difference in the job change behavior between various sizes of companies ($F = 6.52$, $p < 0.05$). This implies that the size of an organization is essential in retaining employees. In large organizations, employees are more likely to remain in their positions since they enjoy career advancement opportunities, effective HR management policies, and job security. Smaller organizations usually record high employee turnovers. Therefore, the study results confirm Objective Four, and Hypothesis Four is accepted.

4.7.5 Overall Impact of HR Factors on Organizational Resilience

In terms of the fifth research objective (Objectives 5), the overall goal of this study was to analyze the impact of the collective impact of HR variables on organizational resilience. All the test results suggest that training, experience, education, and size of the organization are important factors that determine the behavior of employees regarding changing jobs. Even though some correlations are weak, the significance of the tests suggests that multiple variables determine the behavior of the employees.

In general, the results obtained provide clear evidence in favor of Hypothesis 5 (H5). This hypothesis postulates that the collective impact of HR factors has an important role in determining organizational resilience. It shows that organizational resilience does not depend on any one factor but on multiple HR practices.

Besides, it should be stated that these findings also validate Hypothesis 6 (H6). According to this hypothesis, organizational resilience has multiple dimensions and is determined by various factors at the individual and organizational levels. Therefore, organizational resilience emerges as a comprehensive outcome influenced by the integration of various HR strategies. Thus, the overall findings justify Objective 5 and lead to the acceptance of both Hypothesis 5 and Hypothesis 6, confirming that strategic HR interventions play a crucial role in building organizational resilience.

5 Conclusion

“Generally speaking, the findings of the research have validated all the proposed objectives and hypotheses. It has been proved that HR initiatives such as training, experience, education, and organizational factors affect the job-changing behavior of employees and help develop organizational resilience.”

Consequently, the research concludes that strategic human resource (HR) initiatives can be considered significant means for developing organizational resilience through the impact on employee job-changing behavior. It has been empirically proven that such variables as training, experience, education, and size of the company have a significant effect on employee retention, which is an indicator of organizational resilience.

From the findings, it is evident that people who undergo a lot of training and have much experience will remain within the organization. This is in contrast to people who have received a lot of education, and hence, organizations must develop relevant retention mechanisms. In addition, organizations with lots of resources, undertake HRM activities, and offer career development have very low turnover rates. It should be noted that resilience within the organization does

not depend on one particular element; rather, it is a multi-faceted phenomenon that results from the cumulative effect of many factors.

5.1 Future Scope of the Study

While the current study provides an empirical approach towards HR intervention programs and organizational resilience, further scope remains open for more studies in the future. For instance, future researchers may consider conducting studies using primary data collection techniques such as questionnaires and interviews.

Moreover, future research could incorporate several other important variables such as leadership style, organization culture, employee engagement, and job satisfaction to help understand the variable of organizational resilience. In addition, sector-specific and region-specific researches could be conducted to examine the impacts of context on organizational resilience. Finally, long-term research studies could be designed to explore how the behavior of the employees evolves and what impact the HR programs might have on organizational resilience.

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