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Do Organizational Innovation and SHRM Practices Improve Organizational Resilience? The Mediating Role of Employee Resilience

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Abstract

Research aims: This research endeavor seeks to investigate the correlation between Organizational Innovation and Strategic Human Resource Management (SHRM) Practices in relation to Organizational Resilience, with a focus on the mediating influence of Employee Resilience.

Design/Methodology/Approach: A quantitative methodological approach, encompassing causal-comparative analysis and partial least squares structural equation modeling, had been utilized to undertake the investigation. The sample was derived from the perspectives of 328 employees of rural banks situated in Batam City.

Research findings: The findings show that both Organizational Innovation and Strategic Human Resource Management Practices markedly contribute to the enhancement of Organizational Resilience. Furthermore, Employee Resilience serves as a mediating factor in the relationship between Organizational Innovation and Strategic Human Resource Management Practices and Organizational Resilience, thereby underscoring the significance of cultivating a resilient workforce to attain substantial organizational results.

Theoretical Contribution/Originality: This research has the potential to furnish a comprehensive analysis of the mechanisms through which Organizational Resilience may facilitate the navigation of external challenges and pressures that have the capacity to influence business performance and continuity.

Research Limitations/Implications: This study centers on variables while neglecting to examine additional potential factors that could impact organizational resilience which may contribute to a more comprehensive understanding of resilience.

Keywords: Organizational Innovation; SHRM Practices; Employee Resilience; Organizational Resilience; Rural Banks

Introduction

Complex and unpredictable organizational environments have forced companies to come up with strategies that allow them to face adversity and survive (Aragón & Morales, 2023). Organizations commonly launch change initiatives to update important parts of their operations or processes to meet the need for modernization and stay relevant in the face of changing industry expectations (Hubbart, 2023). The environment of organizations provides great restrictions, so they sometimes change their goals and strategies according to the environment such as intense

competition, which limits the achievements of the organization (Baloch et al., 2022). To survive in this environment and achieve success in the future, organizations must be able to adapt quickly to external challenges and develop proactive strategies that enhance their sustainability (Duchek, 2020). In this context, organizations must also manage workforce diversity, evolving employee expectations, and the need for sustainability and social responsibility initiatives.

Organizational innovation plays a crucial role in fostering adaptability and competitiveness. (Parwita et al., 2020) describe it as a recently created business model that facilitates the transformation of knowledge into creative solutions. Rather than being a standalone concept, organizational innovation is embedded within a broader framework of cultural openness to change. This involves utilizing resources efficiently to support sophisticated business strategies and innovative, competitive offerings (Lumpkin & Dess, 2014; Al Taweel & Al-Hawary, 2021). (Lam et al., 2021) asserted that by strengthening their innovation capabilities, organizations cultivate a learning culture that fosters creativity, adaptability, and resilience in the face of inevitable change.

According to (Alolayyan et al., 2021), Strategic Human Resource Management (SHRM) practices assist in achieving success in the face of organizational complexity. SHRM practices enable HR managers to effectively manage employee performance, knowledge, and skills so that they can directly contribute to the organization's strategic objectives. Human resource management highlights how crucial it is to protect workers health and safety while also improving their capacity to handle difficulties (Muchsinati & Ardiansyah, 2023). SHRM practices emphasize internal factors that influence organizational performance rather than external resources. By aligning SHRM practices with business strategies, organizations can enhance their ability to compete through innovation, cost efficiency, or quality leadership (Zamzam et al., 2023). Thus, well-integrated SHRM practices enhance organizational resilience by ensuring that employees are equipped to manage uncertainty and change effectively.

Employee resilience becomes a critical component in maintaining organizational stability during unpredictable times. To improve employee engagement, this quality is crucial. People with high resilience are better able to adapt to changes in the workplace during times of crisis, according to organizational behavior research. Such as economic recessions, organizational restructurings, or workforce reductions (Smith & Johnson, 2022). This flexibility encourages creative problem-solving and reliable performance (Lisbet et al., 2023). Organizations can increase their overall agility and create a work climate that supports stability and continuous growth by giving employee resilience development top priority.

Organizational resilience is now crucial for ensuring business continuity in the face of rapidly changing circumstances. (Rai et al., 2021) pointed out that it shows how well a company can recover from setbacks brought on by changes in the market, advances in technology, or internal barriers. In addition to surviving crises, a resilient organization takes use of disturbances as chances for change (Gunawan et al., 2023). Businesses can reduce risk exposure, enhance problem-solving abilities, and create a stronger basis for

long-term performance by emphasizing the development of resilience (Huang et al., 2020).

