

DYNAMICS OF ORGANISATIONS PROMOTING RESILIENCE OF EMPLOYEES: AN EXPLORATORY STUDY

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ABSTRACT

The present study is an attempt to identify the significant conditions in an organisation that helps to nurture the resilience of employees. The study used exploratory design and conducted in two phases. The first phase used 25 attitudinal statements on a sample of 659 executives using convenience sampling technique. Exploratory factor analysis was used for data reduction and to optimise content validity. Consequently, several conditions were identified and they were used in second phase, on a further sample of 200 executives. Logistic regression was used in the second phase to identify and confirm the most significant conditions promoting resilience of employees. The study identified four key conditions as instrumental in promoting resilience of employees. The conditions namely a culture of creativity, team work with leadership, flexibility with adaptability and a learning organization were found to be highly significant in promoting resilience of employees. The conditions identified by the study may differ with variation in the nature of business, geographical region or other environmental factors globally. The findings provide input to HR managers to create the right environment in organizations to nurture resilience of employees. It will further facilitate in formation of a mutually beneficial synergy between the employer and the employed.

Keywords: Resilient, Flexibility, Adaptability, Creativity, Sustainability

INTRODUCTION

In an era characterized by rapid disruption, resilience of employees is vital for organizations to survive. Resilience is the ability to recover after the happening of something unpleasant (Oxford Lexico Dictionary). In the context of an organization, it is the capacity to remain positively aligned to work, be productive and focused to the goal at times of crisis. Aptly the element of resilience nurtures one to think differently, spread out risk, integrate the system and have flexibility with tolerance (Woods, 2006). Significant benefits accrue to organizations that nurture resilience of employees. Resilience leads to increase in the efficiency and productivity of organizations (Cemal and Elif, 2016). Organizations promoting resilience helps in engagement and retention of employees (Burton *et al.*, 2017). Resilient employees also work in a team and are personally invested in the goal of business

(PSI Services, 2021). Further resilient employees have a higher tendency to support fellow peers for success (Borysenko, 2018). Moreover, resilient employees have a higher chance of staying in the organization (Bande *et al.*, 2015) as it gives courage, skills and resources to handle situations (Warner and April, 2012).

Statistics are at galore to merit the need for resilience in organisations. A report from Deloitte (2021) revealed that CXO's (Chief Experience Officers) comprising 87 percent viewed success in adapting to contemporary disruptive events due to resilience and prudence in balancing the need of stakeholders. Future of Jobs Survey Report 2020 conducted by World Economic Forum, found that on an average 15 percent of workforce in a company is at the peril of disruption till 2025 and 6 percent of workers are likely to be put out of place. In such a situation, among the prominent skills that employers see in demand towards 2025, resilience has been identified as a vital one (WEF, 2020). Similarities among the nations of South and Southeast Asia on a backdrop of historical, social, cultural, economical and political interface exist. There were exchanges of ideas, goods, religion and cultures across nations in Asia. (Bhattacharyay, 2014). These economies are growing and developing closer economic ties in a delicate world economy being facilitated by factors including removal of investment and trade barriers, increase in networks related to production cum supply chains, a commodity boom and increase of demand from a growing middle class (Asian Development Bank Institute Report 2015). According to the Organisation for Economic Co-operation and Development's (OECD) Projection Framework-2018, over 2018-2022, emerging Asia is expected to grow by an average of 6.3 percent per year on the supposition that trade momentum holds and domestic reforms in the countries continue.

REVIEW OF LITERATURE

A few notable research papers published in prominent journals, organizational reports and as articles went for a thematic review. They have been selected as they met the inclusion criteria of the paper in some way.

