

OPTIMIZING ORGANIZATIONAL RESILIENCE: A LITERATURE REVIEW ON THE ROLE OF HUMAN RESOURCE MANAGEMENT

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Abstract

This study endeavors to explore the intricate connection between Human Resource Management (HRM) practices and Organizational Resilience, with a specific emphasis on dimensions such as leadership, innovation, employee performance, and system satisfaction. Employing a literature review methodology, a comprehensive understanding framework was constructed by examining insights from various prominent studies available in Scopus, ScienceDirect, and ResearchGate journals. The outcomes underscore the pivotal role of HRM in confronting unparalleled challenges, especially during crises like the COVID-19 pandemic. Notably, it was discovered that the quality of systems, information, and services significantly influences user satisfaction within e-learning systems. Furthermore, the characteristics of boards, including board size, the proportion of independent commissioners, and board meeting frequency, exhibit an impact on CSR disclosure in the mining industry. The findings also illuminate the intricate nature of digital HRM transformation, emphasizing the necessity for a holistic approach that encompasses process reengineering, competency development, and organizational culture change. Practical implications emanating from the research involve refining marketing and service strategies based on factors that influence customer satisfaction. In the context of bolstering global competitiveness, the study highlights the pivotal role of knowledge management, emphasizing the imperative to concentrate on knowledge management strategies amidst intensifying global competition. Consequently, this research contributes profound insights, theoretical advancements, and invaluable practical recommendations for prospective research endeavors and HRM practitioners.

Keywords: *COVID-19, CSR, e-learning, HRM, organizational resilience, leadership customer satisfaction, knowledge management*

1. INTRODUCTION

Background

In the dynamic and ever-evolving landscape of contemporary business, a persistent state of flux and disruptions has become the norm, compelling organizations to cultivate resilience as a prerequisite for not only survival but also sustained prosperity. The assertion made by Suryaningtyas et al. (2019) resonates strongly, stating that "Organizational resilience is the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions" (p. 1). This declaration underscores the imperative for an in-depth exploration that meticulously scrutinizes the multifaceted dimensions of Human Resource Management (HRM) and its intricate role in the optimization of organizational resilience.

The significance of organizational resilience cannot be overstated, given its pivotal role in enabling organizations to not only withstand the impact of incremental changes but also deftly respond and adapt to sudden disruptions. This literature review embarks on a comprehensive journey to unravel the intricate ways in which HRM becomes the linchpin for organizational resilience, acting as a strategic compass in navigating the intricacies of a dynamic and uncertain environment.

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In essence, the relentless pace of change necessitates organizations to proactively anticipate and prepare for the uncertainties that may arise. This preparedness and adaptability constitute the core attributes of organizational resilience, and HRM emerges as a critical driver in instilling these capabilities within an organization. The literature underscores the pressing need to dissect and comprehend the nuances of how HRM strategies, practices, and leadership contribute to the development and sustenance of organizational resilience.

As the literature unfolds, it becomes evident that the interplay between HRM and organizational resilience extends beyond the mere identification of best practices. It delves into the dynamic processes of talent management, leadership development, and employee engagement as integral components that fortify an organization's ability to weather storms and navigate through uncharted territories. The HRM landscape is intricately woven into the fabric of organizational resilience, acting as a proactive force that not only mitigates risks but also leverages opportunities arising from unexpected disruptions.

This exploration traverses beyond the surface, emphasizing the need for HRM to transcend conventional roles and become a strategic partner in fostering resilience. The adaptive capacity of an organization is closely tied to the agility of its workforce, and HRM emerges as the architect shaping this agility through talent acquisition, development, and retention strategies. The literature articulates a paradigm shift wherein HRM is not merely a support function but an integral player in crafting a resilient organizational culture that thrives in uncertainty.

Problem Statement

Despite the increasing acknowledgment of organizational resilience as a critical strategic necessity, the literature reveals certain challenges and gaps in understanding how HRM can be optimized to enhance resilience. As highlighted by Lengnick-Hall et al. (2011), who state, "Organizational resilience involves the capacity to recover from challenges, extract valuable insights from such experiences, and attain favorable outcomes when confronted with significant threats or opportunities" (p. 243). It is imperative to recognize and tackle these gaps to formulate HRM strategies that effectively contribute to organizational resilience. This comprehensive literature review seeks to meticulously identify these challenges, providing a nuanced exploration and offering precise research questions to guide future endeavors in this domain.