Rural banks are crucial parts of financial systems since they help MSMEs and promote economic stability (Ristyanti et al., 2023). However, these organizations are especially vulnerable to fluctuations in the economy. In the second quarter of 2020, a decline in Return on Assets and a rise in Non-Performing Loans suggested that performance had deteriorated (OJK, 2020). These resilience challenges underscore the need for rural banks to develop robust risk management strategies and adaptive mechanisms to maintain operational sustainability. Strengthening resilience allows banks to recover from financial setbacks, navigate regulatory changes, and improve their competitive positioning in the financial market (Xu & Lu, 2020).

To improve institutional performance, Batam, which is acknowledged as an economic hub, has been aggressively encouraging organizational innovation. To improve governance frameworks and internal control systems, the Batam City Government has launched several measures (Musana & Setyawan, 2023). The banking industry in Batam, characterized by evolving customer preferences and increasing competition, requires a deeper understanding of how organizational innovation and SHRM practices contribute to resilience at both the employee and institutional levels. Even though resilience is widely recognized as an essential element of organizational success, little is known about how SHRM practices directly affect organizational and employee resilience.

Existing research on resilience often lacks a comprehensive theoretical framework that explains how organizations proactively build resilience before facing crises (Miceli et al., 2021). Similarly, (Carmeli et al., 2020) claimed that there is limited exploration of how resilient organizations anticipate and address change in environmentally responsible ways. Addressing these research gaps is critical, especially in the context of global business uncertainties, where organizations must develop integrated resilience strategies to sustain long-term competitiveness.

This study aims to examine empirical evidence on how organizational innovation and SHRM practices contribute to organizational resilience, with employee resilience serving as a mediator. The findings will provide practical insights into strengthening resilience to navigate external pressures while ensuring business continuity and performance sustainability. Additionally, this research will enrich theoretical discussions on resilience, fostering the development of new conceptual models applicable to diverse business environments. By contributing to both theory and practice, this study supports business education and strategic decision-making for future organizational leaders.

Literature Review and Hypotheses Development

Organizational Innovation

Accordant with (Bedford et al., 2021), organizational innovation entails the willingness of people or organizations to turn creative theoretical ideas into real-world applications as well as the rejuvenation of diverse pioneering capacities. This process includes both coming up with ideas and figuring out how to incorporate them into regular business operations. Meanwhile (Ganguly et al., 2020) considers organizational innovation can be viewed as a prospective enhancement in the capability to structure and oversee resources for the generation of various novel products and services that include effective management processes to design, test, and launch innovative products or services to the market.

SHRM Practices

According to (Davis & Roberts, 2023), SHRM practices are management strategies designed to align with corporate objectives. These strategies often encompass a range of goals, including enhancing corporate performance, ensuring social responsibility, and building brand reputation. While (Ferdousi & Abedin, 2023) consider that SHRM practices are social business organizations that conduct local recruitment, vet the right talent, on-the-job training, incorporate social objectives into performance evaluation documentation, implement market-oriented compensation structures with a pronounced emphasis on intrinsic incentives, and foster paternalistic and familial dynamics between management and personnel to mitigate workplace conflicts and enhance employee retention.

Employee Resilience

Employee resilience is the capacity of workers, supported and enabled by their company, to efficiently use resources to adjust to, manage, and thrive in changing work environments (Nguyen et al., 2016; Prayag et al., 2020). In contrast, recent studies (Taylor & Morgan, 2022; Lee & Chen, 2023) suggest that employee resilience reflects the ability of employees to navigate challenging work environments effectively and achieve favorable results for their organizations. Resilient employees are adept at leveraging their resources, activating their skills, and maintaining self-motivation within the workplace.

Organizational Resilience

Organizational resilience is a principle that includes various fields and different facets of the idea, incorporating an inherent sense of capacity and the innate capacity to return to a state before interruption after a negative incident (Bhamra et al., 2011; Ozanne et al., 2022). While (Hillmann & Guenther, 2021) consider this idea demonstrates an organization's capacity to gather and allocate necessary resources efficiently, sustaining operations and quickly overcoming obstacles. The behaviors, resources, and competencies that make up an organizational resilience have a crucial impact on

improving and elucidating its overall ability to endure challenges. The consequence of an organization's reaction to adversity manifests in the form of development and acquisition of knowledge.

