

A Review of Resilience and Well-being in Human Resource Management Perspective Literature

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Abstract

The rapid economic transition requires any company to have a clear concept of sustaining its workers and organisations' success. Two concepts of Human Resource Management (HRM) can improve employees and organisations' performance, namely resilience and well-being. Its concept is strongly influenced by all parties' behaviour related to employee management, especially the human resources department managing its employees' conduct for resilience and well-being in work. Not only on the actions of HRM but also on the organisation's management to provide employees with the needs to improve their performance. This paper seeks to provide an overview of available literature on resilience, well-being, and human resource management perspective through various sources and produce summaries and results based on findings. The review of resilience, well-being, and human resource management perspectives was conducted by reading and analysing 30 peer-review journal articles. This study will summarise the journals article in the table; the first table explains the title, author, and year of publication; the second table describes the model, subjectively discussed, findings, and proposals. The results of this study were documented; the different HR management approaches are aimed to improve the performance of employees and their organisations, secondly; identify resilience gaps together with well-being and the actions implemented by HRM to improve employees and their organisations' performance. In conclusion, HRM's success in improving performance is influenced by its employees and organisations' behaviour.

Keywords

Resilience, well-being, Human Resources Management (HRM), a mini-review approach

1. Introduction

Globally, human resource management (HRM) has come a long way in recent decades, exploring various revolutionary concepts due to dynamic environmental changes. Recently, the COVID-19 crisis has adversely affected organisations and economies around the world. In today's competitive economic landscape, organisations must incorporate 'new concepts' and do more new things than fight without doing anything. It is also equally important to create the right processes and appropriate practices to help workers figure out how to cope with changing work situations. Managing employees as intangible assets and competitive advantages are considered an essential resource for the organisation. The biggest challenge for HRM managers today is to create the value, satisfaction, and conditions necessary to achieve good employee and organisation performance, considering the costs arising from the concepts and programs implemented. HRM has to identify which strategy effectively promotes resilience and well-being related

to the concepts developed, such as how reward, recognition, and balance programs work and personal needs to implement within the organisation. Effective HR practices can help realise their employees' work to align with and achieve their organisational goals.

Several studies in HRM, Business, Ergonomics, Industrial Organization of Psychology, Anthropology, and Sociology discuss resilience and well-being as strategic concepts to improve employees and organisations' performance both directly and indirectly. Resilience and well-being have implications for different organisational arrangements depend on the organisation's management to provide employees with the needs to improve their performance. However, internal and external factors make resilience and well-being very attractive to every organisation. There are complexities and risks for every job. It is HRM's challenge to create a balance to achieve proper resilience and well-being so that employees and organisations can jointly develop their creativity and productivity. Resilience provides empirical evidence that supports positive relationships with organisational citizens' behaviour (OCB) and corporate commitments; the problem is how human resource strategies create complex and systematic action plans developed. In other words, a strategic plan can consist of long-term goals, while HR plans can include short-term and related objectives on the overall strategic plan. Some studies have shown that there are positive effects well-being on two forms of individual resilience: the ability to cope with employee stress (personal resilience) and resilient workplace behaviour (employee resilience), so it is clear that there is an exciting relationship between the two concepts, whether employees who have good well-being in the workplace can increase resilience among employees, and vice versa? Therefore, the effects of well-being interventions should be testing on the development of individual-level resilience, overcoming employee stress (personal resilience), and adaptive employee behaviour (employee resilience). Understanding the nature of the relationship between employees and personal resilience connects resilience and well-being through positive and emotional influences to propose that these two constructs are different but reciprocally related.