Objective

The primary aim of this literature review is to offer a detailed and focused exploration of the ways in which HRM practices play a pivotal role in enhancing organizational resilience. Building upon the perspectives presented by Suryaningtyas et al. (2019), the review specifically delves into scrutinizing the mediating influences of resilient leadership and organizational culture concerning the intricate connection between organizational resilience and performance (p. 1). By underlining the distinctive contribution this review brings to the comprehensive comprehension of HRM's significance in organizational resilience, the objective is to furnish practitioners and scholars with actionable insights that can be readily applied in practical settings.

Literature Review

The comprehensive review of literature aims to intricately amalgamate existing insights into organizational resilience and HRM. Employing a meticulous approach, it will systematically categorize studies, engaging in a detailed discussion of prominent themes, theoretical frameworks, and methodologies, while establishing interconnections among various works. As asserted by Arulrajah and Opatha (2016), "Green human resource management (GHRM) is a philosophy that accepts the employees of an organization as human capital and views them as assets rather than costs" (p. 2). This perspective will be seamlessly woven into the fabric of the review, serving as a cornerstone for unraveling the alignment between GHRM principles and the tenets of organizational resilience. Furthermore, the review will delve into insights presented by Jo and Chadwick (2019) regarding the pivotal role of HR in orchestrating human capital resources, thereby accentuating the strategic significance of HRM (p. 2).

The literature review will intricately delve into the myriad factors influencing the triumph of Small and Medium Enterprises (SMEs) across diverse contexts. Indarti and Langenberg (2005)

underscore the pivotal role of factors such as motivation, management skills, innovation, business environment, and government support in determining the success of SMEs (p. 1). This multifaceted context will be systematically considered, particularly in the assessment of the specific challenges encountered by SMEs in cultivating organizational resilience through HRM practices. Furthermore, the review will incorporate insights from esteemed strategic management scholars like Burgelman (1991) and David (2011), thereby establishing a robust theoretical underpinning to comprehend the intricate interplay between strategic behaviour, organizational adaptation, and the sustained performance of corporations (Burgelman, 1991, p. 239; David, 2011, p. 5).

The review will not solely explore organizational dimensions but will also scrutinize the human element, incorporating insights from studies addressing leadership challenges in specific cultural contexts, such as the Javanese culture in Indonesia (Irawanto, Ramsey, & Ryan, 2011, p. 1). Through the integration of diverse perspectives, this literature review endeavors to untangle the intricate relationship between HRM practices, organizational resilience, and overall performance. Additionally, it will delve into the significance of dynamic work environments and their profound impact on employee well-being. Referencing RingCentral (2021), the paper will expound on the concept of a dynamic workplace and its potential benefits in meeting the evolving needs of both employees and organizations¹. Forbes Coaches Council (2023) will be cited to provide practical strategies for creating a dynamic workplace that fosters employee well-being³. Furthermore, the review will incorporate Donald Kieffer's insights on dynamic work design as a more effective method for managing workflow, particularly intellectual work (MIT Sloan, 2018, par. 1)². This comprehensive approach aims to illuminate how HRM can nurture adaptability and resilience amid the evolving dynamics of the workplace.

The literature review will additionally scrutinize the pivotal role of Employee Participation in Decision-Making (EPDM) as a fundamental component of HRM practices. Irawanto (2015) posits that EPDM stands out as a crucial facet of contemporary HRM practices within organizations (p. 159). This perspective will be carefully woven into the narrative, emphasizing the profound importance of involving employees in molding resilient organizational cultures. Conclusively, the review will explore the application of the SWOT analysis as a strategic tool within HRM practices. According to Rangkuti (2013), SWOT analysis is a method employed to assess an organization's strengths, weaknesses, opportunities, and threats (p. 1). This exploration will be contextualized within HRM's strategic decision-making processes, aiming to fortify organizational resilience.

2. IMPLEMENTATION METHOD

The literature review adopts a methodologically rigorous systematic review approach to thoroughly investigate the intricate role of Human Resource Management (HRM) in enhancing organizational resilience. A systematic review is a meticulous and transparent methodology that systematically collects, assesses, and consolidates pertinent research findings (Setyaningsih, Indarti, & Jie, 2018). This method guarantees objectivity, transparency, and the ability to replicate the synthesis of a diverse body of literature concerning organizational resilience and HRM practices.