Organizational Innovation and Organizational Resilience

Innovation is considered a fundamental element of resilience. Companies that demonstrate resilience possess the ability to acquire new knowledge and generate innovative solutions when faced with shifting environmental conditions. The proliferation of novel ideas and approaches has facilitated a proactive response to the increasingly unpredictable business landscape. Furthermore, these innovative practices have played a key role in enhancing personal capabilities and cultivating resilience. Within the organization, there exists a cultural framework that encourages the exchange of ideas, knowledge, and innovative practices, thereby reinforcing the resilience of individual employees and the overall organizational resilience (Garrido-Moreno et al., 2024). Organizational innovation is conceptualized as the capacity to structure internal operations, enabling firms to maintain viability during periods of adversity. Moreover, the existence of non-artificial intelligence among employees is anticipated in the presence of organizational innovation. Hence, it is believed that a rise in organizational innovation and non-artificial intelligence will strengthen organizational resilience (Heredia et al., 2022). Both resilience and innovation possess the capacity to navigate uncertainty (Lengnick-Hall et al., 2011).

H₁: Organizational innovation positively affects organizational resilience.

SHRM Practices and Organizational Resilience

Enhancing SHRM procedures can greatly increase organizational resilience, which will increase the organizations flexibility and general efficacy. Leaders can create more efficient and goal-oriented plans to reduce risks and enhance the organization's long-term performance by gaining a thorough grasp of the connection between resilience components and HR practices. These findings offer crucial insights into human resource management and organizational resilience. As well as establishing a strong foundation for practical actions in organizational settings (Georgescu et al., 2024). SHRM was assessed as a single-dimensional entity, whereas organizational resilience was considered a multifaceted construct with cognitive, behavioral, and contextual components, whereas SHRM was assessed as a single entity. These organizational resilience aspects are greatly impacted by SHRM. SHRM is essential in forming the environmental, behavioral, and cognitive components of organizational resilience. HR strategies and policies that support ongoing development, improve team cohesion, and encourage departmental collaboration are necessary for the cognitive component of organizational resilience (Wilson & Patel, 2022). Organizations can help their employees achieve performance objectives and adapt to evolving situations by implementing strategic HRM policies (Liu et al., 2023).

H₂: SHRM practices positively affect organizational resilience.

Organizational Innovation and Employee Resilience

Workers must demonstrate originality, inventiveness, and flexibility in the face of a rapidly changing workplace. Given that organizations essentially consist of individuals, it is crucial that the workforce remains effective, efficient, and productive to ensure the organization's sustainability within the capitalist framework. Understanding how employees navigate the phases before and after innovation is essential. It is generally assumed that employees can adjust to new innovative settings. Although it is sometimes disregarded, the examination of employee resilience in connection to innovation is a major topic of interest in the field of management and organizational studies. This exploration is crucial in mitigating the adverse consequences of innovation in practical terms (Aslan & Araza, 2015). Managers are advised to integrate indicators of employee resilience during the recruitment and selection phase; this practice can be seen as a proactive strategic measure in anticipation of a volatile market setting. The recruitment of resilient employees is anticipated to facilitate organizations in their endeavors to provide services in a creative manner (Senbeto & Hon, 2020).

H₃: Organizational innovation positively affects employee resilience.

SHRM Practices and Employee Resilience

Positive experiences can be created for individuals within a company by implementing human resource management practices that prioritize well-being, such as fostering a social atmosphere characterized by trust and cooperation, ultimately resulting in the augmentation of cognitive and behavioral competencies, potentially strengthening resilience. HRM strategies centered on well-being, which advocate for the investment in staff, fostering engaging work environments, promoting positive social interactions, encouraging employee participation, and providing organizational support mechanisms, are likely to facilitate the enhancement of employees' perceptions of empowerment (Cooper et al., 2019). Human resource managers in the public sector must put in place flexible workplace policies and continuity plans during major emergencies to safeguard staff members and continue vital activities. The incorporation of the notion of employee resilience can serve as a foundational element in guiding human resource strategies amidst such tumultuous circumstances. It is crucial to understand that, as the data suggests, the efficacy of HRM practices meant to enhance resilience may be restricted, particularly for those who are dealing with heavy workloads or major job demands (P. Kim et al., 2024). (Bardoel et al., 2014) revealed that the subsequent collection of HRM practices would strengthen employee resilience: fostering social support networks at work; implementing work–life balance initiatives; providing employee support initiatives; offering employee growth initiatives, encompassing resilience training; establishing adaptable work arrangements; creating reward and benefits structures; ensuring

occupational health and safety measures; developing risk and crisis management protocols; and promoting diversity management.

