Theoretical Framework for Building Employee Resilience through Sustainable HRM Practices

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Abstract

Theoretical background: *In volatility, uncertainty, complexity and ambiguity (VUCA) context, organisational survival and effectiveness depend on the ability of organisations and employees to withstand and adapt to significant challenges, that is, on their resilience. Generally, employee resilience refers to the capacity of employees to utilize resources to continually adapt and flourish at work or as a dynamic process encompassing positive adaptation within the content of significant adversity. The previous research has revealed that resilience not only positively influences the attitudes and behaviour of employees, but also increases the flexibility of organisations. This implies the need to examine how resilience can be strengthened.*
Aim: *The aim of this study is to conceptualise employee resilience and sustainable human resource management practices that promote the transformation of organisations towards sustainability in the context of environmental disruptions.*
Methods: *Systematic literature review was conducted.*
Results: The results of the study will provide structured theoretical insights on the definition of employee resilience; the characteristics; the different approaches and models of resilience.
Practical implications: *Based on the results the recommendations for organisation and their human resource managers could be formulated encouraging them to implement initiatives for strengthening employee resilience.*

Keywords: employee resilience, environmental disruptions, sigificant adversity, sustainable human resource management