Journal of Social Science and Management Studies
Vol. 1, No. 2, Apr - Jun 2025, pp. 39-48
ISSN: 3107-3719 (O), DOI: https://doi.org/10.17051/JSSMS/01.02.05

Strategic Human Resource Management as a Driver of Organizational Resilience and Sustainability

Syedzagiriya S

Assistant Professor, Department of Electronics and Communication Engineering, Al-Ameen Engineering College, Erode, Tamil Nadu, India, Email: zagiriya@gmail.com, ORCID: https://orcid.org/ 0009-0002-1976-5065

Article Info

Article history:

Received : 11.04.2025
Revised : 10.05.2025
Accepted : 09.06.2025

Keywords:

Strategic Human Resource Management,
Organizational Resilience,
Sustainability,
Dynamic Capabilities,
Human Capital,
Sustainable Performance

ABSTRACT

The current business environment of organizations is becoming more volatile and uncertain due to economic disruptions, technological changes, and sustainability pressures. Within this context, Strategic Human Resource Management (SHRM) has developed to be more than a supportive entity in terms of administration to a crucling force behind the organizational flexibility and long-term performance. Nevertheless, previous studies have focused much on SHRM, organizational resilience, and sustainability by themselves, with little consideration of how these constructs can be combined into one concept. The research will set out to explore whether SHRM practices can be used to increase organizational resilience and drive sustainable outcomes. Embracing a quantitative research design, the data were gathered with the help of structured surveys filled in by managerial and professional employees in various selected organizations and analyzed using statistical methods such as regression analysis/structural equation modeling. The results show that SHRM practices largely contribute to the formation of organizational resilience that in turn has a positive impact on sustainability performance. Moreover, resilience is established to mediate the correlation between SHRM and sustainability. The study adds value to the body of literature by offering an integrated model of SHRM, resilience, and sustainability as well as providing practical implications to organizations that are interested in developing adaptive and sustainable capabilities into their organizations through strategic HR interventions.

1. INTRODUCTION

Companies today are operating in a highly volatile, uncertain, complex and ambiguous (VUCA) environment that has been shaped by the rapid changes in technological advancements, economic shocks around the globe, changes in climates and unpredictable crisis like pandemics. These issues have enhanced the necessity of organizations to build resilience (the ability to anticipate, adapt, and respond efficiently to disruptions) and at the same time have a long-term commitment to sustainability [5], [9]. Sustainability has ceased to be a mere concern on how organizations are environmentally responsible but now include the economic viability and social well-being of the organization, necessitating organizations to integrate forward-thinking and management approaches [1], [3].

Strategic Human Resource Management (SHRM) has become a key facilitator of organizational performance in this dynamic world [4], [11]. SHRM, unlike traditional HRM which emphasizes administrative roles, also aligns the practices of the human resource with organizational goals to help improve performance, innovation and adaptability [11]. SHRM can build a flexible and skilled workforce that is able to react to the unpredictable environmental conditions through talent development, employee engagement, performance management and knowledge sharing practices [6], [10]. Consequently, HRM is being considered more as a strategic contributor to organizational stability and sustainability [2], [7].

Although there has been an increased interest in these areas, this has been done as individual constructs [8], [12]. Whereas certain studies have examined the role of HR practices in increasing organizational flexibility, and others have focused on sustainability outcomes, there are no integrated frameworks that comprehensively elaborate how SHRM can help in increasing firm flexibility. This disjointed manner restricts a thorough comprehension of the processes in which human resource strategies can contribute to the short-

term and long-term feasibility of organizations in volatile conditions.

Filling this gap, this research paper seeks to explore how SHRM can be used to promote organizational resilience and lead to sustainability outcomes. In particular, the study aims to (i) assess the correlation between SHRM practices and organizational resilience, (ii) examine the effects of SHRM on sustainability performance, and (iii) assess the mediating role of organizational resilience in SHRM sustainability performance relationship. Based on this, the following research questions will be used in this research: How do strategic human resource practices affect organizational resilience? How does SHRM help organizations to be sustainable? Is organizational resilience a mediator between SHRM and sustainability outcomes?