H₄: SHRM practices positively affect employee resilience.

Employee Resilience and Organizational Resilience

Organizations have the potential to offer their employees additional support in managing the challenges posed by uncertainty. The concept of organizational resilience serves as an illustration of an external support system. Concurrently, individuals within the organization attain a state of emotional equilibrium and perceive a sense of being valued by their superiors. The impacts of organizational resilience can also affect employee resilience. This relationship strength is greater than the direct consequences of organizational resilience. It is advisable for companies to assign increased resources towards bolstering employee resilience and their perceived state of well-being (Wut et al., 2022). When contemplating organizational resilience, it is logical to consider the importance of focusing on the well-being and resilience of the employees within the organization. A fundamental argument presented in this definition is that the resilience of employees can be supported by the organization through various factors known as 'organizational enablers'. In essence, (Tonkin et al., 2018) stated that employee resilience is essentially a behavioral phenomenon that, although unique, is associated with known ideas that characterize the ability to thrive following or in reaction to adversity.

H₅: Employee resilience positively affects organizational resilience.

Mediating Role of Employee Resilience

Organizations must invest in the skills of their employees to improve individual and group performance in an increasingly uncertain environment. One important trait that has emerged is the idea of employee resiliency, attracting considerable attention from researchers and practitioners within the realm of organizational behavior. This underscores the significant impact that characteristics such as resilience have in fostering positive attitudes and behaviors in the workplace, ultimately resulting in heightened work engagement (Kumar & Singh, 2023). Employee resilience has the potential to enhance the inner work drive and proactive behavior of employees. This can serve as a significant catalyst for fostering employee innovation and creativity. Furthermore, when integrated with the strategic goals of the organization, employee resilience is essential for developing and executing effective strategies that promote the organization's sustainability and growth (Miller & Zhao, 2024).

H₆: Employee resilience positively mediates the relationship between organizational innovation and organizational resilience.

When employees are recognized and appreciated for their contributions, they are more inclined to experience motivation and involvement in their tasks, which helps them better navigate challenges and difficult situations (Johnson & Lee, 2024). Resilient individuals exhibit receptiveness to novel encounters and adaptability to evolving circumstances, facilitating their capacity to derive insights from various situations, obstacles, and adversities to enhance personal growth. Moreover, individuals with resilience typically manifest heightened emotional steadiness, a factor that contributes to the establishment of robust interpersonal connections and communal backing within the workplace. This suggests that rethinking employee resilience as a flexible attribute can be beneficial for fostering development through effective human resource management strategies (Nguyen & Patel, 2024).

H₇: *Employee resilience positively mediates the relationship between SHRM practices and organizational resilience.*

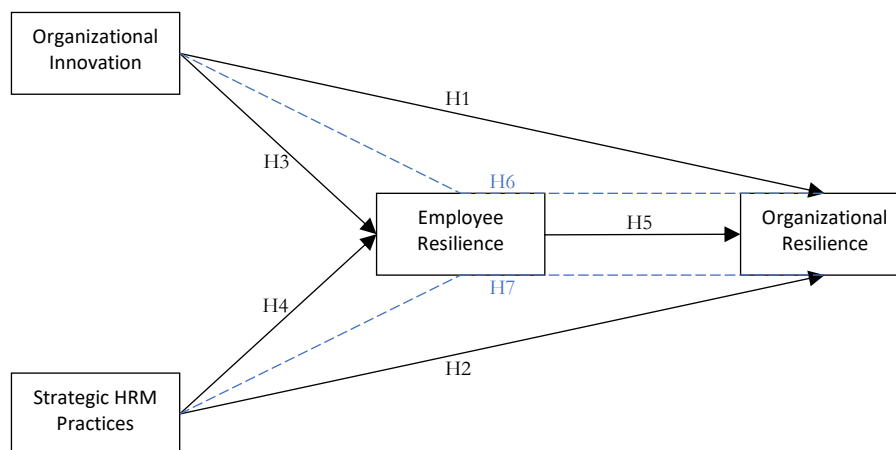


Figure 1 Conceptual Framework

Research Methods

Using a causal-comparative methodology, this study investigated how organizational innovation and strategic HRM practices affect employee resilience, which in turn affects organizational resilience in Batam's rural banks. Through a sample process, 328 respondents in all were chosen to take part in the poll. According to (Vassallo, 2020), the causal-comparative approach is frequently referred to as the ex-post facto method because the study's experimental phase has already occurred and discernible differences between the groups under examination have been shown. When examining the impacts or causal linkages between two or more things that have already occurred, this methodology works especially well. In this case, carefully designed quantitative research on the table when drafting a research proposal is sufficient to examine the relationship or causality between the variables under consideration (Firmansyah et al., 2021).