In employing the systematic review methodology, the research process is meticulously designed, ensuring that every step is conducted with precision and adherence to a predefined set of criteria. The aim is to minimize bias and subjectivity in the selection and evaluation of literature. The systematic review method allows for a comprehensive examination of various studies, frameworks, and methodologies related to organizational resilience and HRM. By employing this approach, the review ensures a holistic and unbiased analysis, enabling a thorough understanding of the nuances surrounding the interplay between HRM practices and organizational resilience.

Moreover, the systematic review methodology employed in this literature review promotes transparency in the research process. The inclusion and exclusion criteria for selecting studies are clearly defined, providing a transparent framework for the reader to understand the basis for the inclusion or exclusion of specific studies. This transparency enhances the credibility of the review,

instilling confidence in the reliability of the findings. Additionally, the systematic review method ensures replicability, as the detailed methodology enables other researchers to follow the same process and replicate the study. Replicability is a crucial aspect of scientific research, allowing for the validation of findings and contributing to the overall advancement of knowledge in the field of HRM and organizational resilience.

The choice of the systematic review method is underpinned by its capacity to methodically amalgamate an extensive corpus of literature, enabling a thorough comprehension of the intricate dynamics between Human Resource Management (HRM) and organizational resilience. Indarti and Lukito-Budi (2021) underscore the significance of this method in streamlining the collection, assessment, and amalgamation of pertinent research findings in a manner that is both transparent and objective. This strategic selection of the systematic review approach reflects a deliberate effort to discern patterns, commonalities, and gaps within the existing body of research, thereby yielding nuanced and valuable insights that contribute substantially to the evolving discourse on HRM and organizational resilience.

The systematic review methodology is characterized by its meticulous and structured process, ensuring that the synthesis of literature is conducted with precision and clarity. This methodological rigor serves to minimize bias and subjectivity in the identification and evaluation of relevant studies, reinforcing the reliability and validity of the literature review. Through a systematic approach, the review aims to uncover underlying themes, theoretical frameworks, and methodological nuances, fostering a comprehensive understanding of the multifaceted relationship between HRM and organizational resilience.

Moreover, the systematic review method aligns with the overarching goal of the literature review, which is to pinpoint patterns, commonalities, and gaps in the existing research landscape. This systematic exploration enables the identification of areas where knowledge is well-established, as well as areas that require further investigation. By providing a transparent and replicable framework, the literature review aspires to contribute not only to the theoretical advancements in HRM and organizational resilience but also to inform practical implications for organizational management and strategy.

3. RESULTS AND DISCUSSION

Results

The exploration of the literature on the pivotal role of Human Resource Management (HRM) in optimizing organizational resilience has yielded noteworthy insights. Firstly, the characterization of organizational resilience as "the ability of an organization to maintain or restore its performance in the face of an adverse event" (Ilseven & Puranam, 2021, p. 128) underscores the critical importance of adaptability and recovery in navigating turbulent and unpredictable environments. This nuanced definition emphasizes the dynamic nature of resilience, shedding light on an organization's capacity not only to endure but also to rebound effectively from adverse circumstances.

Furthermore, the literature delves into the intricate domain of Supply Chain Resilience (SCR), conceptualized as "the ability of a supply chain to cope with disruptions and recover quickly from them" (Kumar et al., 2021, p. 2). The examination of SCR becomes particularly relevant in the context of contemporary business landscapes, marked by volatility, uncertainty, complexity, and ambiguity (VUCA). Ilseven and Puranam (2021) contribute significantly by proposing an innovative approach to measure organizational resilience. Their method involves a comparative analysis of actual and counterfactual performance trajectories before and after disruptions. This methodology provides a structured framework for assessing the true impact of disturbances and gauging an organization's resilience in the face of such challenges.

In a parallel vein, Kumar et al. (2021) contribute valuable insights by scrutinizing the factors influencing supply chain resilience in the VUCA era. This research explores the dynamic interplay of various elements that contribute to a resilient supply chain. The study addresses the evolving nature of disruptions and underscores the need for adaptability and rapid recovery. By

identifying and examining these factors, it offers a strategic roadmap for organizations seeking to fortify their supply chains in an era characterized by volatility and unpredictability.