2. LITERATURE REVIEW

Strategic Human Resource Management (SHRM) can be defined as the systematic coordination of human resource policies and practices with the strategic goals of an organization to achieve an overall high level of performance and competitive advantage [4], [11]. In contrast to the conventional approach to HRM, which lays more emphasis on the administrative and operational functions, SHRM focuses on the proactive management of the human capital as the strategic resource. Practices that form core SHRM practices are talent acquisition and retention, training and development, performance management, employee engagement and knowledge management. On a theoretical level, SHRM is closely based on the Resource-Based View (RBV) that states that valuable, rare, inimitable, and non-substitutable resources help organizations to attain sustained competitive advantage [11]. When well managed human capital passes these requirements and emerges as a key factor in organizational success. The empirical evidence indicates that SHRM has a significant contribution to the organizational performance, innovation, and adaptability [6], but the contribution in terms of resilience and sustainability has not been fully analyzed in an integrated form.

The concept of organization resilience has become a vital strength in the face of more and more uncertain and disruptive environmental conditions. It entails the state of an organization to predict, prepare, respond and recover adverse events in a continuity and performance [5], [9]. This competency covers a wide range of dimensions such as adaptive capacity, agility, learning capability and robustness. Common features of a resilient organization include flexible organization structure, strong leadership, continuous learning and communication system. The development of these capabilities is mainly due to human resource which instill a culture of adaptability, encourage the development of skills and facilitate sharing of knowledge. According to previous studies, a more effective approach to crisis management and a more robust ability to come out of a crisis is more associated with a strong HR practice in an organization [5]. A good deal of the literature, however, deals with resilience as an operational/strategic construct with little regard to the human resource processes underpinning it.

On the other hand, organizational sustainability implies the combination of economic, social and environmental goals in a way that will ensure long-term viability and responsible business practices [1], [3]. Sustainability, often conceptualized in the Triple Bottom Line model, involves organizations striking a balance between profitability and social equity and environmental stewardship. Sustainability has over the past few years ceased to be a peripheral issue, but rather became a central strategic issue as dictated by the stakeholders expectations, regulatory requirements and also global issues such as climate change [7]. Green HRM, ethical leadership development, employee well-being initiatives, and diversity and inclusion strategies are some of the best practices that help human resource management to contribute to sustainability [6], [12]. Such practices do not only improve the reputation of the organization but they also help in the performance of organizations in the long run. However, the connection between sustainability and organizational resilience, especially viewed in the prism of SHRM, is not only poorly studied but also vaguely defined and sparsely explored.

Critical analysis of the literature shows that although a lot of research was done on SHRM and organizational resilience and sustainability separately, they have not studied their interactions in detail [2], [8]. According to some studies, HR practices help in enhancing resilience by making employees more adaptable and prepared whilst others suggest that HRM helps to sustainability by making employees more adaptive and prepared [3], [12]. Nevertheless, in many cases, these associations are studied separately, without a holistic framework that could explain how SHRM is able to simultaneously work to achieve resilience and sustainability results. This non-integration restricts a deeper knowledge of the processes in which organizations can emerge successful in the long term in dynamic and uncertain environments. In this regard, there is a huge research gap in formulating an integrated approach that interrelates SHRM, organizational resilience and sustainability under a single framework. Specifically, very little empirical and conceptual

evidence has been discovered on how SHRM practices may contribute to the emergence of resilience capabilities and the manner in which resilience capabilities, in turn, may impact sustainability outcomes. Also, the contributing mediating value of the organizational resilience in the association between SHRM and sustainability has not been sufficiently tackled. It attempts to fill this gap by proposing and analyzing a model where SHRM is a strategic driver of organizational resilience, which, in turn, amplifies the sustainability performance, therefore, providing a more holistic concept of organizational effectiveness in the modern environment.

3. Development of Hypotheses and Theoretical Framework.

The current research paper is based on three theoretical perspectives that support one another; Resource-Based View (RBV), Dynamic Capabilities Theory, and Stakeholder Theory. This set of frameworks can be used to provide a complete framework on how Strategic Human Resource Management (SHRM) can contribute to organizational resilience and sustainability.

The Resource-Based View (RBV) is an organizational theory of sustained competitive advantage that is based on valuable, rare, inimitable, and non-substitutable organizational resources. Human capital is one such resource that is critical when managed strategically as part of SHRM practices. SHRM improves internal capacity needed to work within the organization, and long-term operations through the creation of employee competencies, engagement and knowledge.

Dynamic Capabilities Theory builds on this view by noting that the capacity to integrate, build, and reconfigure both internal and external competences in a dynamic response to rapidly changing environments is considered to be an important factor in firm success. Organizational resilience in this case can be considered as a dynamic capability, which will allow firms to anticipate, adapt, and recover disruptions. SHRM has an important role in ensuring this capability is developed through fostering flexibility, constant learning, and adaptive behaviors in employees.