Deloitte Insights (2021) conducted a global study for building up resilient organizations. The study was carried out on 2260 private and public-sector CXOs belonging to 21 countries and interviewed C-suite executives who were spread across varied

industries. The study identified several conditions like adaptive cultures, advanced technology, flexibility, collaboration, fast decision, creativity, faith, communication, transparency and work life balance as the essentials for building up resilient organizations. Elliot (2020) conducted a study on resilience for continuity of future business. It was an exploratory study conducted on 300 participants from 55 countries and accompanied by further global focus group interviews. The study identified adaptability, continuity in planning, workspace flexibility, periodic trainings, robust mental health, communication and teamwork as the key elements of resilience for continuity of future business. Reeves and Whitaker (2020) conducted a qualitative cum suggestive study to know how organizational leadership and able recovery efforts can build resilience business. The study identified diversity, teamwork, flexibility, firmness and prudence as the significant drivers for growing resilient business. Mitsakis (2020) conducted a qualitative study to identify important success elements for human resilience. The study reviewed literature to mine the ways of organisations to counter future contingencies. The study identified work life balance, social support, innovation, creativity and change restructuring as important success elements for developing resilience.

Fergusson, *et al.* (2020) tried to establish a relationship among work, resilience and future sustainability of organisations. The research work adopted two prominent real-world examples of two continents and the study was conducted under project mode. The study identified adaptability, supportive networks, engagement, work-based learning and trainings for ensuring resilience in work and sustainability of organizations. World Economic Forum (2020) in the Future of Jobs Report 2020 tried to identify emerging job skills post disruption for sustainability of organisations. The study was conducted on prominent business leaders selected from 15 industry sectors and 26 countries having advanced and emerging economies. The report identified self-management, active learning, stress tolerance, flexibility and multi-tasking skills as the emerging skill requirements from employees for resilient organizations. Morales *et al.*, (2019) tried to identify predictors of resilient organizations with the help of factorial analysis. A sample of 159 manufacturing companies was used for field work. The study identified technical capabilities, culture,

synergies, flexibility, adaptability, communication, teamwork and top management commitment as significant predictors of resilient organizations. Barasa *et al.*, 2018 tried to identify ways to nurture resilience of organizations by an empirical literature review. The study reviewed 34 papers that met the inclusion criteria. Thematic review process was used for data analysis. The study identified able leadership, organizational culture, social networks and collaboration as key factors for organizational resilience.

British Standards Institution and Cranfield School of Management (2017) carried out a study on organizational resilience by using summary of evidence from academic, business insights and novel thinking. The study reviewed 181 articles on academics and also used five case studies. The study identified consistency, defensive capacity cum flexibility, learning organisation, trainings and adaptive innovation as the significant elements for furthering organizational resilience. Fukofuka *et al.*, 2017 conducted a study to identify important predictors of organizational resilience. A sample of 267 employees belonging to higher educational institutions was taken. To deduce data, path analysis was used. The study identified a culture of commitment, accountability, able leadership, trust, teamwork, employees' engagement, openness and pro-action as the significant predictors of organizational resilience. Paul, Bamel and Garg (2016) in a study tried to examine the role of resilient employees cum organizational citizenship behavior on commitment of employees towards organizational success. It was an exploratory study on 354 employees. The study identified application of technology, periodic training, team culture, communication and empowerment as the predictors of employee resilience. Further organizational citizenship behavior is instrumental for organizational commitment. Accra, Jaja and Amah (2014) conducted a study on the role of mentoring in making organizations resilient. The study used 93 employees from 31 manufacturing companies who were selected on a random basis. The study identified mentoring as a significant promoter of organizational employees towards resilience. Further the study found that mentoring helps for the creation of a learning organization with adaptive and dynamic capacity.

Boin and Eeten (2013) in their study conducted, tried to establish a link between characteristics of

organizations, processes and resilience. The study was exploratory in nature and identified two prominent organizations that experienced extreme crisis for case study. The study identified technical competence, a structure of flexibility, teamwork and a culture of reliability as the significant characteristics in promoting resilience of organizations. Serrat (2013) in a research article post pandemic is of the opinion that organizations are required to be resilient to prosper in turbulent times. The article has identified learning organisation, able leadership, proper network, organizational culture and change readiness as the essentials to help organizations face chaotic situations and go for practical solutions. Lekka (2011) conducted a study for identification of key characteristics of highly reliable organizations by literature review survey. A total of 37 relevant literatures were reviewed. It included peer-reviewed journals, empirical papers and a few regulatory documents. The study identified organizational culture, leadership, learning organisation, training and defense mechanism as the key characteristics of reliable organizations. Braes and Brooks (2011) in a study conducted, tried to understand and identify the essential concepts that acts as a facilitator to promote resilience of organizations. The study adopted a four-phased Grounded Theory approach to mine and confirm the essential elements for resilient organisational. The study identified innovation, teamwork, cooperation, leadership, situational awareness, open communication and organisational culture as instrumental in promoting resilience of organizations.

