



10.5281/zenodo.14892080

Vol. 7 Issue 08 August - 2024

Manuscript ID: #1778

Strategic Human Resource Management Practices and Organisational Resilience of Fast-Food Firms in Choba, Port Harcourt

Charles Tambari JONAH

Department of Management,

Faculty of Management Sciences, University of Port Harcourt, Choba

E-mail for Correspondence: *charles.jonah@uniport.edu.ng*

ABSTRACT

This study investigated the relationship between strategic human resource management (SHRM) practices and organizational resilience in Choba, Port Harcourt. The main objective of the study was to examine the relationship between strategic human resource management and organisational resilience of fast-food firms in Choba, Rivers State. SHRM practices stand as the predictor variable and was proxied by Strategic Planning (SP) and Performance Management (PM) while organisational resilience stands as the criterion variable. The study was anchored on the contingency theory as baseline for the research. The survey research design was employed, and this is because the study involved the investigation of opinion of a large number of people and the inferences were drawn from the investigation. The study made use of primary data which were gotten from questionnaire administration. Partial Least Square Structural Equation Modelling (PLS-SEM) analysis technique was used to test the hypotheses with the aid of Statistical Package for Social Sciences (SPSS) version 25.0. The result revealed that there is a significant and positive relationship between SHRM practices and organisational resilience in fast-food firms in Choba, Rivers State. Based on the findings, the study recommended that due to the significant relationship between SHRM practices and organisational performance, that strategic SHRM practices should be handled properly in fast-food firms, since it enhances organisational resilience and that fast-food firms should have a deep insight into the strategic human resources management practices and the activities involved in the process.

Keywords:

Strategic Planning. Performance Management. Fast-Food Restaurant. Organisational Resilience

How to cite: JONAH, C. (2024). Strategic Human Resource Management Practices and Organisational Resilience of Fast-Food Firms in Choba, Port Harcourt. *GPH-International Journal of Business Management*, 7(08), 59-73. <https://doi.org/10.5281/zenodo.14892080>



This work is licensed under Creative Commons Attribution 4.0 License.

Introduction

According to Sutcliffe and Vogus (2017), the concept of resilience was first used in ecological literature, but it is now used in many other scientific fields such as disaster management, business administration, psychology, and sociology. According to Walker, et al (2004), resilience refers to a system's capacity to adapt to change while maintaining its function, structure, identity, and feedback. To survive and thrive, an organisation must be able to anticipate, plan for, respond to, and adapt to ongoing change and unforeseen interruptions.

Organisational resilience is becoming more common in entrepreneurship and business literature. According to Sutcliffe and Vogus (2017), resilience, whether applied to individuals or organisations, is often built on the idea of doing well in the face of challenging conditions that threaten such success. As a result, resilience is typically characterised as the "maintenance of positive adjustment under challenging conditions". The ability to "...anticipate, avoid, and adjust to shocks in their environment" is another way this is sometimes defined. It is clear that businesses require organisational strength, especially when it comes to employee management strategies.

Importantly, numerous studies have been conducted on organisational resilience in different areas such as building organisational resilience (Linnenluecke & Griffiths, 2012), improving organisational resilience (Crichton et al., 2009), suggesting a framework for organisational resilience (Limnios et al., 2014), benefits of organisational resilience (Ortiz-de-Mandojana & Bansal 2016), and evaluation of organisational resilience capacity in organisations (Tillement et al., 200).

Despite this work, there is a lack of research on the relationship between an organization's resilience and its strategic human resource management strategy. According to Lengnick-Hall et al. (2011), human resource management techniques can boost an organization's resilience. According to Kantur and Say (2015), in order to improve an organization's chances of success, the theoretical literature has recently concentrated on examining organisational resilience in connection to other organisational characteristics.

Generally, fast-food restaurants have a number of challenges, including food waste, rising food costs due to inflation, difficulty obtaining loyal customers, rising production costs, managing food costs, and determining menu prices. Given the challenges that fast food companies face, the goal of the organisational resilience research is to identify the components that allow businesses to resist the negative consequences of crises and adapt to new circumstances. Based on the assertion of Kantur and Say (2015), this study examined the ways in which high-level human resource management strategies might help fast food companies located in Choba achieve organisational resilience.