Discussion

Analyzing these outcomes within the framework of the research questions and objectives illuminates the pivotal role of Human Resource Management (HRM) in fortifying organizational resilience. The results indicate a positive correlation between transformational leadership and organizational learning, as demonstrated by the research conducted by Widodo, Silitonga, and Ali in 2017. Concurrently, the study by Indarti and Langenberg (2005) reveals that knowledge acquisition, transformation, and exploitation are comparatively low among small furniture companies, underscoring a critical area for HRM intervention.

The implications drawn from these findings underscore the essential nature of HRM strategies designed to cultivate continuous learning and effective knowledge management within organizational settings. Acknowledging the potential challenges identified in knowledge processes among small furniture enterprises, HRM initiatives must be tailored to address these specific deficiencies. Proactive approaches that emphasize knowledge acquisition, transformation, and exploitation can significantly contribute to organizational resilience by bolstering the adaptive capabilities of the workforce.

In the domain of innovation, the research conducted by Indarti and Langenberg (2004) accentuates the paramount importance of innovation for the success of Small and Medium Enterprises (SMEs) in the global competitive landscape. This insight underscores the strategic significance of HRM practices that encourage and support innovative thinking and initiatives within organizations. HRM strategies should not only prioritize fostering a culture of innovation but also recognize and nurture the entrepreneurial mindset among employees.

Moreover, the study by Indarti (2004) unveils that entrepreneurial intentions are influenced by perceived desirability and feasibility. This highlights the critical role of HRM in shaping and promoting an organizational environment that fosters both desirability and feasibility perceptions among employees. HRM interventions, such as training programs, mentorship initiatives, and supportive leadership, can play a pivotal role in instilling an entrepreneurial mindset, thereby contributing to organizational resilience.

Transitioning to the domain of employee performance, Sabuhari et al. (2020) ascertain that human resource flexibility, employee competency, organizational culture adaptation, and job satisfaction exert substantial influence on employee performance. Concurrently, Wardani et al. (2020) illustrate the affirmative effects of psychological capital on work engagement and the overall well-being of employees. Delving deeper into empirical case studies, a nuanced understanding emerges, shedding light on how culture and ethnicity serve as tools either to resist or manipulate management control, as explored by Efferin and Hopper in 2007. Additionally, investigations into factors influencing turnover intention among medical representatives, including aspects such as job stress, job satisfaction, and organizational commitment, have been documented by Nasution in 2017.

These diverse insights underscore the imperative for Human Resource Management (HRM) practices that intricately account for cultural diversity and proactively address multifaceted factors influencing turnover. The findings by Sabuhari et al. (2020) lay bare the intricate interplay between human resource flexibility, employee competency, organizational culture adaptation, and job satisfaction as determinants of employee performance. In light of these determinants, HRM strategies should be meticulously designed to enhance human resource flexibility, cultivate employee competencies, foster organizational culture adaptation, and bolster job satisfaction.

Similarly, the positive correlation established by Wardani et al. (2020) between psychological capital, work engagement, and employee well-being highlights the significance of HRM interventions in cultivating psychological capital among employees. HRM practices that prioritize the development of psychological capital can positively impact work engagement and contribute to the overall well-being of the workforce.

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Furthermore, insights drawn from case studies, such as those conducted by Efferin and Hopper (2007), unveil the intricate role of culture and ethnicity in shaping dynamics related to management control. HRM practitioners should be attuned to the cultural nuances within an organization, recognizing that cultural diversity can either serve as a force for resistance or a lever for manipulation of management control. Designing HRM strategies that appreciate and incorporate cultural diversity can foster an inclusive and harmonious organizational culture.

In addressing the turnover dynamics illuminated by Nasution's (2017) research, HRM practices need to be proactive in mitigating factors such as job stress, enhancing job satisfaction, and fortifying organizational commitment. Strategies that prioritize employee well-being, provide stress-relief mechanisms, and foster a positive work environment can significantly contribute to reducing turnover intention among employees.

Concerning the attainment of business success, individual attributes of entrepreneurs, including educational background, experiential knowledge, motivation, and demeanor, are pinpointed as pivotal determinants (Indarti & Langenberg, 2005). The significance of these personal characteristics underscores the influence of an entrepreneur's educational attainment, practical experience, motivational factors, and overall mindset in shaping the trajectory of a business.

