

Exploring the Impact of Sustainable Human Resource Management on Employee Resilience

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Abstract

There is now a growing interest in employee resilience in the organisational context due to its potential to contribute to employee wellbeing and overall organisational performance. Employee resilience refers to an employee's capacity to rebound or bound back from adversity and to use organisational resources to ensure ongoing development and growth. Previous literature argues for the significant role played by human resource management (HRM) in enhancing employee resilience. However, little is known about the role of sustainable HRM, which connects corporate social sustainability to HRM practices or, in order words, enhances profit maximisation for the organisation, while also "reducing" harm on employees. The current paper tries to narrow the mentioned gap. Thus, the aim of the paper is to reveal the role of sustainable HRM in developing employee resilience. While doing this, a qualitative research was conducted including 15 interviews with HR managers. The results revealed that job design, information sharing and internal communication, flexibility, work-life balance, and employee development were the main practices used by the organisations for helping employees to handle adversity at work. Further, a dual situation was discovered: on the one hand, HR managers reported that employees usually were not willing to disclose and discuss difficulties they were faced with; on the other hand, HR managers admitted the lack of knowledge how to support employees in face of adversities. Thus, the mistrust and lack of competence are the signals for HRM

inviting to foster supportive organisational culture while acknowledging the value of manager-employee interconnection.

Keywords: employee resilience, adversity at work, sustainable HRM, HR manager, social sustainability.

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