Aim and Objectives of the Study

The aim of the study is to examine the relationship between strategic human resource management practices and organizational resilience of fast-food firms in Choba, Port Harcourt. The specific objectives are to:

- i. ascertain the relationship between strategic planning and organizational resilience of fast-food firms in Choba, Port Harcourt.
- ii. determine the relationship between performance management and organizational resilience of fast-food firms in Choba, Port Harcourt.

Research Hypotheses

In examining the relationship between human resource management practices and organizational performance, the following null hypotheses were formulated and tested:

HO₁: There is no significant relationship between strategic planning and organizational resilience of fast-food firms in Choba, Port Harcourt.

HO₂ There is no significant relationship between performance management and organizational resilience of fast-food firms in Choba, Port Harcourt.

Literature Review

Theoretical Framework

Contingency Theory: This study relies heavily on contingency theory as a basis for research. The researchers adopted this theory because it is relevant to this study and speaks to both strategic human resource management practices and organizational resilience. The theory is also useful in interpreting strategic human resource management practices and organizational resilience, as well as in analysis and drawing conclusions.

According to contingency theory, HRM must be consistent with other elements of society and/or with the external environment in order to be effective. Contingency theory requires interactions rather than simple linear linkages, but universalistic theory states that HRM has a direct impact on an organization's performance. Contingency theory asserts that a one-size-fits-all approach is flawed since HR activities function in a specific context. When it comes to HRM, the majority of contingency decisions are based on external and internal compliance. External fit, also known as vertical alignment, denotes that the company's HRM practices must be consistent with its strategy and environmental conditions.

Subsequently, poor performance will be the result of a lack of alignment between circumstances and HR practices. When it comes to HRM, the primary focus has been on "best fit" or "matching models," in which HRM practices must be in line with a company's organisational strategy (such as costs, quality, and innovation). Despite this, external compatibility has been recognised as a correlation between human resource management and

an organization's growth stage (for example, early, growth, and maturity). Furthermore, HRM practices must exhibit internal fit, also known as horizontal alignment, in order to collaborate and communicate the same message and attain the same desired goal. This aligns with the logic of contingency theory.

Many studies on personnel management are based on the logic of contingency theory. Current research examines the industry, the size of the society, and the intensity of the environment as mediators or barriers to the relationship between HRM and performance, but the functional goal of aligning HRM with strategy has been identified as one of the primary factors distinguishing HRM from personnel management. Furthermore, emphasis has been placed on HRM's ability to distinguish itself among companies. According to Lepak and Snell (1999), based on the values and unique characteristics of each group of workers involved in the implementation of the strategy, some types of HRM are considered more effective than others.

Despite this, the limitation of contingency theory is that it only provides a limited number of options that assume things are already determined. As a result, HR managers' selection capacity and authority are limited in their ability to act differently. When it comes to change dynamics or considerations that HR managers may actively influence, avoid, or confront, they are frequently cited. Following a choice, the contingency theory appears to relegate implementation to something that is not a concern. Politics, power, opposition, and, for the most part, dependency will be eliminated. When it comes to contingency research, HRM researchers must address both broad contingencies, such as institutional conformity, and microlevel contingencies, such as implementation as a location.

This is symbolic of the long-standing dilemma that contingency theorists face, namely which contingencies should be privileged and how many contingencies can logically be examined before analysis collapses under the weight of a chimera.

Conceptual Framework

Strategic Human Resource Management (SHRM) Practices

People management (HR) is a system aimed at improving employee motivation and capabilities (Boon et al., 2018, Al-Tit 2016). Furthermore, they stated that the role of SHRM is to support the company in achieving its strategic objectives. There is a difference between human resource management (HRM) and SHRM, stating that HRM seeks to hire the best employees and provide them with all of the necessary resources, such as compensation and skills, in order to motivate them to accomplish well for the company. SHRM goes beyond these practices and incorporates them into the company's strategic objectives. SHRM is a collection of management activities aimed at creating and maintaining qualified employees who contribute to the company's strategic goals (Bratton, 2007).