HR practices expected to truly understand how to manage mental health issues related to understanding and regulating resilience and well-being. HRM should also regularly consider some precautions; different HR management approaches should improve employees and their organisations' performance. Although research has shown a link between HR practices and resilience and well-being, the relationship is unclear due to the quality of programs. It practical HR approaches, so HRM needs to review the existing programs to achieve the organisation's desired objectives. The gap varies significantly between individuals' resilience and well-being throughout the organisational context caused by; state condition, gender, policy, finance, leadership, organisational form, and age, so the conceptualisation of the right plan and approach to improve performance becomes complicated. This paper will be presented a literature review of resilience and well-being from the perspective of HRM from various sources and produce results and conclusions summarised based on the study's findings.

2. Method

A review of resilience and well-being from an HRM perspective was conducted by reading and analysing 30 peer-reviewed journal articles. This article summarises in the table below. The first table presents journal articles about the title, author, publisher, and publication year. The second table represents the content of journal articles, including research objectives, findings, and recommendations.

Table 1. Journal and Publisher Distribution

No	Article name	Author(s)	Journal	Publisher	Year
1	How the impact of HR practices on employee well-being and performance changes with age	Dorien T.A.M. Kooij David E. Guest, Mike Clinton, and Terry Knight Paul G.W. Jansen and Josje S.E. Dijkers	Human Resource Management Journal	Blackwell Publishing Ltd	2013
2	Healing HRM through positive psychology: An outlook	Happy Paul*, Pooja Garg	ScienceDirect	Elsevier Inc	2014
3	Employee resilience: an emerging challenge for HRM	E Anne Bardoel Trisha Michelle Pet Helen De Cieri	Human Resources	AHRI	2014

		Lindsay McMillan			
4	It is not how it looks!" Exploring managerial perspectives on employee well-being	Jacob Vakkayil, Edoardo Della Torre, Antonio Giangreco	European Management	Elsevier Inc.	2016
5	Employee Resilience and OCB: Mediating Effect of Organizational Commitment	Happy Paul, Umesh Kumar Bamel, and Pooja Garg	Management	SAGE	2016
6	Resilience in Business and Management Research: A Review of Influential Publications and a Research Agenda	Martina K. Linnenluecke	Business and Management	IJMR	2017
7	Human resource management and employee well-being: towards a new analytic framework	David E. Guest	Management and Business	John Wiley & Sons Ltd.	2017
8	Well-being and HRM in the changing workplace	Tina H. P. Kowalski & Wendy Loretto	Human Resource Management	Routledge Taylor and Francis group	2017
9	HRM and Employee Engagement Link: Mediating Role of Employee Well-being	P. Sivapragasam ¹ R. P. Raya ²	Global Business	SAGE Publications	2018
10	Building employee resilience through well-being in organisations	Karen Tonkin Sanna Malinen Katharina Näswall Joana C. Kuntz	Human Resource Development	Wiley	2018
11	Employee Relations HR practices and employee performance: the mediating role of well-being	Violetta Khoreva, Heidi Wechsler	Human Resource Development	Emerald Insight	2018
12	Do human resources policies, and practices produce resilient public servants? Evidence of the validity of a structural model and measurement models	Ana Carolina Costa ¹ Gisela Demo Tatiane Paschoal	Business Management	RBGN.	2018
13	Organisational and human resource management and innovation: Which management practices are linked to product and/or process innovation?	Haneda & Ito	Research Policy HRM	Elsevier Inc	2018
14	The role of HR practices in developing employee resilience: A case study from the Pakistani telecommunications sector	Khan, Z, Rao-Nicholson, R, Akhtar, P et al	Human Resource Management	Routledge Taylor and Francis group	2019
15	Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience	Brian Cooper, Jue Wang, Timothy Bartram Fang Lee Cooke	Human Resource	Wiley	2019