LITERATURE GAP

Based on reviewed literature it has been found that majority of the papers were qualitative in nature and were conducted in different parts of the world. A few were futuristic and some were conceptual based on thematic review. Another set of papers were confined to establishing relationship of selected criteria with resilience and some were excellent global studies taking cues from C-suite executives. However, scope remains for studies especially in the north eastern part of India on nurturing resilience of employees. Studies related to identification of an exhaustive set of essential conditions that organisations may promote to nurture resilience of employees is lacking. In fact, studies on resilience from the perspective of

working executives would go a long way to make the region economically more robust and progressive. This will make the region more aligned towards the the policy of 'Acting East' in the years to come.

NEED OF THE STUDY

The Government of India presently have put a thrust on upholding its soft power in the Asian region by means of dynamic engagement with the diaspora. It has a conviction to build on common civilisational bonds that include aspects like trade, culture and a cherished spiritual link. This in turn is expected to boost India's economic fortunes. Consequently, the policy of 'Act East' to infuse renewed energy and purpose into India's Asia policy has gained momentum (Raja Mohan, 2015). This calls for the business houses to be more robust and resilient in its approach. Studies related to resilience of organisations have become trendy. However empirical research on how the employees can be made resilient is aptly less. It is conjectured that research work of such nature would help to provide input in making employees resilient who contribute to create resilient organizations.

PURPOSE OF THE STUDY

The research work has been carried out essentially to identify the significant conditions in an organisation that helps to nurture the resilience of employees in the workplace

RESEACRH METHODOLOGY

The study used an exploratory research design in the first phase. For conducting field work, a structured questionnaire was used. Initially a total of 25 attitudinal statements related to probable conditions instrumental in fostering resilience were developed (as in TABLE 1). The statements were framed from information collected on resilient organization based on reviewed papers (as discussed in literature review section), prominent articles on the related topic, data collected from two focus group interviews conducted with senior company executives, information from company websites and self-intuition.

A total of 659 corporate executives from different levels of organizational hierarchy (senior level - 93 executives, middle level - 219 executives and lower level - 347 executives) in the north eastern part of India took parts in an online survey. They were drawn using convenience sampling technique from

a diverse set of industries (comprising 135 from IT industry, 138 from service industry, 133 from manufacturing industry, 122 from processing industry and 131 from retail industry). The sample size was deemed to be sufficient based on recommendations for a minimum sample of 500 units for research studies related to problem identification (Malhotra and Dash, 2016). Responses against each attitudinal statement were measured on a 5-point rating scale, where 5 indicated 'highly agree', 4 indicated 'agree', 3 indicated 'neither agree nor disagree', 2 indicated 'disagree' and 1 indicated 'do not agree'. Reliability of the scale was established using Cronbach's Alpha with a score of 0.809 and deemed acceptable (Nunnally, 1978). The details of the attitudinal statements are given as per Table 1.

Table 1: Attitudinal Statements (Phase 1)

S1	Faith make employees feel safe and strong
S2	Mentoring make employees bold for challenges
S3	Work flexibility leads to agility and productivity
S4	Responsibility with faith gives energy to work
S5	Team work leads to synergy and face challenges
S6	Sense of belongingness leads to extra resilience
S7	Faith dissuade stress and help to solve problems
S8	Leadership give courage to move forward in crisis
S9	Transparency motivates to face newer challenges
S10	Counselling leads to takes on newer job tasks
S11	Periodic trainings helps to handle uncertainties
S12	Open communication helps to face risk with focus
S13	Mentoring helps to face challenges and troubles
S14	Nurturing creativity in work helps to face risks
S15	Novel ways of work leads to resilience in crisis
S16	Resilience with creativity thrives with a culture
S17	Work life balance helps to face more challenges
S18	Committed leaders inspires for more resilience
S19	Emotional attachment to work leads to resilience
S20	Engaged employees deliver more results in crisis
S21	Loyal employees enjoy responsibilities willingly
S22	Flexibility in work helps to develop adaptability
S23	Fast decision make employees more resilient
S24	Self-managed employees are aptly more resilient
S25	Allowing mistake leads to more resilience