Strategic Planning: Strategic planning is viewed as the formal process of establishing long-term goals and methods to achieve them. Kenneth R. Andrew, a distinguished professor at Harvard Business School, may provide a more comprehensive definition of strategic planning. "Corporate strategy is the pattern of decision in a company that determines and reveals its objectives, purpose or goals and produces the principal policies and plans for achieving these goals". according to the definition of strategic planning. Strategic planning as the process of selecting an organization's goals, identifying strategic policies and programs, developing projects to achieve specific goals, and establishing procedures to ensure that the policies and programs are followed.

Strategic planning focusses on an enterprise's long-term relationship with its environment. An enterprise strategic plan or strategy, service, is mostly produced by top management and defines the organization's overall character, mission, and direction. Strategic planning recognises that all businesses encounter several uncontrolled aspects in their environment by seeing them as a whole. Despite this, these variables can help determine whether a company achieves or falls short of its objectives. As a result, strategic planning focusses on the development of a company in order to achieve its objectives(Nickols, 2016; Knight, 2015).

Performance Management: According to Armstrong (2000), performance management is a method for leaders to persuade their employees to work as a team to achieve the desired results. In this way, the management and the individual may easily communicate about performance and development requirements. According to Armstrong and Baron (2005), improving the capabilities of an organization's employees is critical for achieving continuous success. Hartle (1995) classifies performance management into two categories: vertical and horizontal.

Vertical Integration: This type of integration may be implemented in two ways. The first allows for the integration of personal goals with strategic business objectives. These objectives work together at all levels, from top management to the individual. Hartleemphasised that these objectives should be implemented in a bidirectional manner, allowing individuals and teams to develop their own goals for the organisation. This includes both a downward flow and a bottom-up approach, and it has been stated that managers should achieve a goal through an open dialogue with their employees. Second, vertical integration is the only way for organisations to adopt their basic values and develop the capabilities of each individual.

2. **Horizontal Integration:** This explains how human resource tactics such as evaluating, engaging, developing, and compensating employees are linked to performance management techniques. When companies integrate several strategies for personal growth, performance management has the potential to improve organisational efficiency.

Organizational Resilience

Resilience is a concept that originated in ecology. The ability to recover and maintain one's current state of health is seen as one of its characteristics. According to Hamel and

Valikangas (2003), the need for businesses to deal with difficult situations caused by natural disasters, economic crises, and events caused by human actions has led to the subject of resilience. Their supporters argued that the only organisations that can thrive are those that anticipate, respond to threats, and are prepared to adapt to unexpected changes in their environment. According to Hamel and Valikangas (2003), effective businesses must be able to adapt and respond to external changes. In particular, for businesses that provide goods and services, resilience is essential for identifying ways to avoid disruptions in operational processes.

Empirical Review

Som (2008) examined 69 Indian companies to see how new SHRM strategies affect business success. The results show that new recruitment and payment strategies have a significant positive correlation with company success. These results were obtained using descriptive statistics and regression analysis. Furthermore, their data show that, in the setting of Indian economic liberalisation, recruiting, the function of the human resources department, and remuneration practices appear to be changing dramatically inside Indian businesses. During the liberalisation process, the combination of innovative HRM practices produced no meaningful gain in performance.

Dibba and K'Obonyo (2009) examined the effect of SHRM practices on organisational performance. The goal of the research was to determine whether HR management practices have a direct or indirect impact on an organization's performance through employee motivation, and whether employee cultural orientations moderate the relationship between HR strategies and employee motivation. 50 multinational production companies in Kenya have been included. In each organisation, three people were chosen: a human resources manager, two line managers, and three employees.

Hofstede and Huslid's measurements were employed in the study. According to the results of the regression analysis, apart from the selection and assignment, all of the variables of the SHRM procedures were positive and significantly correlated with performance. When cultural values were taken into account, the relationship between SHRM methods and societal motivations was not based on the cultural perspectives of the employees. Motivation influenced the existing relationship between the technologies.