16	Other stories of resilient safety management in the Norwegian offshore sector: Resilience engineering, bullshit and the de-politicisation of danger	Erik Mygind du Plessis, Bjarne Vandeskogb	Scandinavian Journal of Management	Elsevier Inc.	2020
17	The Impact of Strategic Human Resource Management on Organizational Resilience: An Empirical Study on Hospitals	Sura I. AL-AYED	Human Resource Management	VGTU	2019
18	Human resource management–well-being–performance research revisited: Past, present, and future	Riccardo Peccei, Karina Van De Voorde.	Human Resource Management	Wiley	2019
19	Resilience and the (Micro)Dynamics of Organizational Ambidexterity: Implications for Strategic HRM	Stokes, Peter, Smith, Simon, Wall, Tony, Moore, Neil, Rowland, Caroline, Ward, Tony and Cronshaw, Sue	Human Resource Management	Central Lancashire online Knowledge	2019
20	Improving Millennial Employee Well-Being and Task Performance in the Hospitality Industry: The Interactive Effects of HRM and Responsible Leadership	Jie He, Alastair M. Morrison, and Hao Zhang	Human Resource Management	MDPI	2019
21	Employee performance, well-being, and differential effects of - human resource management subdimensions: mutual gains or conflicting outcomes?	Ogbonnaya, C., & Messersmith, J	Human Resource Management	Sussex research online	2019
22	Well-being in work environments	E. Pagán-Castaño, A. Maseda-Moreno, C. Santos-Rojo	Business Research	Elsevier Inc.	2020
23	Role of Wellbeing Oriented HRM Practices towards the Employee Performance: Mediating Role of Employee Resilience and Social Climate	Natnaporn Aeknarajindawat, Nattachai Aeknarajindawat, Damkerng Aswasuntrangku	The field HRM of Pharmacy	Sys Rev Pharm	2020
24	Investigating resilience in emergency management: An integrative review of literature	Changwon Son, Farzan Sasangohara, Timothy Neville, S. Camille Peres b, Jukrin Moon	Applied Ergonomics	Elsevier Inc.	2020
25	Organisational resilience in the oil and gas industry: A scoping review	Fabio Bento, Luciano Garotti, Marina Prado Mercado	Safety Science	Elsevier Inc.	2020
26	Employee Adjustment and Well-being in the Era of COVID-19: Implications for Human Resource Management	Joel B. Carnevale, Isabella Hatak	Business Research	Elsevier Inc.	2020

27	Human resource management research and practice in Asia: Past, present, and future	Fang Lee Cooke, Randall Schuler, Arup Varmac	Human Resource Management	Elsevier Inc.	2020
28	Riding the tides of mergers and acquisitions by building a resilient workforce: A framework for studying the role of human resource management	Fang Lee Cooke, Geoffrey Wood, Meng Wangc, Alice Shuaishuai Lid	Human Resource Management	Elsevier Inc.	2020
29	Shattered but smiling: Human resource management and the well-being of hotel employees during COVID-19	Promila Agarwal	Hospitality Management	Elsevier Inc.	2020
30	Time to recover: The moderating role of psychological detachment in the link between perceptions of high-involvement work practices and burnout	Kilroy, S., Bosak, J., Flood, P. C., & Peccei, R.	Business Research	Elsevier Inc	2020

Table 2. Articles' Category Based on the Subject

No	Article Name	Objectives	Findings	Recommendation
1	How HR practices impact employees' well-being and performance changes with age	To evaluate whether and how the relationship between HR practices and employee well-being and performance changes with age.	Human resource practices and employee well-being decline with age; the relationship between HR practices and employee performance strengthens. However, a simple tilt test reveals that development HR practices are negatively related to younger workers' job performance and are not associated with older workers' performance.	Organisations should differentiate the 'common' HR practices they offer to workers in different age groups or realise that they tend to have different effects.
2	Healing HRM through positive psychology: An outlook	To study and understand significant modern HRM challenges in India, that the underlying gap is the way organisations and employees respond to these challenges	Issues relating to the context of India's management cultural framework talk about resistance to change, willingness to delegate but an unwillingness to accept authority, fear of taking independent decisions, possessive attitudes towards inferiors and surrendering to superiors, strict adherence to rituals	Positive psychology such as resilience, subjective well-being, hope, and optimism can provide HRM with a viable way to address employee and organisational problems by offering support to HR interventions
3	Employee resilience: an emerging challenge for HRM	To study employee resilience in the field of human resource management (HRM)	The concept of resilience can develop from a strong theoretical foundation. Second, a series of coherent	resilience itself is not a phenomenon of unity, so, for example, resources that promote employee