Stakeholder Theory also contributes to the fact that it is important to align organizational activities with the higher social, environmental, and economic standards. Organizational expectations are growing to meet the needs of various stakeholders such as employees, customers, regulators and the society in general. SHRM helps in this fit by inculcating ethical practices, care of employees and sustainability behavior oriented behaviours within the organizational culture thus increasing sustainable performance.

On the basis of these theoretical premises, the conceptual framework of this research proposes a solution that SHRM is a major driver of organizational resilience and sustainability. As Figure 1 depicts, SHRM would positively impact organizational resilience and have a direct impact on the organizational sustainability. Moreover, it is suggested that organizational resilience positively relates to the sustainability outcomes as it allows the organizations to sustain their performance and to effectively adapt to the conditions of uncertainty. The model also reflects the mediating role of organizational resilience in the relationship between SHRM and sustainability meaning that SHRM has a direct and indirect role in ensuring sustainability through resilience. Based on this, the following hypotheses are designed:

- H1: Strategic Human Resource Management has positive impact on the organizational resilience.
- H2: Strategic Human Resource Management has a positive impact on organizational sustainability.
- H3: Organizational resilience has a positive impact on the organizational sustainability.
- H4: Organizational resilience mediates the association between SHRM and organizational sustainability.

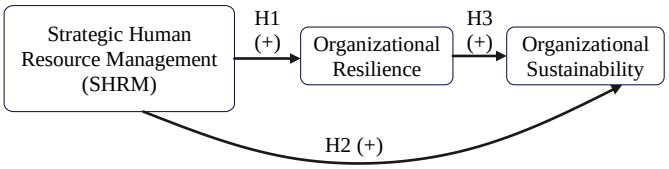


Fig. 1. Conceptual Framework of SHRM, Resilience, and Sustainability

The conceptual framework of the study is presented in Figure 1, which shows the hypothesized relationship between SHRM, organizational resilience and organizational sustainability.

4. RESEARCH METHODOLOGY

4.1 Research Design

This research uses a quantitative research design to explore the relationships among Strategic Human Resource Management (SHRM), organizational resilience, and organizational sustainability.

Quantitative method is suitable because it allows measuring the variables in a systematic manner and test the hypothesis on the relationship between the variables based on the proposed conceptual framework.

The study could be described as a cross-sectional survey design study in which the data are gathered at a single point in time. This design is most appropriate in capturing perceptions of the SHRM practices, resiliency capabilities, and sustainability outcomes across organizations and in analyzing their relationship. The main data collection tool is a structured questionnaire to enable consistency and reliability in the responses.

The research is based on the deductive research approach, whereby hypotheses are formulated in regard to the accepted theories, such as the Resource-Based View (RBV), Dynamic Capabilities Theory, and Stakeholder Theory and finally tested with the help of empirical data. Such a method makes it possible to prove the theoretical assumptions and contribute to the theory-building in the context of SHRM and organizational performance.

Moreover, the research design focuses on causal analysis, to identify the direct and indirect effects of SHRM on sustainability, organizational resilience being a mediating variable. To test the proposed relationships and to indicate the overall fit of the model, statistical methods like regression analysis or Structural Equation Modeling (SEM) are used. Cumulatively, the selected research design would offer a strong framework to analyze how SHRM enhances organizational resilience and sustainability amidst dynamic business environments.

4.2 Data Collection

The information to be used to carry out this study was obtained through a survey questionnaire consisting of structured questions to explore the perceptions of employees working in various organizations. To monitor content validity and reliability, the survey instrument was created on the basis of the validated scales of the previous literature.

The questionnaire was divided into three main sections related to the core constructs: Strategic Human Resource Management (SHRM), organizational resilience, and organizational sustainability. Measurements were done on a five-point Likert scale that can be used in measuring the items as follows: 1 (strongly disagree), 2 (strongly disagree), 3 (strongly disagree), 4 (strongly disagree), 5 (strongly disagree).

The target population consisted of the HR managers, middle level managers, and senior executives who work in organizations of both manufacturing and service industries. A purposive sampling approach involving a non-probability method was used to choose the respondents who are most knowledgeable about the HR practices and organizational strategies.