Mehmood, et al (2017) look into how HR management approaches influence organisational performance. In this investigation, the primary data was derived from a questionnaire consisting of 49 questions that assessed various human resource management (HRM) practices and academic performance. According to the research findings, management has the ability to increase employee participation in an organisation by increasing employee satisfaction with salaries, policies, and working conditions. According to the research, if employees are aware of their work environment, their responsibilities, and the organization's goals, they will be able to carry them out more effectively and contribute to the organization's production improvement.

The aforementioned empirical research revealed that there was little or no research on the association between strategic HR management practices and organisational resilience in fast-food outlets in Choba, and Port Harcourt, in Rivers State. The goal of this current study is to examine how the SHRM practices relates with organisational resilience of fast food companies in Rivers State.

Methodology

This section describes the methods and procedures used in research. The study conducted survey research using the studied literature and theoretical framework. This was owing to the investigator's reliance on questionnaires to acquire primary data. The survey research design was employed to perform this study. It was picked since the study relies on the views of a vast number of people to establish conclusions. Strategic human resource management (SHRM) is represented by strategic planning (SP) and performance management (PM), which are respectively the independent variable and organisational resilience (OGR, or dependent variable) in the variables studied.

The study focusses on eight fast-food restaurants in Choba, Port Harcourt, and the site was chosen for its accessibility. Final Fantasy, Green House, Kilimanjaro, De Choice, Genesis, Sammies, Emmatex, and Jovit were among the participants. The primary target audience were the workers of these companies, which included one hundred and five administrative and service personnel. The researcher chose the eight fast-food restaurants using convenience sampling, which allowed him to select the study's features at his leisure. The sample size calculated using Taro Yamane's method at the 5% significant level is 83.

Primary data were used in the research. The data was obtained by sending questionnaires to all of the selected categories of employees from the selected companies. The structured questionnaire employed a four-point modified form to assess all items: 1 = Strongly Agree (SA), 2 = Agree (A), 3 = Disagree (D), and 4 = Strongly Disagree (SD). In this study, the Partial Least Square Structural Equation Modelling analytical technique was used as a statistical tool. It is employed due to the type of data collected and the researcher's desire to evaluate the link between strategic human resource management and organisational resilience. The information was codified, and the test analysis was carried out using the Statistical Package for Social Sciences, or SPSS, version 25.0.

Results and Discussion

Table 1: Descriptive statistics of Strategic human resource management and organisational resilience of fast-food firms in Choba, Port Harcourt.

Table 1: Questionnaire Administration and Response Rate

Response rate Response	Frequency	Percentage (%)
Responded	75	90
Not responded	8	10
Total	83	100

Table 1 above shows that the study sought information from all 83 sampled respondents; however, only 75 respondents returned the questionnaires fully completed, resulting in a response rate of 90%; 8 questionnaires were not completed, resulting in a 10% response rate.

Table 2: Data Collected

Summary of Demographic Analysis

S/N	Variables	Frequency	Percentage (%)
1.	Gender		
	Male	48	64
	Female	27	36
	Total	75	100
2.	Age		
	18-25	14	18.6
	26-35	35	46.4
	36-35	20	26.8
	46 and above	6	8
	Total	75	100
3.	Marital Status		
	Single	39	52
	Married	36	48
	Divorced	-	0

	Widowed	-	0
	Total	75	100
4.	Education Qualification		
	SSCE/NECO/GCE	23	31
	OND/NCE	26	35
	B.Sc./B.Ed./BA/HND	22	29
	MSC/MBA	3	4
	PhD	1	1
	Total	75	100

Descriptive Statistics

Table 3: Strategic planning and organisational resilience of fast-food firms in Choba, Port Harcourt.