			endurance improvement HR practices have the potential to contribute to psychological, attitude, and behavioural, and organisational performance not only in the circumstances but also during periods of relative calm	resilience in the face of massive technological change may be relatively different from those that promote resilience after natural disasters
4	It is not how it looks!" Exploring managerial perspectives on employee well-being	To study tensions experienced within the EW dimensions derived from the data and identify ways managers cognitively addressed these tensions.	Tensions that arise along the welfare dimension and senior managers'	Settlement efforts must reconcile to the organisational system with the need for personal attention and care to emerging tensions that organisations apply to the idea of process-oriented engagement and actual results in the workplace or performance should be more concerned with different approaches
5	Employee Resilience and OCB: Mediating Effect of Organizational Commitment	To explore the mechanism of the relationship between Resilience and OCB in Indian manufacturing organisations. (male)	Employees with high levels of resilience are more likely to display OCB, and resilience affects the organisation's commitment to male employees	Resilience as a resource capacity allows a person to avoid impulsive and reactive behaviour. Resilient employees are more likely to continue working in the organisation under any circumstances.
6	Resilience in Business and Management Research: A Review of Influential Publications and a Research Agenda	To identify the development of and gaps in knowledge in business and management research on resilience, based on a systematic review of influential publications	The conceptualised fragmented and operationalised concepts across five research streams view resilience as the organisation's response to external threats, organisational reliability, employee strength, business adaptability models, or design principles that reduce vulnerability and supply chain disruption.	Build appropriate capacity and knowledge of proper decision making on how resilience is defined.
7	Human resource management and	To study HRM alternative approaches	Three main reasons for the priority approach to HRM	Research needs to establish the extent to which this

	employee well-being: towards a new analytic framework	that prioritise practices designed to improve well-being and positive working relationships.	which shows gaps in expected results	always happens and whether, for example, a positive working relationship is better regarding as antecedent or a well-being correlation
8	Well-being and HRM in the changing workplace	To study aspects that pose barriers to fully understanding the relationship between HRM and employee well-being, and encourages further interest in developing the field by highlighting potential emerging	Various aspects of well-being relate to different performance outcomes. Employees at higher ages, lower educational attainment, and part-time jobs have much greater work-life balance levels.	HRM should be aware of the potential costs to organisations that invest in employee welfare or do not do so; however, HR professionals need to consider when examining workplace well-being.
9	HRM and Employee Engagement Link: Mediating Role of Employee Well-being	To validate HRM's performance relationship as a bundle of practices supporting organisational performance by providing benefits and opportunities that create and maintain a positive state of mind among employees.	A positive relationship between employee well-being and their self-reported level of perceived efficacy and engagement	The HRM function is useful in its responsibility to provide its human resources. However, please note that most knowledge professionals report the need for improvement in practices such as flexibility in career growth, ongoing training, and competitive rewards for the workforce.
10	Building employee resilience through well-being in organisations	To investigate whether employee well-being in the workplace can improve resilience among employees.	Personal resilience increased these findings unexpectedly that different interventions would be necessary for personal resilience changes to occur.	Time and financial constraints, with a clear and immediate need to guide organisations practically and cost-effectively to develop psychological resources that benefit employees and organisations
11	Employee Relations HR practices and employee performance: the mediating role of well-being	To examine the dimensions of increased opportunities for innovative human resource practices and job performance. Also, consider the effects of mediation of psychological well-being, physical and	Physically and socially healthy employees can partly or entirely mediate the relationship between innovative HR practices that improve motivation and job performance.	Should consider investigating the use of actual HR practices that allow reporting of associations among variables with other HRM studies should examine mediation between variables