The quantitative methodologies have significantly diminished the likelihood of misinterpreting imaging data, enhanced the volume of information accessible through each imaging modality, and introduced systematic approaches that are simpler to replicate and disseminate (Arrigo et al., 2023). This research involved the utilization of a questionnaire based on surveys to gather data aimed at recognizing and establishing relationships among variables that are evident in the issue. The structure of the questionnaire should undergo thorough evaluation to assess its meaning and suitability of the inquiries, which can be achieved through the examination of its reliability and validity by both internal and external professionals (Aithal & Aithal, 2020). The validation process of the questionnaire is essential for researchers as it enables them to steer clear of inaccurate data gathering and assessment, thereby preventing misinterpretation of findings. To analyze the data collected, the Partial Least Square method was chosen for its superiority in structural model analysis in complex research. This method is very useful in considering the relationship between complex variables in one analytical framework. Partial Least Square can be categorized into two models: the inner model which is utilized for regression analysis and the outer model is employed for evaluating the integrity and dependability (Purwanto & Sudargini, 2021).

Results and Discussion

Descriptive Statistics

Overall, the mean value of the organizational innovation variable is in the range of 4.16 to 4.40, which indicates that respondents tend to agree with the existing statements, with the highest average score in indicator OI2 (4.41), illustrating the organization's commitment to continuous improvement and innovation in its processes and strategies. On the strategic human resource management practices variable, the mean scores range from 4.16 to 4.40, indicating that respondents have a positive view of the strategic HR practices implemented in the organization. The indicator with the highest mean score is SHRMP2 (4.40), which indicates that respondents feel that the relationship between performance and rewards is very good in the company.

For the employee resilience variable, the mean value ranges from 4.13 to 4.36, indicating that respondents feel quite resilient or able to face existing challenges. The indicator with the highest mean value is ER6 (4.36), highlighting the importance of emotional support from friends in helping respondents maintain resilience in the workplace.

In the organizational resilience variable, the mean score ranges from 4.13 to 4.41, which indicates that respondents have a positive view of organizational resilience. The highest mean score is found in indicator OR6 (4.41), which shows that respondents perceive the organization as effectively involving all employees in essential tasks, fostering a sense of shared responsibility and resilience.

Measurement Model Evaluation

Variance Inflation Factor (VIF) Testing

Table 1 Variance Inflation Factor

Variables	VIF
ER1	2.275
ER2	2.169
ER3	2.026
ER4	2.138
ER5	1.866
ER6	2.051
ER7	2.578
OI1	2.187
OI2	2.196
OI3	2.002
OI4	1.820
OI5	1.822
OI6	2.073
OR1	2.321
OR2	2.007
OR3	1.922
OR4	1.988
OR5	1.813
OR6	2.165
OR7	2.784
SHRMP1	2.170
SHRMP2	2.031
SHRMP3	1.877
SHRMP4	2.028
SHRMP5	1.889
SHRMP6	2.194

Based on the outcomes of the analysis presented in Table 1, it is evident that the Variance Inflation Factor associated with each variable registers a value lower than 5.00, establishing their validity and confirming the absence of Common Method Bias in the data (Hair et al., 2019). Consequently, the analysis can proceed with the Partial Least Square method.

Convergent Validity Test

Loading Factor

Table 2 Outer Loading

Variables	Employee Resilience	Organizational Innovation	Organizational Resilience	SHRM Practices
ER1	0.805			
ER2	0.788			
ER3	0.785			
ER4	0.771			
ER5	0.746			
ER6	0.780			
ER7	0.823			
OI1		0.818		
OI2		0.816		
OI3		0.797		
OI4		0.741		
OI5		0.758		
OI6		0.801		
ER1			0.820	
ER2			0.763	
ER3			0.776	
ER4			0.761	
ER5			0.732	
ER6			0.793	
ER7			0.843	
SHRMP1				0.803
SHRMP2				0.786
SHRMP3				0.768
SHRMP4				0.769
SHRMP5				0.769
SHRMP6				0.806

Reached from the findings illustrated in Table 2, it is observed that all indicators linked to each variable within this examination exhibit a loading factor exceeding 0.60, signifying their suitability and validity for employment in hypothesis testing (Osama Al Saadawy et al., 2021).