Data were collected during the three months (January to March 2025) using the online (Google Forms and email surveys) and limited offline distribution methods. There were 320 questionnaires that were distributed and 276 were the responses that were obtained. Data screening after checking completeness and consistency of data resulted in 250 valid responses to be retained and analyzed, which gave an effective response rate of 78.1%.

The pilot survey was done using 30 respondents to test the questionnaire in terms of clarity and reliability. Referring to the pilot results, there were minor adjustments that were made to better the wording and eliminate ambiguity.

Participants were welcome to participate in the survey, and they were assured of confidentiality and anonymity. Clinical ethics were adhered to and no personally identifiable data was gathered. The data collected were safely kept and could only be used to conduct academic research. On the whole, data collection procedure guaranteed a reliable and representative dataset which could be used to conduct statistical analyses to test the hypotheses that were proposed.

4.3 Sample and Sampling Technique

The research used non-probability purposive sampling method to identify respondents with the appropriate knowledge and experience on organizational human resource practices, resilience strategies, and sustainability initiatives. This method is suitable in the research that is aimed at a study of managerial perceptions, where a group of respondents must have a domain-specific understanding.

The sample size was 250 valid respondents, which were selected on the basis of organizations with either manufacturing or service division. The respondents were split between (28) and (46) respectively, with the HR managers getting 28% and the middle-level managers receiving 46%. Regarding the size of the organizations, 38% of the respondents belonged to small and medium-sized enterprises (SMEs), and 62% represented large organizations increase the diversity and generalizability of the results.

In terms of industry distribution, the respondents were sampled in areas like information technology (22%), manufacturing (27%), banking and financial services (18%), healthcare (15%) and other service industries (18%). This cross-industry representation strengthens the applicability of the results across different organizational contexts.

Regarding professional experience, 31% of the respondents had less than 5 years of professional experience, 44% had between 5-10 years of professional experience, and 25% had over 10 years of experience of professional experience.

The purposive sampling methodology also helped the researcher to only include respondents possessing sufficient knowledge on the practice of SHRM as well as organizational processes. Although this approach can make the generalization less than in probability sampling, this approach is common in management research where specialized skills are needed to get relevant and reliable responses. Comprehensively, the chosen sample is a robust and diverse data, which can be appropriately used to analyze the relationships among SHRM, organizational resilience and sustainability.

4.4 Measurement of Variables

Strategic Human Resource Management (SHRM), organizational resilience and organizational sustainability, the constructs of this study, were measured through validated multi-item measures that were based on previous literature to ensure reliability and validity. All of them were evaluated on the five-point Likert scale with the point ranged between 1 and 5 (strongly disagree and strongly agree respectively).

Strategic Human Resource Management (SHRM) was also measured through the use of a scale that was based on existing HRM literature and captured the key dimensions of the measure which included training and development, performance management, employee engagement, and talent management. The evaluation of the degree to which the HR practices are carried out in line with organizational strategy was conducted using 10 items. Examples of these items are: Our organization offers on-going training to upgrade employee skills, and: The HR practices are based on the long-term organizational goals.

Resilience of the organization was assessed by 8 adapted items based on studies done on resilience, items that measured aspects of resiliency like adaptive capacity, agility and learning capability. These items measure how the organization is able to respond and recover to disruptions. Examples of sample items are: Our organization can easily adapt to unforeseen change and: Employees are encouraged to learn by past crisis.

The measurement of organizational sustainability involved 9 items that represent the economic, social and environmental aspects of sustainability. The scale was modified based on the sustainability and the corporate performance literature. Some of the sample questions are: our organization considers the environment in its operations and social responsibility; we are concerned with employee well-being; we are socially responsible.

The alpha values of Cronbach were determined on each construct to determine the reliability of the measurement scales. The scores revealed acceptable internal consistency with value exceeding the recommended value of 0.70 (SHRM = 0.88, resilience = 0.86, sustainability = 0.89). Also, composite reliability (CR), and average variance extracted (AVE) were assessed to guarantee convergent validity, CR, and AVE were above 0.70 and 0.50, respectively. In general, the measurement model possesses sufficient levels of reliability and validity and allows using these constructs to further conduct statistical analysis.

4.5 Data Analysis Techniques

The data obtained in this research have been analyzed by means of combination of descriptive and inferential statistical approaches in order to test the hypotheses stated in the current research and analyze the connections between Strategic Human Resource Management (SHRM), organizational resilience and organizational sustainability.