CRONBACH'S ALPHA SCORE 0.842

Data collected in the first phase were processed by exploratory factor analysis (EFA). The basic goal of using EFA was to condense the number of variables (statements) from the initially developed 25 statements to a manageable level and to optimise the content validity of the statements. Based on EFA on the data collected in the first phase, 9 prominent conditions promoting resilience were identified. These identified conditions were further used in the form of attitudinal statements in the second phase of field survey.

DATA ANALYSIS

Phase 1 analysis used an Exploratory Factor Analysis. Based upon the ratings on the attitudinal statements in the field work, exploratory factor analysis (EFA) was administered. Kaiser-Meyer-Olkin Test score was taken and found to be 0.81 thus indicated that the sample for factor analysis was adequate. In conducting EFA, the attitudinal statements were treated as variables. Bartlett's Test of Sphericity was administered with a score of 0.76 which indicated that factor analysis was suitable with the data, as they are related. By EFA, Factor Matrix Table, Final Statistics Table and Rotated Factor Matrix Table were extracted. From the Factor Matrix Table, a total of 9 factors as principal component were observed. On verification of the Final Statistics (Table 2), it was found that these 9

factors had Eigen value of 1 or more than 1. These 9 factors in Table 2 with a cumulative percentage of 79.73 showed a robust derivation. Hence 25 statements were reduced to 9 factors. In the process around 80 percent of the original values were retained.

Table 2: Final Statistics

Factor	Communality	Eigenvalue	Pct of Variable	Cum Pct
1	0.721	3.117	12.467	12.467
2	0.825	2.725	10.900	23.367
3	0.624	2.481	9.924	33.291
4	0.846	2.334	9.336	42.626
5	0.823	2.333	9.331	51.957
6	0.784	1.917	7.668	59.625
7	0.734	1.825	7.302	66.927
8	0.719	1.735	6.939	73.866
9	0.896	1.467	5.869	79.735
10	0.824			

Table 3: Rotated Factor Matrix

	STATEMENTS	ROTATED COMPONENTS								
		F1	F2	F3	F4	F5	F6	F7	F8	F9
S14	Nurturing creativity in work helps to face risks	.783								
S15	Novel ways of work leads to resilience in crisis	.855								
S16	Resilience with creativity thrives with a culture	.874								
S19	Emotional attachment to work leads to resilience		.515							
S20	Engaged employees deliver more results in crisis		.799							
S21	Loyal employees enjoy responsibilities willingly		.793							
S05	Team work leads to synergy and face challenges			.816						
S08	Leadership give courage to move forward in crisis			.745						
S18	Committed leaders inspires for more resilience			.610						
S09	Transparency motivates to face newer challenges				.917					
S12	Open communication helps to face risk with focus				.575					
S02	Mentoring make employees bold for challenges					.842				
S10	Counselling leads to takes on newer job tasks					.522				
S13	Mentoring helps to face challenges and troubles					.651				
S03	Work flexibility leads to agility and productivity						.736			
S22	Flexibility in work helps to develop adaptability						.574			
S01	Faith make employees feel safe and strong							.457		
S04	Responsibility with faith gives to work							.526		
S07	Faith dissuade stress and help to solve problems							.779		
S11	Periodic trainings helps to handle uncertainties								.563	
S25	Allowing mistake leads to more resilience								.832	
S17	Work life balance helps to face more challenges									.913

Extraction Method: Principal Component Analysis, Rotation converged in 14 iterations

From the findings of Rotated Matrix (Table 3), naming of the factors was done. For factor 1, three statements namely S14 (nurturing creativity in work helps to face risks), S15 (novel ways of work leads to resilience in crisis) and S16 (resilience with creativity thrives with a culture) command high loadings of 0.783, 0.855 and 0.874 respectively. It has been coined as 'culture of creativity'. For factor 2, three statements namely S19 (emotional attachment to work leads to resilience), S20 (engaged employees deliver more

results in crisis) and S21 (loyal employees enjoy responsibilities willingly) command high loadings of 0.515, 0.799 and 0.793 respectively. It has been coined as 'employee's engagement'. For factor 3, three statements namely S5 (team work leads to synergy and face challenges), S8 (leadership give courage to move forward in crisis) and S18 (committed leaders inspires for more resilience) command high loadings of 0.816, 0.745 and 0.610 respectively. It has been coined as 'team work with leadership'.