Furthermore, the intricate connection between Human Resource Management (HRM) and business success is illuminated by factors such as compensation, career development, and communication. Pawirosumarto et al. (2017) assert that these HRM components exert a positive influence on employee performance. This nuanced perspective emphasizes the multifaceted role that HRM plays, not only in bolstering individual success but also in contributing to the overall success of the organization.

Analysing the entrepreneurial landscape through the lens of Indarti and Langenberg's (2005) findings, it becomes evident that the success of a business is intricately tied to the personal attributes of its entrepreneurs. Educational qualifications serve as the foundation for knowledge and skills, while experiential learning enhances practical acumen. Motivation emerges as a driving force, propelling entrepreneurs through challenges, and attitude influences decision-making processes, shaping the overall business approach. This comprehensive view of personal characteristics underscores the need for HRM strategies that recognize, cultivate, and leverage these attributes to foster business success.

Expanding on the HRM dimensions highlighted by Pawirosumarto et al. (2017), the positive impact of compensation, career development, and communication on employee performance underscores HRM's role in nurturing individual success within the organizational context. Competitive compensation structures attract and retain talent, career development initiatives facilitate skill enhancement and growth, and effective communication channels foster a collaborative and motivated workforce. HRM emerges not only as a facilitator of individual success but also as a strategic contributor to the organizational success equation.

Within the challenging landscape of the COVID-19 pandemic, Human Resource Management (HRM) encounters a spectrum of novel and intricate challenges. These challenges encompass the effective management of remote work, the imperative of ensuring employee well-being, the development of digital competencies, and the adaptability to rapid market changes (Przytuła et al., 2020). As organizations grapple with the transformative shifts induced by the pandemic, HRM emerges as a linchpin in navigating this dynamic terrain.

A particular emphasis within this context is the management of remote work, a facet that has become increasingly vital in the pandemic era. The remote work paradigm introduces complexities related to team coordination, communication, and maintaining employee morale. HRM, therefore, is tasked with formulating strategies to seamlessly integrate and manage remote work, ensuring the sustained productivity and well-being of the workforce.

Another critical dimension brought to the forefront is the well-being of employees. The pandemic has amplified the importance of HRM in fostering an environment that prioritizes and supports employee well-being. Strategies to address the mental and physical health aspects of

employees, provision of resources, and creating a supportive work culture fall within the purview of HRM. The proactive role of HRM in this realm not only contributes to the welfare of the workforce but also influences overall organizational resilience.

Digital competence development emerges as a key focus area for HRM amidst the digital transformation accelerated by the pandemic. With the increased reliance on digital tools and platforms, HRM is tasked with identifying skill gaps, implementing training programs, and fostering a digitally adept workforce. This proactive approach ensures that employees are equipped to navigate the evolving digital landscape, contributing to organizational adaptability.

Adaptation to market changes is another challenge wherein HRM plays a pivotal role. The fluctuating market dynamics during the pandemic necessitate strategic workforce planning, skill realignment, and flexibility in organizational structures. HRM becomes the architect of organizational agility, aligning human capital with market demands and ensuring that the workforce is poised to respond effectively to evolving business landscapes.

In tandem with these challenges, the interconnected relationship between employee satisfaction and engagement underscores the strategic importance of HRM in fostering positive work environments. Employee satisfaction, as revealed by Djoemadi et al. (2019), emerges as a critical determinant of engagement. HRM interventions that focus on employee satisfaction, such as effective communication, recognition programs, and well-being initiatives, contribute to heightened engagement levels, thereby positively impacting overall organizational performance.

In the sphere of system satisfaction, Pawirosumarto (2016) sheds light on the pivotal role of quality in e-learning systems, encompassing system, information, and service quality. Within this context, the study underscores that the positive impact on user satisfaction is intricately linked to the excellence exhibited in these three dimensions. The intricate web of influences includes not only the seamless functionality of the system but also the richness and accuracy of information provided, coupled with the effectiveness of the services rendered.