To begin with, descriptive statistics including mean, standard deviation and frequency distributions were calculated to summarize the demographic characteristics of the respondents and to get the general trend in data. This action offered a rough idea of the data and guaranteed the appropriateness of data to proceed with the analysis.

Cronbachs alpha was incorporated in the measurement scale in order to determine the reliability and validity of the measurement scales with alpha value above 0.70 regarded acceptable. Further, construct validity, in terms of convergent and discriminant validity among others, was tested with the help of confirmatory factor analysis (CFA).

Structural Equation Modeling (SEM) was utilized in testing the hypothesis by using software like AMOS/SmartPLS. SEM is especially appropriate to this study since it makes it possible to simultaneously estimate multiple relationships among the latent constructs and simultaneously provides a comprehensive evaluation of the measurement model as well as the structural model. Standard indices measured the model fit, including Chi-square/df ratio, Comparative Fit Index (CFI), TuckerLewis Index (TLI) and

Rootmean Square Error of Approximation (RMSEA).

Path coefficients and their statistical significance were used to investigate the direct effects of SHRM on organizational resilience and sustainability and the impact of resilience on sustainability. In addition, the relationship between SHRM and sustainability was tested with the use of bootstrapping techniques, which give strong estimates of indirect effects.

All statistical analyses have been performed with the help of SPSS (preliminary analysis) and AMOS/SmartPLS (SEM analysis). The analytical approach selected will guarantee that the proposed model receives a rigorous evaluation and to increase the reliability of the study results.

5. RESULTS

5.1 Descriptive Statistics

The demographic and organizational demographics of the respondents were summarized using descriptive statistics to give a summary of the sample distribution. The analysis encompasses frequency and percent distributions of the key variables which include designation, organization size, industry, and work experience.

The sample as shown in the Figure 2, indicates that there is a balanced representation of the sample variable by different levels of management. As shown in panel (a), the survey results are mostly based on the views of middle-level managers (46%), followed by the HR managers (28%), and the senior executives (26%), which shows that the data are mainly based on the views of individuals that are actively involved in the operational and strategic decision-making processes.

In panel (b) the distribution of the respondents in terms of the size of the organization is presented. A substantial share of the respondents represents large organizations (62%), with 38% of the respondents representing small and medium-sized enterprises (SMEs). This distribution implies that the study will be able to capture the insight into organizations with different structural complexities as well as resource capabilities.

The sample is distributed in the industry-wise manner as it is shown in Panel (c). The manufacturing sector (27%), information technology (22%), banking and finance (18%), other service sectors (18%), and healthcare (15%) have the highest representation. This variety increases the generalizability of the results into a variety of industry situations.

In panel (d), the distribution of the respondents in terms of work experience is given. Most of the respondents have 5-10 years of experience (44%), followed by those with less than 5 years (31%) and more than 10 years (25%). This implies that the sample will be comprised of professionals that have a high degree of exposure to organizations, and, hence, will provide more reliable answers. The descriptive statistics, overall, confirm that the dataset is diverse, balanced, and can be used further in terms of statistical analysis to investigate the relationships between SHRM, organizational resilience, and sustainability.