Structural Model Analysis

Schemes Partial Least Square

The following is a Partial Least Squares (PLS) based structural equation model diagram, which illustrates the relationship between several latent constructs in the study. There are four main constructs in this model: Organizational Innovation, SHRM Practices, Employee Resilience, and Organizational Resilience. Each construct is measured by several indicator represented by yellow boxes with their respective codes. The number next to the arrow pointing to the indicator shows the loading factor or weight of each

indicator on the construct, reflecting how strongly the indicator represents the construct. Arrows between the constructs denote both the direction and intensity of their relationships, with the values positioned above the arrows indicating the path coefficients that describe the influence of one construct on another. The number inside the blue circle for each latent construct is the R-squared value, which reflects the extent to which variations in that construct can be accounted for by other constructs within the model.

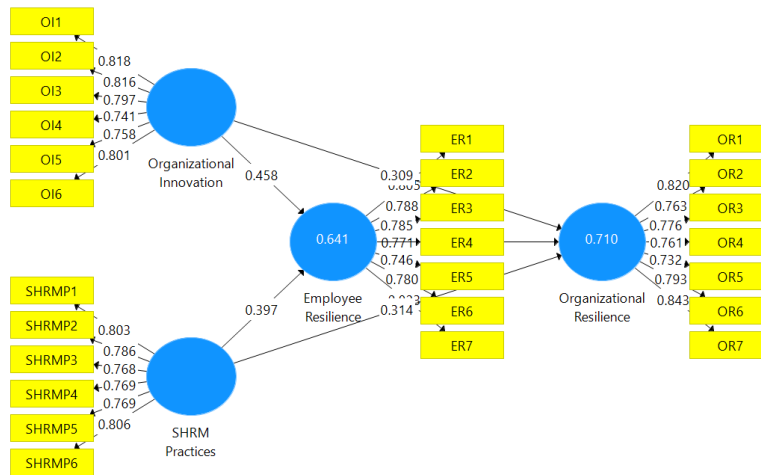


Figure 2 Schemes Partial Least Square

Hypothesis Test

Direct Effect

Table 3 Path Coefficients Value

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-statistics (O/STDEV)	P-Values	Decision
Organizational Innovation → Organizational Resilience	0.309	0.300	0.094	3.294	0.001	H1 Accepted
SHRM Practices → Organizational Resilience	0.314	0.329	0.101	3.118	0.002	H2 Accepted
Organizational Innovation → Employee Resilience	0.458	0.446	0.104	4.399	0.000	H3 Accepted
SHRM Practices → Employee Resilience	0.397	0.402	0.102	3.877	0.000	H4 Accepted
Employee Resilience → Organizational Resilience	0.300	0.287	0.077	3.902	0.000	H5 Accepted

The initial hypothesis (H1) posits that organizational innovation exerts a positive influence on organizational resilience in a substantial manner. The outcomes of the analysis reveal that the path coefficient between organizational innovation and organizational resilience is 0.309, accompanied by a p value of 0.001, signifying that organizational innovation markedly contributes to the enhancement of organizational resilience. The subsequent hypothesis (H2) examines the effect of SHRM practices on organizational resilience. The findings indicate a path coefficient of 0.314, with a p value of 0.002, thereby demonstrating that SHRM practices exert a significant effect on the fortification of organizational resilience, rendering it an essential component of the organization's capacity to endure and adapt to adversities. The third hypothesis (H3) asserts that organizational innovation serves to augment employee resilience. With a path coefficient of 0.458 and a p value of 0.000, the results illustrate that organizational innovation positively influences employee resilience by enhancing their ability to adapt and confront challenges. The fourth hypothesis (H4) contends that SHRM practices yield a positive effect on employee resilience. According to the results of the study, which yield a path coefficient of 0.397 and a p value of 0.000, it was established that SHRM practices significantly enhance employee resilience, thereby supporting their engagement and performance in the face of challenges. The fifth hypothesis (H5) indicates that employee resilience significantly contributes to organizational resilience. The analysis results yield a path coefficient of 0.300 with a p value of 0.000, which suggests that employee resilience plays a crucial role in bolstering overall organizational resilience, particularly in confronting external pressures and environmental fluctuations.