		social employees on this association.		
12	Do human resources policies, and practices produce resilient public servants? Evidence of the validity of a structural model and measurement models	To study the relevance's of resilience in the workplace and importance of effective human resource management strategies in organisations,	Involvement policy the only predictor of resilience in the workplace.	Since resilience is a consequence of policy perception engagement, it is necessary to have a series of engagement practices develop effectiveness s they can affect employee resilience
13	Organisational and human resource management and innovation: Which Are management practices linked to product and process innovation?	To Study the relationship between organisational and HRM practices for research and development (R & D) and product/process innovation	Interdivisional cooperation or teams and the creation/relocation/ integration of R & D centers are positively associated with product and process innovation.	Horizontal communication and teamwork by developing product innovation and top-down decision making will have a more significant impact on products
14	The role of HR practices in developing employee resilience: A case study from the Pakistani telecommunications sector	To examine the impact of HR practices on employee resilience	Critical areas of HR job design, in organisations such as employee benefits (monetary and non-monetary), employee resilience development has important implications because gender-related issues dominate social discourse and women get fewer opportunities compared to men	The organisation's efforts in designing gender-neutral jobs and building high-impact projects for female staff.
15	Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience	To study the relationship relationships among collectively experienced well-being-oriented HRM practices, social environment (characterised by trust, cooperation, shared codes and language that exist among individuals within the organisation), employee resilience,	Employee resilience, in turn, mediates the relationship between the social climate and employee performance	It is essential to examine each well-oriented HRM practice's strengths, and other HRM practices to assess the impact of welfare-oriented HRM practices, resilience performance chains on older workers due to their life goals and changing capabilities.

		and employee (in-role) performance.		
16	Other stories of resilient safety management in the Norwegian offshore sector: Resilience engineering, bullshit and the de-politicisation of danger	To study problematise, destabilise and nuance how resilience is generally conceived in the Norwegian offshore industry and provide resources for exploring these conceptions' potential ramifications.	The mismatch between empirical observations of busy and hyperbolic resilience among industry players in Norway's offshore sector shows that the meaning of resilience is significantly more nuanced and multifaceted than it has been in the field of safety management studies in the Norwegian offshore sector.	Resilience can potentially find productive inspiration because the offshore sector tends to have problems opposite other sectors.
17	The Impact of Strategic Human Resource Management on Organizational Resilience: An Empirical Study on Hospitals	To explore the impact of strategic human resource management practices (strategic value of human resource practices, human resource analytics, and high-performance work practices) on organisational resilience (cognitive, behavioural, and contextual dimensions)	SHRM has a significant impact on the cognitive, behavioural, and contextual aspects of organisational resilience	Measurement should include a reference to the strategic value of human resource management practices used in the organisation; thus, researchers not only measured SHRM by selecting several standard HRM practices but focused on actions from SHRM to improve organisational and employee resilience
18	Human resource management–well-being–performance research revisited: Past, present, and future	To study explicitly the relationship between multiple sets or systems of HR practices, rather than on individual practices	On a theoretical level, the two critically stand out first, the conceptualisation of the shared advantages of the HRM-WB-IOP relationship; the fact that the existing research supports several different models of the HRM-WB-IOP relationship.	Many important theoretical, methodological, and empirical points that arise from mapping to the overall assessment of existing research in the area suggest that empirical results should be carefully threatening due to some theoretical, practical, and methodological limitations
19	Resilience and the (Micro) dynamics of organisational ambidexterity: implications for strategic HRM	To study the perspective of developing a micro-focus on resilience through the conceptual framework of organisational	Skepticism and resistance to the status quo in response to individual statements against managerial	To recognise different behaviours and understand resilience, managers must understand the different modes and characteristics of phenomena (e.g., forms of optimism and pessimism) carefully and