For factor 4, two statements namely S9 (transparency motivates to face newer challenges) and S12 (open communication helps to face risk with focus) command high loadings of 0.917 and 0.575 respectively. It has been coined as 'open communication'. For factor 5, three statements namely S2 (mentoring make employees bold for challenges), S10 (counselling leads to takes on newer job tasks) and S13 (mentoring helps to face challenges and troubles) command high loadings of 0.842, 0.522 and 0.651 respectively. It has been coined as 'mentoring and counselling'. For factor 6, two statements namely S3 (work flexibility leads to agility and productivity) and S22 (flexibility in work helps to develop adaptability) command high loadings of 0.736 and 0.574 respectively. It has been coined as 'flexibility with adaptability'. For factor 7, three statements namely S1 (faith make employees feel safe and strong), S4 (responsibility with faith gives energy to work) and S7 (faith dissuade stress and help to solve problems) have loading of 0.457, 0.526 and 0.779. It has been coined as 'faith with empowerment'. For factor 8, statements namely S11 (periodic trainings help to handle uncertainties) and S25 (allowing mistake leads to more resilience) have loadings of 0.563 and 0.832 respectively. It has been coined as 'a learning organisation'. And for factor 9, statement namely S17 (work life balance helps to face more challenges) has a high loading of 0.913 and consequently been coined as 'work life balance'. Hence a total of 9 (nine) key conditions (or factors) were derived.

In the second phase, a confirmatory field work was conducted to confirm the findings of the first phase. The nine key conditions identified (as a result of data reduction and optimization by the use of EFA) in the first phase were used as attitudinal statements in the second phase. Accordingly, these nine final attitudinal statements were framed as given in Table 4. These statements were administered on a final sample of 200 working executives. The same measurement scale as used in the first phase i.e., a 5-point rating scale, where 5 indicated 'highly agree', 4 indicated 'agree', 3 indicated 'neither agree nor disagree', 2 indicated 'disagree' and 1 indicated 'do not agree' was used.

Data collected in the second phase was processed using Logistic Regression analysis. To determine respondent's overall attitude towards resilience, an additional statement was used i.e., 'resilience

enhances the overall growth and sustainability of organisations' (as 10th statement). Answers to this statement were measured using dichotomous options, namely yes or no (yes coded as 1 and no coded as 0). They were finally administered on a sample size of 200 executives which was deemed to be sufficient, as it is common and the prescribed minimum size for behavioral studies (Sudman, 1976). In the use of Logistic Regression for data analysis, statement 1 to statement 9 was used as independent variables or covariates. Statement 10 was used as a dependent variable.

Table 4: Statements of Conditions for Resilience (Phase 2)

Statement 1	Support for a culture of creativity increases resilience
Statement 2	Employee engagement leads to enhancement in resilience
Statement 3	Team work with leadership boost resilience of employees
Statement 4	Open communication furthers the capacity to be resilience
Statement 5	Mentoring and counselling help in nurturing resilience
Statement 6	Flexibility with adaptability create scope for the resilience
Statement 7	Faith with empowerment make employees more resilient
Statement 8	Learning organisations provide a base to increase resilient
Statement 9	Work life balance increases the resilience of employees
Statement 10	Resilience enhances the overall growth and sustainability of organisations

Phase 2 analysis using Logistic Regression and as per Classification Table 5 (in step 1) derived, it has been found that the overall accurate classification rate of the model is 95.00 percent in comparison to earlier output result (in step 0) that is 93.50 percent. Hence it can be stated that the model would be correct for 93.50 percent of the times. And when the predictors are added (in step 1), the error in classification gets reduces and can forecast with 95 percent of the model.