Specific Indirect Effect

Table 4 Specific Indirect Effect Value

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-statistics (O/STDEV)	P-Values	Decision
Organizational Innovation → Employee Resilience → Organizational Resilience	0.137	0.129	0.046	3.014	0.003	H6 Accepted
SHRM Practices → Employee Resilience → Organizational Resilience	0.119	0.116	0.043	2.775	0.006	H7 Accepted

The sixth hypothesis (H6) examined the mediating function of employee resilience within the context of the association between organizational innovation and organizational resilience. With an indirect path coefficient of 0.137 and a p-value of 0.003, the findings substantiate that employee resilience serves as a significant mediator in the correlation between organizational innovation and organizational resilience. The seventh hypothesis (H7) posited that employee resilience functions as a mediator in the relationship between SHRM practices and organizational resilience. With an indirect path coefficient of 0.119 and a p-value of 0.006, this investigation illustrates that employee resilience mediates the

affirmative impact between SHRM practices and organizational resilience, thereby reaffirming the significance of HRM practices in fostering individual resilience, which consequently bolsters organizational resilience.

The Link Between Organizational Innovation, SHRM Practices, Employee Resilience, and Organizational Resilience

The findings show that organizational innovation and resilience are positively correlated. Businesses that invest in improving their internal capabilities are more likely to achieve outstanding innovation outcomes, such as effective personnel management and improved managerial skills (Do et al., 2022). By helping businesses to effectively adapt to a variety of circumstances, this innovation in turn strengthens resilience. To strengthen organizational resilience, both exploratory and exploitative forms of innovation are essential, highlighting their joint impact (Zhang et al., 2021). Furthermore, prior research confirms that innovation positively impacts resilience in small and medium-sized businesses (Awad & Rojas, 2024).

To improve employee resilience, organizations must innovate. Employees who have prior experiences in innovative environments tend to generate new ideas, improve work efficiency, and become more adaptable (Panpakdee & Limnirankul, 2018). Employees with polychronic behaviors can contribute to innovation through resilience, enabling them to navigate complex challenges and enhance creativity in their roles (Zamuda et al., 2019).

The results confirm that SHRM practices significantly influence organizational resilience. Effective SHRM strategies strengthen an organization's ability to withstand and adapt to challenges. The strategic significance of HR practices in fostering resilience has been emphasized by research, particularly in the fields of HR analytics and high-performance work systems (Anderson & Martin, 2023). Implementing HR policies that support employees during difficult times has been shown to enhance organizational resilience, further validating SHRM's role in promoting stability and adaptability (Brown & Davis, 2024; Permana et al., 2024). Additionally, SHRM practices contribute positively to employee resilience. Sustainable HRM practices support employees' well-being and improve performance, leading to increased engagement and adaptability within the workforce (Green & Roberts, 2024). Organizations aiming to foster employee resilience must adopt high-performance work systems that integrate SHRM strategies (Williams & Clark, 2023). Empirical findings further highlight that sustainable HRM has a strong and direct connection to employee resilience (Širca et al., 2024).

The Role of Employee Resilience in Strengthening Organizational Resilience

Employee resilience is a crucial determinant of organizational resilience. Higher levels of employee resilience contribute to lower job stress, reducing employee turnover and enhancing engagement within the organization (Taylor & Nguyen, 2024). Moreover, organizations that integrate employee resilience into their operational strategies benefit

from increased cohesion and adaptability, ultimately reinforcing their overall resilience (Morgan & Lee, 2024).

The Mediating Role of Employee Resilience in Organizational Innovation and Organizational Resilience

The analysis suggests that employee resilience mediates the relationship between organizational innovation and organizational resilience. Resilient firms are more adept at recognizing and responding to market shifts, overcoming obstacles, and developing innovative solutions to meet evolving consumer demands (Asare-Kyire et al., 2023). Strong organizational-employee relationships further support resilience, fostering adaptability and initiative among employees during crises (Y. Kim, 2020). Research has established that organizational innovation enhances employee resilience by creating learning opportunities, ultimately strengthening their ability to adapt (Tushman & O'Reilly, 1996; Wang, 2016). Consequently, increased employee resilience contributes to greater organizational resilience, as resilient employees help organizations navigate and recover from challenges (Avey et al., 2009; Rodeiro-Pazos et al., 2018).