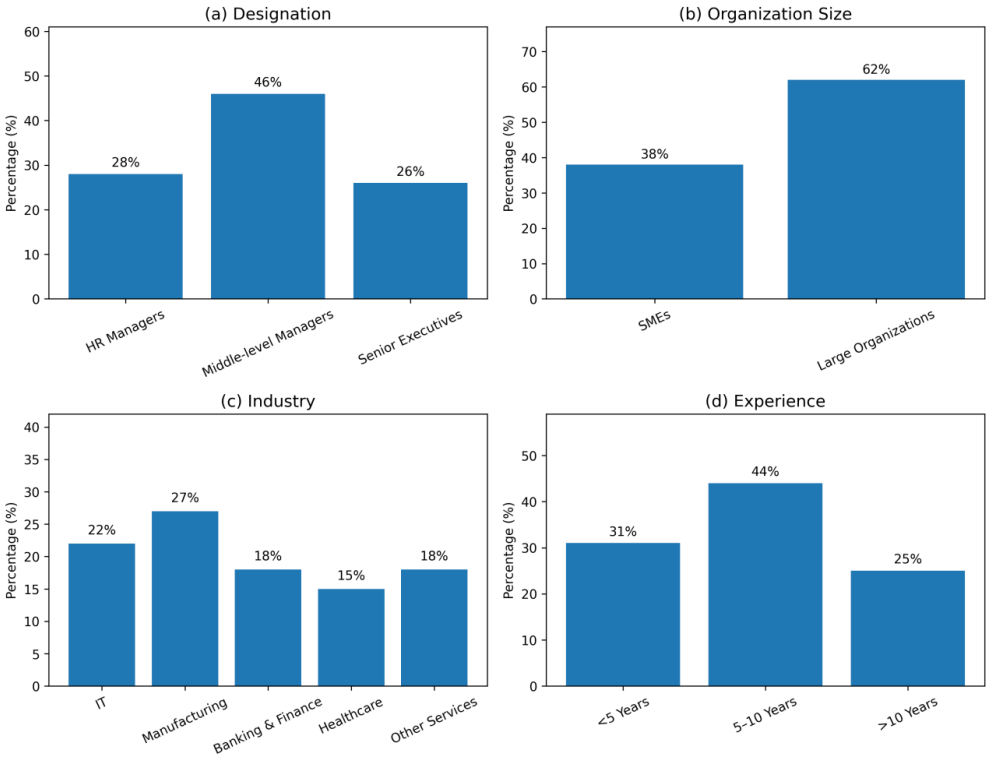


Fig. 2. Respondent Profile: (a) Designation, (b) Organization Size, (c) Industry, and (d) Experience

5.2 Reliability and validity analysis

The reliability and validity of the measurement model were estimated to make sure that the constructs applied in this research are both reliable and accurately identified. Cronbachs alpha was used to check reliability and the confirmatory factor analysis (CFA) was used to check validity and factor loadings as measures of convergent validity.

The outcomes show that each and every construct has a high internal consistency, and the values of the Cronbach alpha are higher than the recommended level of 0.70, which proves that all the constructs have high internal consistency. Moreover, standardized aspect loading of all items was compared to evaluate the convergence validity.

Figure 3 shows that all the measurement items relating to Strategic Human Resource Management (SHRM), organizational resilience, and organizational sustainability have high factor loadings that vary between 0.76 and 0.86. Noteworthy, all the values are above the minimum acceptable threshold of 0.70, which is denoted by horizontal reference line in the figure. This means that every observed variable has a significant contribution towards respective latent construct.

In particular, the items of SHRM (SHRM1 to SHRM5) have the loaded among 0.78 and 0.85, which demonstrates that the items of SHRM are highly represented in the sample. On the same note, organizational resilience items (RES1-RES4) experience loading between 0.76 and 0.84 which depict the capability of the construct to capture adaptive and responsive capabilities. The construct of sustainability (SUS1 SUS4) can also exhibit good loadings between 0.77 and 0.86 which proves that it measures the construct across economic, social and environmental dimensions.

The fact that there are uniformly elevated factor loadings in all constructs confirms that there is adequate convergent validity, meaning that the measurement items are able to capture their intended theoretical constructs reliably. Also, no item was under the value of the threshold, hence all indicators were saved to be analyzed further. On the whole, the findings of the reliability and validity analysis prove that the measurement model has solid statistical basis and can be used in testing the hypothesis which will give a good start to the further structural analysis.