Based on the values of Omnibus Tests of Model Coefficients (as per Table 6) to test the correctness of the model fit, it has been found that the model chi square test, have a value of 43.98 with a probability of $p < 0.00$ as reflected. This indicated that the predictor (i.e., various conditions under consideration that helps to promote resilience) had a significant effect. Further the p value of the H-L statistic (Table 7) had a significance of 0.996, which indicated that statistically it is not significant. Therefore, it satisfied the H-L Test of goodness-of-fit.

Table 5: Classification Table

Observed			Predicted		Percentage Correct
			Conditions for Resilience		
			0	01	
Step 0	Conditions for Resilience	0	0	13	0.0
		1	0	187	100
Overall Percentage					93.5

Observed			Predicted		Percentage Correct
			Conditions for Resilience		
			0	01	
Step 1	Conditions for Resilience	0	6	07	46.2
		1	3	184	98.4
Overall Percentage					95

Table 6: Omnibus Tests of Model Coefficients

		Chi-Square	df	Sig.
Step 1	Step	43.989	9	0.000
	Block	43.989	9	0.000
	Model	43.989	9	0.000

Table 7: Hosmer and Lemeshow Test

Step	Chi-Square	df	Sig.
1	0.920	7	0.996

Table 8: Variables in the Equation

CONDITIONS	B	S.E.	Wald	df	Sig.	Exp(B)
Statement 1	1.20	0.49	6.00	1	0.014*	3.33
Statement 2	0.56	0.42	1.82	1	0.177	0.56
Statement 3	0.74	0.36	4.23	1	0.040*	2.10
Statement 4	0.43	0.38	1.28	1	0.257	1.53
Statement 5	0.59	0.66	0.79	1	0.373	0.55
Statement 6	1.24	0.47	6.90	1	0.009*	3.45
Statement 7	1.93	1.45	1.76	1	0.185	0.14
Statement 8	1.05	0.50	4.47	1	0.034*	2.87
Statement 9	0.27	0.66	0.17	1	0.677	0.75
Constant	0.26	7.85	0.00	1	0.973	0.76

Details of the statements is as per Table 4

The Wald Statistics as revealed in Table 8 was significant ($p < 0.00$) and denoted the role of the predictor (independent) variable as substantial. Among the various conditions under consideration, 4 conditions namely a culture of creativity ($p < 0.014$), team work and leadership ($p < 0.040$), flexibility with adaptability ($p < 0.009$) and learning organization ($p < 0.034$) played a significant role in the prediction. The Exp (B) of factor ‘flexibility with adaptability’ and ‘culture of creativity’ was found to be more than Exp (B) of ‘team work with leadership’ and ‘learning organization’. Hence when conditions ‘team work with leadership’ and ‘learning organization’ increased by nearly 2.10 and 2.87 level, the odd ratio would be 3.33 and 3.45 times more likely to be influenced by the

conditions ‘flexibility with adaptability’ and ‘a culture of creativity’. On the other hand, 5 conditions namely employees’ engagement ($p > 0.177$), open communication ($p > 0.257$), mentoring and counseling ($p > 0.373$), faith with empowerment ($p > 0.185$) and work life balance ($p > 0.677$) though instrumental conditions for enhancing resilience of employees have not been found to play a dominant role in the prediction.

RESULTS AND DISCUSSION

Based on data analysis, the study identified nine conditions as instrumental in promoting resilience of employees. They are a culture of creativity, engagement of employees, team work with able leadership, open communication, mentoring cum counselling, flexibility with adaptability, faith with empowerment, learning organisation and work life balance. Among them four conditions namely a culture of creativity (Deloitte Insights, 2021), team work with able leadership (Elliot, 2020; Reeves and Whitaker, 2020; Barasa, Mbau and Gilson, 2018), flexibility cum adaptability and (Fergusson, *et al.*, 2020; Morales, *et al.*, 2019;) and a learning organization (Fergusson, *et al.*, 2020; World Economic Forum, 2020) as highly significant in making employees of organization more resilient. A culture of creativity helps an organization to become more resilient (Mitsakis, 2020; Barasa, Mbau and Gilson, 2018) as it promotes idea generation with novelty. It has an inclusive effect and facilitates in nurturing innovations in the organization (Deloitte Insights, 2021). It also helps to make the organization more resilient through adaptability (Fergusson, *et al.*, 2020) and thus enables business to sustain in the future.