Descriptive Statistics

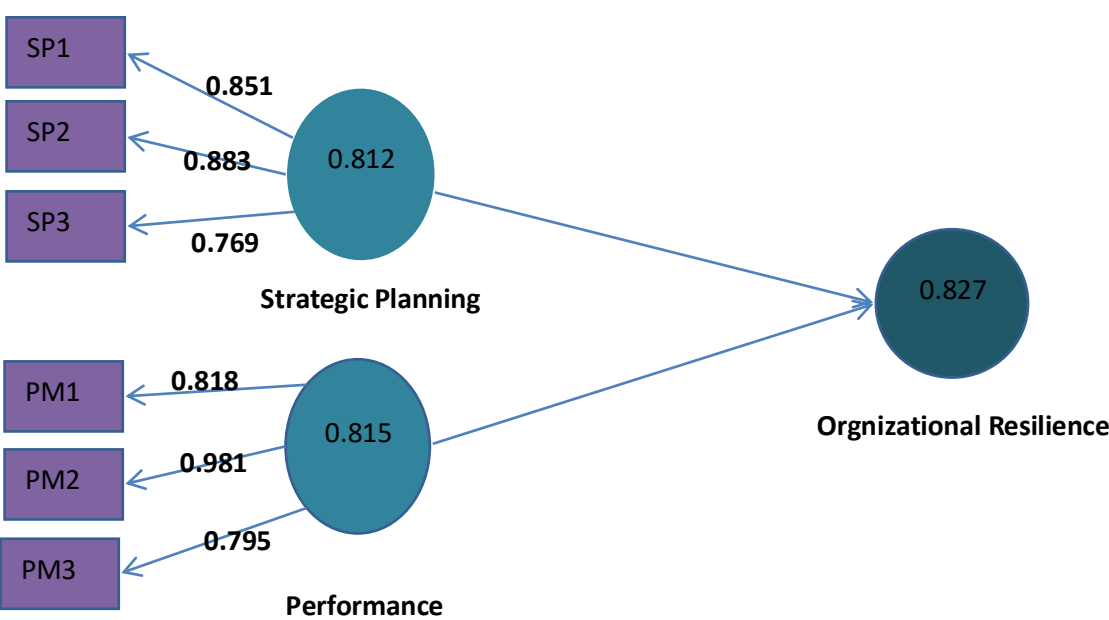
	N	Minimum	Maximum	Mean	Std. Deviation
Strategic planning improves organisational resilience.	75	1	4	3.57	.681
For fast-food firms to improve its performance it must consider strategic planning.	75	1	4	3.77	.649
Strategic planning enhances organisational resilience.	75	1	4	3.08	.983
Valid N (listwise)	75				

Table 4: Performance management and organisational resilience of fast-food firms in Choba, Port Harcourt.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Devi
Performance management helps to elevate the organisation.	75	1	4	3.57	.681
Performance management is a key factor to be considered for an organisation to achieve resilience.	75	1	4	3.77	.649
Performance management enhances organisational resilience.	75	1	4	3.08	.983
Valid N (listwise)	75				

Statistical test of hypotheses



The hypotheses stated earlier was tested statistically in this section using Partial Least Square Structural Equation Modelling analytical technique. The result of the statistical testing was used to either accept or reject the null hypotheses formulated at 0.07 level of significance.

Indicator Loadings: Each construct has multiple indicators (SP1, SP2, SP3 for Strategic Planning; PM1, PM2, PM3 for Performance Measurement). The loadings for these indicators are generally strong, with most values exceeding 0.7. This suggests that each indicator has a strong relationship with its respective construct, confirming the reliability of the measurement model.

Construct Reliability: The high loadings (e.g., 0.812 to 0.981) for the indicators demonstrate internal consistency for each construct. Generally, values above 0.7 indicate good construct reliability, supporting that these constructs (Strategic Planning, Performance Measurement, and Organizational Performance) are well-represented by their respective indicators.

Convergent Validity: Since most of the loadings exceed 0.7, this also indicates convergent validity, meaning that each indicator effectively represents the underlying construct. This is an important result, as it confirms that the indicators chosen for Strategic Planning, Performance Measurement, and Organizational Performance are adequate and contribute significantly to explaining these constructs.

Implications for Organizational Performance: The findings suggest that both strategic planning and performance measurement have a strong influence on organizational performance. High loadings for these constructs imply that effective strategic planning and robust performance measurement contribute to better organizational performance, aligning with theoretical expectations in strategic management.