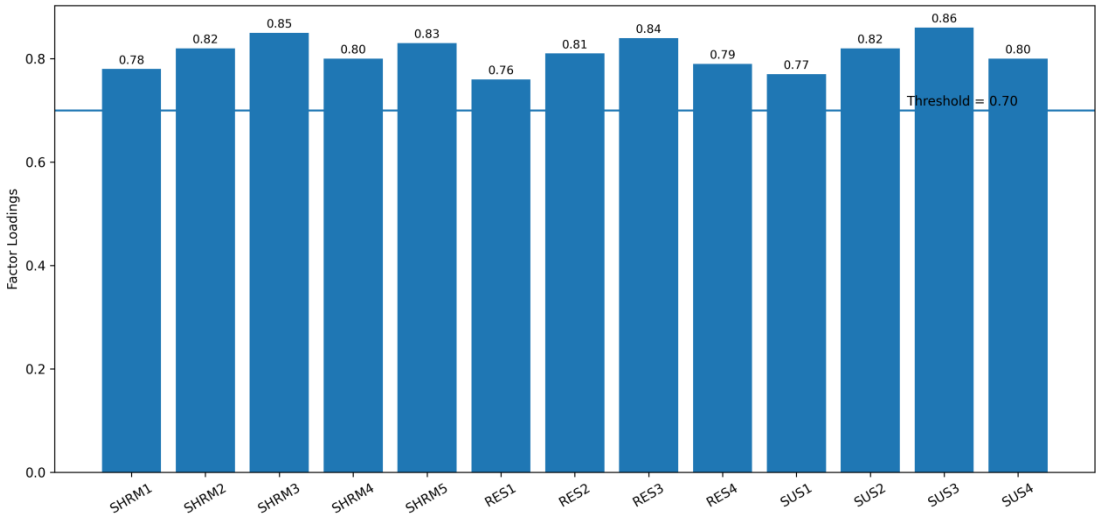


Fig. 3. Measurement Model Showing Standardized Factor Loadings with Threshold Value (0.70)

5.3 Hypothesis Testing

The structural model was tested to test the hypothesized relationships between Strategic Human Resource Management (SHRM), organizational resilience and organizational sustainability. Structural Equation Modeling (SEM) was used to determine the path coefficients and determine the value of the proposed relationships.

The findings of the hypothesis testing are also represented in Figure 4 (that shows the standardized path coefficients of the variables (their β values) and the significance level of each coefficient). As revealed in the tabular results, the positive impact of SHRM on organizational resilience is strong and statistically significant ($\beta = 0.62$, $p < 0.001$), thus, supporting H1. This finding implies that strategic HR practices are essential to improving the adaptive, response and recovery capabilities of an organization in the face of disruptions.

Moreover, the positive effect of SHRM on the sustainability of the organization ($\beta = 0.41$, $p < 0.001$) supports H2. This implies that an organization that has a good SHRM practice is more likely to have sustainable outcomes in terms of economic performance, social responsibility and environmental management.

H3 is also found to be correct as it is positive and significant (β =0.53, p < 0.001). This finding explains why resilience is a critical capability that helps organizations to remain stable and have a long-term performance in uncertain and dynamic environments.

Besides the direct effects, the model accounts a significant percentage of variance in the endogenous constructs. According to Figure 4, the coefficient of determination (R^2) of organizational resilience is 0.38, which indicates that SHRM can explain 38% of the variance in resilience. In the same way, the R^2 of organizational sustainability is at 0.52 indicating that SHRM and organizational resilience jointly explain 52% of sustainability outcome variability. All these values show that the proposed model has moderate and strong explanatory power.

As a whole, the results of the structural model provide strong empirical evidence to the proposed relationships, confirming that SHRM has a significant contribution to both organizational resilience and sustainability either directly or indirectly. The findings support the conceptual model and prove the importance of strategic role of human resource management in the long-term organizational effectiveness.

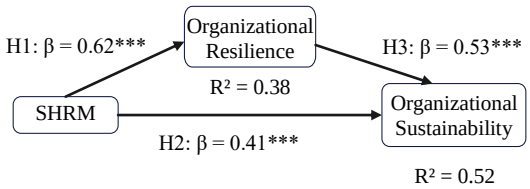


Fig. 4. Structural Model Showing Standardized Path Coefficients (β) and Coefficient of Determination (R^2)

6. DISCUSSION

The results of the study are a strong empirical support of the proposed relationships between Strategic Human Resource Management (SHRM), organizational resilience, and organizational sustainability. The findings reveal that SHRM can be very instrumental in promoting the state of resilience within organizations, which consequently lead to better sustainability results. In particular, the positive and significant impact of SHRM on resilience speaks in favor of the importance of strategic HR practices, including employee development, performance management, engagement, etc. This further supports the perception that human capital is one of the major factors that promote organizational flexibility and sustainability.

Moreover, the fact that SHRM and organizational sustainability are directly related points out the strategic significance of HR practices in the process of accomplishing organizational economic, social, and environmental goals. Companies that have aligned the HR strategies with the long term goals are more likely to facilitate sustainable performance. The great impact of organizational resilience on sustainability further reinforces the role of resilience as an essential intermediary capability that helps organizations to maintain stability and continuity in responding to external challenges.

Theoretically speaking, these findings can be used to integrate the Resource-Based View (RBV) as well as Dynamic Capabilities Theory and Stakeholder Theory into a single framework. The findings confirm the RBV argument that human resources that are strategically managed are valuable and inimitable resources that add capabilities to organizations. Meanwhile, the study builds on the Dynamic Capabilities Theory by showing that organizational resilience is a dynamic capability that is influenced by SHRM practices. Also, the results are in line with the Stakeholder Theory as they demonstrate that organizations that pursue strategic HRM initiatives are in a better position to address the needs of more people concerning sustainability expectations.