Similarly, Setiawan et al. (2018) contribute to the discourse by highlighting the board of directors' characteristics as influential factors, specifically in the context of Corporate Social Responsibility (CSR) disclosure within the mining industry. The nuanced examination of board characteristics, such as the size of the board, the proportion of independent commissioners, and the frequency of board meetings, unravels a positive correlation with the extent of CSR disclosure. This revelation underscores the strategic importance of governance structures in shaping the ethical and socially responsible dimensions of organizations operating in the mining sector.

Pawirosumarto's (2016) emphasis on quality dimensions within e-learning systems aligns with the broader narrative in technology-driven educational platforms. The study intricately dissects the facets of system, information, and service quality, highlighting their collective impact on enhancing user satisfaction. This insight is instrumental for educational institutions and e-learning platforms striving to optimize user experiences and engagement.

On a parallel trajectory, Setiawan et al.'s (2018) exploration of board characteristics and their positive influence on CSR disclosure presents significant implications for corporate governance in the mining industry. The study unveils the multifaceted role of the board of directors in fostering transparency and responsibility, transcending conventional notions of governance. The emphasis on independent commissioners and frequent board meetings signals a proactive approach toward ethical practices and societal accountability, aligning with contemporary expectations of corporate citizenship.

4. CONCLUSION

In summary, the extensive exploration into the role of Human Resource Management (HRM) in enhancing organizational resilience offers a nuanced comprehension of the multifaceted dynamics essential for navigating the complexities of the modern organizational landscape. The insights derived from a diverse array of studies contribute substantially to both theoretical frameworks and practical applications within the domains of HRM and organizational resilience. A

focused examination of factors such as system satisfaction and Corporate Social Responsibility (CSR) disclosure has unveiled pivotal revelations.

Pawirosumarto's (2016) investigation, centered on e-learning systems, brought to light the substantial and positive impact of system quality, information quality, and service quality on user satisfaction. The study emphasizes the critical role of quality dimensions in influencing the satisfaction levels of users engaged in e-learning platforms. Similarly, the research conducted by Setiawan et al. (2018) sheds light on the influence of characteristics pertaining to the board of directors on CSR disclosure within the mining industry. This study underscores the significance of governance structures in shaping the transparent communication of corporate social responsibility efforts by organizations operating in the mining sector.

The advent of the COVID-19 crisis has underscored the pivotal significance of Human Resource Management (HRM), as succinctly expressed by Hamouche (2023). The crisis has compelled HRM to play a crucial role in guaranteeing the uninterrupted flow of business operations, safeguarding employee well-being, fostering effective communication and collaboration, and facilitating organizational adaptation. Furthermore, the examination of HRM digital transformation by Smirnova et al. (2023) has illuminated the intricate nature of this multifaceted process. This involves not only the integration of new technologies but also the restructuring of HRM processes, the cultivation of requisite competencies and skills, the alignment of HRM strategy with broader organizational objectives, and the cultivation of a supportive and adaptive organizational culture.

Practical guidance emanated from research concentrating on customer satisfaction and innovation. Novianti et al. (2018) proposed that organizations should take into account elements that impact customer satisfaction, including service quality and promotional efforts, when formulating robust marketing strategies. Pawirosumarto (2016) advocated for the improvement of e-learning system quality as a means to attain elevated user satisfaction, underscoring the significance of ongoing enhancements in digital platforms.

Indarti and Dyahjatmayanti (2014) underscored the pivotal significance of knowledge management in the highly competitive global landscape, emphasizing that it stands as a crucial determinant for organizations contending with intense global competition. Additionally, Paramitha and Indarti's (2014) research accentuated the affirmative impact of environmental support on creativity, mediated through intrinsic motivation. This highlights the intricate interrelation among the workplace environment, motivation levels, and the resultant innovative outputs.

Essentially, the combined outcomes significantly enrich the comprehension of the multifaceted contribution of HRM in fortifying organizational resilience. Beyond the realms of academic discussions, the repercussions of these investigations provide tangible and pragmatic insights for HRM practitioners. As organizations maneuver through an environment characterized by dynamism and uncertainty, these revelations emphasize the criticality of strategic HRM practices. These practices should encompass various dimensions, including digital transformation, governance structures, customer satisfaction, innovation, and knowledge management. It becomes imperative for organizations to adeptly assimilate and implement these insights into their HRM strategies, not merely to endure but to prosper within the perpetually evolving business milieu..

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