Teamwork with leadership generates systems thinking and leads to synergy. Synergy in turn leads to stress management and acts as a facilitator to encourage resilience of employees (Elliot, 2020; Reeves and Whitaker, 2020; Paul, Bamel and Garg, 2016). Able leaders can play the role of mentors to share experiences with subordinates in the team to boost resilience (Morales, *et al.*, 2019; Fukofuka, *et al.*, 2017). This will help to create positive vibe in the organization so as to nurture overall resilience (Barasa, Mbau and Gilson, 2018) in the organization. Flexibility and adaptability helps to maintain work life balance. It aids in providing life space to remove monotony in work. It also helps to ensure wellness and rejuvenates an employee to face challenges (Deloitte Insights, 2021; Reeves

and Whitaker, 2020; British Standards Institution and Cranfield School of Management, 2017; Boin and Eeten, 2013). Thus, it creates the spirit of adaptability to face contingencies (Elliot, 2020; Fergusson, *et al.*, 2020) so as to remain resilient.

A learning organization provides scope to the employees to commit mistakes and learn from past experiences (Fergusson, *et al.*, 2020; World Economic Forum, 2020; Accra, Jaja and Amah, 2014). Such an environment leads to more openness. Further, periodic trainings in learning organizations (Fergusson, *et al.*, 2020; Lekka, 2011) increase the spirit of ownership and facilitate in turning employees to be more resilient (Fukofuka, *et al.*, 2017).

MANAGERIAL IMPLICATIONS

These findings in a nutshell provide input to HR managers to create the right environment in the organizations to nurture resilience of employees. Business organizations can adopt various measures to promote such key conditions identified in organizations. For nurturing a culture of creativity, support from the top-level management is essential. Creativity can be nurtured by holding periodic creativity camp for idea generation as well as funding of creative idea development. There should be a system of continuous tapping of creative ideas from employees. Further the organizations can seek to keep highly competent talent for longer tenure. Assignment of tasks through teams can boost team work. For such team work to flourish there is a requirement of role clarity and goal specification of teams. An organization can also have the policies of giving reward for excellent teamwork. Such environment can be further created by a leader who can give speedy attention to team problems and maintain collaborative leadership for talent management.

Flexible work options and relaxed rules on working hours can create a flexible work environment. Grant of ownership to employees in work and promoting small flat teams to implement ideas can also promote the element of flexibility and adaptability in organisations. Further the spirit of flexibility can be nurtured in an environment of liberty for out of box thinking by the employees. Tailored need-based training programs, a culture where employees can take risk without the fear of adverse effect on failures and constructive instead of destructive criticism can help for the creation of a learning organization. Further measures like

entrepreneurial approach to promote innovations, sponsoring employees with interest for higher studies can also go a long way in creating an environment of learning organizations.

CONCLUSION

In a dynamic environment, studies related to resilience of organisations have become a popular topic of discourse. Identification of essentials conditions and corresponding practices which organizations may promote for making employees resilient has become important (Ferrazzi, Race and Vincent, 2021). Human resource managers can play a significant role in nurturing individual and organizational resilience. By adopting a proactive position, HRD policies can be used as a significant provider of the base elements for promoting organizational resilience (Mitsakis, 2020). The level to which HR managers are determined in its resolution to face contingencies by its novel policies can create a marked difference in sustaining the organization. The findings are vital takeovers for human resource managers to create the right environment in organizations for nurturing resilience of employees (Kim, Vaiman and Sanders, 2022). It will further facilitate for the development of a mutually beneficial synergy between the employer and the employed (Goel, 2020).

LIMITATION AND SCOPE FOR FUTURE RESEARCH

The study was conducted taking cues from the corporate executives spread across the north eastern part of India. The time period of the study conducted was from April 2021 to September 2021. The study offers solutions to managers from the perspective of working employees. The essential conditions identified by the study for promoting resilience of employees may differ with variation in the nature of business, geographical region or other environmental factors globally. Further study can be conducted taking other regions of South and South East Asia as well as other geographical regions of the globe.

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