Discussion of Findings

Using PLS-SEM analysis techniques, the first hypothesis (H01) demonstrated that there is no significant relationship between strategic planning and organisational resilience of fast food chains in Choba, Port Harcourt. Based on the decision rule, the null hypothesis was rejected and the alternative was accepted, since the analysis results showed an r-value of 0.812 and a p-value of 0.000. This is consistent with Dimba and K'Obonyo's (2009).

According to the second hypothesis (H02), PLS-SEM analysis techniques was used to investigate the existence of the relationship that exist between performance management and organisational resilience of fast-food chains in Choba, Port Harcourt. The results of our study revealed a p-value of 0.000 and an alpha value of 0.07. As a result, according to the decision rule, the null hypothesis was rejected and the alternative hypothesis was accepted. This hypothesis asserts that there is significant relationship between strategic planning and organisational resilience among restaurants in Choba, Port Harcourt. Furthermore, our study found a regression coefficient of 0.815. According to the findings of Mehmood, et al (2017) the quest to achieve organizational effectiveness could be through HR management approaches.

Conclusion

The study's goal is to investigate how fast-food chains in Choba, Port Harcourt, interact with organizational resilience. After testing all the hypotheses, the researcher comes to the conclusion that there is a significant and beneficial relationship between strategic human resource management and the organizational resilience of fast-food chains in Choba, Port Harcourt.

Recommendations

Based on the previously stated objectives and the results obtained, it was recommended That human resource management (HRM) strategies should be managed appropriately in fast food companies, because this increases the organization's resilience. In addition, Fast food companies should have a solid understanding of HR strategic management strategies and the activities involved.

REFERENCES

- Aleksić A, Stefanović M, Arsovski S, Tadić D (2013) An assessment of organizational resilience potential in SMEs of the process industry, a fuzzy approach. *Journal of Loss Prevention in the Process Industries* 26 (6): 1238-1245. <https://doi.org/10.1016/j.jlp.2013.06.004>.
- Alinno, F.C., & Igwe, N.N. (2017). Proactive human resource management and the performance of the privatized organizations: Evidence from selected Nigerian organizations. *European journal of business and social sciences*, 6(1), 77-98.
- Annarelli A, Nonino F (2016) Strategic and operational management of organizational resilience: Current state of research and future directions. *Omega* 62: 1-18. <https://doi.org/10.1016/j.omega.2015.08.004>.
- Armstrong, M. (2006). *Human Resource Management Practice: A Guide to People Management*. London: Kogan Page Publishers.
- Armstrong, M., & Baron, A. (2005). *Managing performance: performance management in action*. CIPD publishing.
- Al-Tit, A. A. (2016). The mediating role of knowledge management and the moderating part of organizational culture between HRM practices and organizational performance. *International business research*, 9(1), 43.
- Bakke, E. W. (1966). *Bonds of Organization: An appraisal of corporate human relations*. Archon: Hamden.

- Beer, M., Spector, B., Lawrence, P.R., Quinn Mills, D. & Walton, R.E. (1984). *Human Resource Management*. New York: Free Press.
- Benjamin, I. C., & Anthony, A. I. (2014). Effect of Selection Process on Organizational Performance in the Brewery Industry of Southern Nigeria. *European Journal of Business and Management*, 4 (14), 103-117.
- Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. *The International Journal of Human Resource Management*, 29(1), 34-67.
- Boxall, P., & Purcell, J. (2008). *Strategy and Human Resource Management*. Basingstoke, Palgrave Macmillan.
- Bratton, J. (2007). Strategic human resource management. *Human Resource Management içinde, Der: John Bratton, -Gold, Jeffrey, London: Palgrave Macmillan, London*, 37-71.
- Calışkan&Nemli. (2010). The impact of strategic human resource management on organizational performance. *Journal of Naval Science and Engineering*, 6 (2), 100-116.
- Crichton, M. T., Ramsay, C. G., & Kelly, T. (2009). Enhancing organizational resilience through emergency planning: learnings from cross-sectoral lessons. *Journal of Contingencies and Crisis Management*, 17(1), 24-37.
- Danlami, A. S. (2012). Strategic human resource management and organizational performance in the Nigerian insurance industry: The impact of organizational climate. *Business Intelligence Journal*, 5 (1), 820.
- Dimba, B.A., & K'obonyo, P.O. (2009). The effect of strategic human resource management practices on performance of manufacturing multinational companies in Kenya: moderating role of employee cultural orientations and mediating role of employee motivation.
- El-Ghalayini, Y. (2017). Human resource management practices and organizational performance in public sector organization. *Journal of business studies*, 8(3), 65-80.
- Engemann K, Henderson D (2014) Business continuity and risk management: essentials of organizational resilience. Rothstein Publishing.
- Eniola, O. S., & Elizabeth, U. (2013). Impact of Personal Recruitment on Organizational Development: A Survey of Selected Nigerian Workplace. *International Journal of Business Administration*, 4 (2), 79-103.
- Ezejiofor R. A., John-Akamelu R. C., & Iyidiobi, F. C. (2017). Appraisal of human resource accounting on profitability of corporate organization. *Economics*. 6(1),