On the managerial perspective, the study has a number of practical implications. Traits of continuous learning, employee involvement, and flexibility should be on the agenda of organizations since they should strive to develop strategic HR systems that support them in attaining these traits. The instability of workforce through the investment in training and development programs can also help to drive the long-term performance of an organization. Additionally, organizations ought to develop a culture of resilience that promotes innovation, knowledge sharing, and proactive and problem-solving behaviors. SHRM can also be used as a tool by policymakers and leaders in organizations to integrate sustainability in core business strategies that will ensure that the organizational practices are aligned to changing environmental and social demands.

In general, the findings highlight the paramount importance of SHRM as a strategic facilitator of not only organizational resilience but also organizational sustainability. This study will give an in-depth insight into how organizations can attain sustainable success in an ever more complex

and uncertain environment by connecting human resource practices with adaptive capabilities and long-term performance objectives.

7. Limitations and Future Research

Though this study has resulted in a lot of contributions, it can be said to have several limitations. First, the research design used is cross-sectional research design, and therefore the research is not able to establish causal relationship among Strategic Human Resource Management (SHRM), organizational resilience, and sustainability. Longitudinal studies would help us to gain more insights into how these relationships change through the years. Second, purposive sampling methods non-probability could limit the external validity of the results as the sample might not be representative of all organizational situations. Probability-based sampling methods could be utilized in future research in order to increase the external validity.

Further, data were self-reported using self-reported measures, which could introduce common method bias and subjectivity in the interpretation of data by the respondents. Though measures were taken to guarantee anonymity and reduce bias, future research should include multi-source data, which includes objective organizational performance measures or supervisor ratings, to enhance robustness. Moreover, the study is limited in its set of variables and other variables, including the organizational culture, leadership style and technological capability, were not explicitly studied.

As regards future research directions, future research should aim to test the proposed model in various geographical and industry settings in order to determine its applicability in various settings. A cross-national analysis of developed and developing economies might offer a rich source of information on the contextual differences in SHRM practices and resilience capabilities. Additionally, future studies may incorporate the model with moderating variables, like organizational culture or environmental uncertainty, to gain a more insightful and comprehensive understanding of the boundary conditions.

Lastly, additional research on the mediating effects between SHRM and sustainability is also suggested, including the role of innovation, knowledge management and digital transformation. Further research can build on the existing study by addressing the shortcomings and broadening the analysis of the research problem to develop a more comprehensive idea of how organizations can become resilient and sustainable in the increasingly complex global environment.

8. CONCLUSION

This paper has attempted to review the contribution of Strategic Human Resource Management (SHRM) in creating organizational resiliency and sustainability. The results are a clear demonstration that SHRM greatly contributes to the resiliency of an organization, which subsequently can have a positive influence on the sustainability outcomes. Also, SHRM was observed to directly influence sustainability and therefore the dual role of SHRM as both a direct and an indirect factor in contributing to long-term organizational performance. The findings support the assumption that organizations that invest in strategic HR practices are in a better position to adjust to uncertainty and attain sustainable growth.

The research has a number of significant implications to the existing literature. First, it moves SHRM, organizational resilience, and sustainability into a single framework, which is missing in other previous studies. Second, it expands the usage of the Resource-Based View (RBV) and Dynamic Capabilities Theory since it shows how human resource practices can lead to the development of resilience as a strategic capability. Third, it can be used as an empirical support of the mediating role of the organizational resilience, which provides a more subtle view of the impact of SHRM on the outcomes of sustainability.

Pragmatically, the results underline the fact that organizations must shift their focus off the traditional human resource practices, and focus on a strategic approach to human resource management. By enabling employees to be flexible, engage in continuous learning, and be engaged, organizations can develop resilience, and align their operations to their sustainability objectives. These play significant roles to managers and policymakers interested in improving the organizational performance in highly complex and dynamic environments.

Conclusively, the research paper indicates that SHRM is not just a supporting feature but a strategic enabling factor of resilience and sustainability. Any organization that successfully utilizes its human capital will have a higher chance of recovering quickly in case it suffers a disruption and will have a greater probability of surviving to the long term because it was able to adapt to the changes. This underlines the paramount role of ensuring that HR strategies are aligned with the overall objectives of an organization in order to succeed in an uncertain and fast changing global environment.

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