		ambidexterity surfacing underexamined individual strength in connection with HRM practices.		attentively to the applicable benefits only.
20	Improving Millennial Employee Well-Being and Task Performance in the Hospitality Industry: The Interactive Effects of HRM and Responsible Leadership	To study HRM and responsible leadership influence millennial employee well-being and task performance in the hospitality industry.	HRM and leadership are responsible for millennial employees' welfare in improving the hospitality sector's duties performance.	While leadership and HRM are important to employees, other factors in the organisation should consider in improving employee well-being in the hospitality sector; expanded by designing and testing the effects of organisational factors such as corporate culture and dynamic environment
21	Employee performance, well-being, and differential effects of - human resource management subdimensions: mutual gains or conflicting outcomes?	To study the differential effects of the three-sub dimension of HRM systems (HRM practice skills, motivation, and increased opportunities) on innovative employees' behaviour and well-being.	HRM practices in motivational enhancement may have the most dominant relationship in employee well-being, displaying a tendency to suppress other effects.	A series of HRM practices aimed at improving the performance of the organisation should be clear whether it is indeed a series of similar techniques that promote the welfare of employees or not
22	Well-being in work environments	To study factors that better describe and influence employee well-being, contributing to improving work performance, considering from multidimensional nature.	Gaps in the literature because there is no previous research that explores the relationship between human resource management, employee performance, and workplace well-being within a uniform and coherent framework, although the results showed that employees who saw HRM practices experienced a higher level of well-being positive relationships of employee resilience affect employee performance	Different types of HRM practices should affect employees. HRM practices focusing on employees can have a positive impact on employees rather than organisation-focused. however, some HRM practices may harm the welfare of employees or harm
23	Role of Wellbeing Oriented HRM Practices towards the Employee Performance:	To study the influence of well-being-oriented HRM practices on employee performance. Further, the study also	The social climate is considered a predictor of employee performance.	Well-being and resilience of the organisation needs to research how the influence of well-being and self-resilience

	Mediating Role of Employee Resilience and Social Climate	considered the role of employee resilience and social climate as a mediator.		strengthen the resilience of the organisation, which will then improve the performance of the organisation
24	Investigating resilience in emergency management: An integrative review of literature	To study and summarise and synthesise the literature that examined resilience in the context of emergency management (EM).	Definitions, critical dimensions, technical tools, and research settings used in research	Some of the literature focuses on resilience engineering rather than extensive scientific endurance work in the context of disasters, able to fill gaps in comprehensive resilience engineering reviews
25	Organisational resilience in the oil and gas industry: A scoping review	To study the organisation literature focused on applying resilience in the oil and gas industry.	Resilience has implications for different organisational settings.	Resilience here is understood not as something an organisation has but can facilitate from a temporal perspective. From this perspective, it can enrich further research on resilience in oil and gas production by investigating adaptive processes beyond the properties of static systems
26	Employee Adjustment and Well-being in the Era of COVID-19: Implications for Human Resource Management	To study challenges that are focusing on the implications of COVID-19 for human resource management, organisations help the workforce cope with and adjust to the newly altered work environment for employees	Profound psychological, physical, and technical implications for employees when trying to adjust to a drastically changing work environment, some of the problems employees currently face in their daily work experience at home, employers work very effectively in their work, and report that subjective well-being rates are higher than those of employees	organisations can find inspiration to address issues surrounding employee adjustment and well-being in the current work environment by considering how employers are addressing similar challenges, providing a step in that direction by highlighting some of the implications of the crisis for employee adjustment and well-being
27	Human resource management research and practice in Asia: Past, present, and future	To review research and practice associated with HRM in Asia	COVID-19 has disrupted people's lives. HRM research and practice in various ways at the individual level are becoming more flexible and resilient, and open to	Researching also essential topics and themes that arise, including employee voices; diversity and inclusion; employee welfare and resilience; and prepare and respond to crisis problems, and