1-10 <http://www.sciencepublishinggroup.com/j/econ>. doi:
10.11648/j.econ.20170601.11

- Goddard, M., & Mannion, R. (2004). The role of horizontal and vertical approaches to performance measurement and improvement in the UK public sector. *Public Performance & Management Review*, 28(1), 75-95.
- KanturD, & Say A (2015) Measuring organizational resilience: A scale development. *Journal of Business Economics and Finance* 4 (3): 456-472.
<https://doi.org/10.17261/Pressacademia.2015313066>.
- Knight, J. (2015). Investing in human resource development: Strategic planning for success in academic libraries. In *Advances in library administration and organization* (pp. 1-42). Emerald Group Publishing Limited.
- Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human resource management review*, 21(3), 243-255.
- Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24, 31-48
- Linnenluecke M, Griffiths A (2012) Assessing organizational resilience to climate and weather extremes: complexities and methodological pathways. *Climatic change* 113 (3-4): 933- 947. <https://doi.org/10.1007/s10584-011-0380-6>.
- Mehmood, M., Awais, M., Afzal, M. M., Shahzadi, I., & Khalid, U. (2017). The impact of human resource management practices on organizational performance. *International Journal of Engineering and Information Systems*, 1(9), 165-178.
- Nickols, F. (2016). Strategy, strategic management, strategic planning and strategic thinking. *Management Journal*, 1(1), 4-7.
- Ortiz-de-Mandojana N, Bansal P (2016) The long-term benefits of organizational resilience through sustainable business practices. *Strategic Management Journal* 37 (8): 1615-1631. <https://doi.org/10.1002/smj.2410>.
- Pal R, Torstensson H, Mattila H (2014) Antecedents of organizational resilience in economic crises-an empirical study of Swedish textile and clothing SMEs. *International Journal of Production Economics* 147: 410-428. <https://doi.org/10.1016/j.ijpe.2013.02.031>.
- Som, A. (2008). Innovative human resource management and corporate performance in the context of economic liberalization in India. *The International Journal of Human Resource Management*, 19(7), 1278-1297.

- Somers S (2009) Measuring resilience potential: An adaptive strategy for organizational crisis planning. *Journal of contingencies and crisis management* 17 (1): 12-23.
<https://doi.org/10.1111/j.1468-5973.2009.00558.x>.
- Sutcliffe, M. &Vogus, E. (2017). The Relationship between Working Capital Management and Profitability of Listed companies in the Athens stock.
- Tillement S, Cholez C, Reverdy T (2009) Assessing organizational resilience: An interactionist approach. *Management* 12 (4): 230-264.
<https://doi.org/10.3917/mana.124.0230>.
- Walker, B., Holling, C. S., Carpenter, S. R., &Kinzig, A. (2004). Resilience, adaptability and transformability in social–ecological systems. *Ecology and society*, 9(2).
- Williams, R. (2018). The Impact of Human Resource Management Practices on Employee Performance in Banking Industry of Pakistan. *Euro-Asian Journal of Economics and Finance*, 2(1), 86-99.