The Mediating Role of Employee Resilience in SHRM Practices and Organizational Resilience

The findings also suggest that employee resilience mediates the relationship between SHRM practices and organizational resilience. SHRM practices that prioritize staff development and well-being strengthen organizational and individual resilience. According to (Smith and Adams, 2024), companies that align their HRM strategies with their overall business goals can gain a competitive advantage by turning uncertainties into growth opportunities. The relationship between organizational resilience and strategic HRM strategies is strengthened by the crucial role that employee resilience plays (Adams & Brown, 2024). Good SHRM programs, like as training and development, give staff members the tools they need to overcome obstacles. thereby fostering resilience (Wright & McMahan, 1992; Perera & Premadasa, 2023). This, in turn, strengthens overall organizational resilience, as resilient employees contribute to stability and long-term sustainability (Avey et al., 2009; Al-Ayed, 2019).

Conclusion

This research provides significant insights into how organizational innovation, SHRM practices, and employee resilience collectively influence organizational resilience, especially within rural banks in Batam. The results accentuate the significance of these variables and their interrelations. The research substantiates that organizational innovation exerts a considerable positive influence on organizational resilience, illustrating that entities that prioritize innovation are more adept at navigating challenges and seizing opportunities. In a similar vein, strategic human resource management practices significantly augment organizational resilience, indicating that effective human resource management enhances an organization's ability to adapt and operate efficiently.

Moreover, employee resilience assumes a pivotal role in fortifying organizational resilience, emphasizing that resilient employees reinforce and enhance the overall resilience of the organization. In addition, the study elucidates that employee resilience serves as a mediator between organizational innovation and organizational resilience, as well as between strategic human resource management practices and organizational resilience. This suggests that the development of employee resilience not only directly affects organizational resilience but also enhances the impact of organizational innovation and SHRM practices on resilience. Each of the seven hypotheses tested in this study shows significant relationships, emphasizing the interconnectedness of these variables. Hypotheses 1 through 5 demonstrate that organizational innovation, SHRM practices, and employee resilience each positively influence organizational resilience. Additionally, Hypotheses 6 and 7 highlight that employee resilience mediates the effects of organizational innovation and SHRM practices on organizational resilience. In summary, the research confirms that the integration of organizational innovation, SHRM practices, and employee resilience is crucial for enhancing organizational resilience. Organizations that effectively leverage these factors are more likely to navigate challenges successfully and achieve sustained success. By fostering a culture of innovation, implementing strategic HR practices, and developing resilient employees, organizations can improve their adaptability and overall resilience.

This research, whilst offering invaluable insights into the interaction between organizational innovation, strategic human resource management practices, employee resilience, and organizational resilience, is not without its limitations. Firstly, the study is confined to rural banking institutions in Batam, which may hinder the generalizability of the findings to other sectors or geographical regions. The distinctive attributes of rural banks may not adequately encapsulate the dynamics present in urban banking institutions or other industries, thereby potentially constraining the applicability of the results. Secondly, the investigation relies on self-reported data from employees, which may inadvertently introduce biases such as social desirability or response bias, consequently affecting the accuracy of the data and the overarching conclusions derived. Moreover, owing to the cross-sectional design of the study, it provides a transient perspective at a particular moment in time, making it difficult to ascertain causality or observe changes over time. Third, the research focuses on specific variables—organizational innovation, SHRM practices, and employee resilience—without exploring other potential factors that might influence organizational resilience. Variables such as organizational culture, leadership styles, and external economic conditions were not considered, which might aid in a more extensive grasp of resilience.

To overcome these constraints and expand upon the existing discoveries, forthcoming research should examine various avenues. Firstly, expanding the scope of the research to encompass a broader array of industries and geographic territories would enhance the relevance of the findings. Analyzing results across diverse sectors could yield a more intricate comprehension of the interplay between organizational innovation, strategic human resource management practices, and employee resilience within various contexts. Secondly, longitudinal studies that monitor changes over time could elucidate the causal relationships among the variables and their evolution. This methodology would facilitate

an understanding of the enduring impact of organizational innovation, strategic human resource management practices, and employee resilience on organizational resilience. Thirdly, forthcoming research should investigate additional variables that may exert influence on organizational resilience. Elements such as organizational culture, leadership styles, and external economic conditions could provide further insights into the mechanisms that underpin resilience and how organizations can optimally prepare for and respond to adversities. Finally, incorporating multiple sources of data, including objective measures and qualitative insights, could reduce biases associated with self-reported data, thereby offering a more holistic perspective on the determinants impacting organizational resilience. Through the identification and resolution of these constraints, as well as the exploration of novel avenues for research, forthcoming studies stand to enrich the comprehension of organizational resilience and present actionable suggestions for fortifying resilience in various contexts.

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