			sudden and unexpected changes.	manage green human resources.
28	Riding the tides of mergers and acquisitions by building a resilient workforce: A framework for studying the role of human resource management	To review useful or detrimental HRM practices to improve employee well-being and resilience that will affect the company's M&A performance and organisational sustainability.	Relational HRM practices (e.g., supportive leadership, training, and development) help improve employee well-being and develop employee resilience, contribute to individual and sustainable organisations across all performance.	Research can examine the types and how HRM practices help build social relationships that can increase a person's opportunities, motivation, and ability to access and mobilise knowledge to build resilience skills in the workplace during M&A.
29	Shattered but smiling: Human resource management and the well-being of hotel employees during COVID-19	To study human resource management (HRM) practices adopted by hotels during COVID-19 and examine the impact of COVID-19 on hotel employees' well-being.	Affirm that well-being affects resources and demands related to personal and situational factors.	Establish greater clarity of relationships between different variables; HR functions can influence social desire. The study should address this bias by confirming findings with other participants employed at the same hotel.
30	Time to recover: The moderating role of psychological detachment in the link between perceptions of high-involvement work practices and burnout	To study investigate the impact of employee perceptions of high-involvement work practices (HIWPs) on employee burnout.	The greater the use of HIWPs, as perceived by employees, the more likely they are to experience lower levels of burnout, particularly so when they have high compared to low levels of psychological detachment	The organisation ensures that employees reap the benefits of HIWP and pay close attention to employees' demands by providing additional resources to become resilient employees.

3. Results and Discussion

The article summarises with systematic system and mini-review to identify and attach writing on the review. HRM can also be on issues of multi-level resilience and well-being that exist (Ibrahim et al., 2020; Ibrahim et al.,2019), literature there is admit that resilience and well-being in the organisation can be by factors at the level" for example, the level of individual employees or the level of organisation. Second, there is some insight into the factors that promote organisational resilience beyond the level of organisational analysis. Those factors may be at the industry level, policy, or even the broader community. For example, when resilience and well-being apply to different organisations, gender, nationality, or age, differences will have a different impact. Third, there is a gap between the literature since no previous research explores the relationship between employee performance of human resource management, resilience, and well-being in a uniform and coherent framework.

The relationship between HRM and strategic management studies increasingly concerns the organisation's theory and behaviour (Aburumman et al., 2020; Rochdi et al., 2017; Rahim and Omar et al., 2017). HRM is building a model that analytically tries to find the concept of HRM in a broader context (). It plays a role in influencing employee performance; the primary trend in the analysis is the development of a model and approach of how the concept designed by HRM work, HRM firmly understands that employees play a central role in the ability and agility of the organisation through the attitudes and behaviours of employees. Employee well-being and resilience are hot topics in organisational life. Thus, the leaders, managers, supervisors, and employees believe that making employees happier (psychological well-being) and healthier (physical well-being) will increase their resilience, effort, contributions, and

performance. Although each organisation has its different policies in implementing the HRM concept, it all has the same goal of improving performance, whether employee performance or organisational performance, through its employees' ability to adjust to the environment in a very vulnerable

4. Conclusion

In recent years, the focus on employee well-being has shifted to the scientific research phase of Human Resource Management (HRM). There are various emerging effects and potential costs to organisations that invest in employee well-being; Positive psychology such as resilience, subjective well-being, expectations, and optimism assessed by HRM can provide a viable way to address employee problems. Thus, HRM's well-being concept is very relevant to improve employee resilience, taking into account other aspects that arise. Systems or concepts implemented by organisations should provide results or engagement of individual performance-oriented organisational objectives. Resilience is one of the sources that a person has that helps to avoid impulsive & reactive behaviour. The different HR management approaches aim to improve employees and their organisations' performance, secondly; identify resilience gaps together with well-being and the actions implemented by HRM to improve employees and their organisations' performance. In conclusion, HRM's success in improving performance is influenced by its employees and organisations' behaviour.

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