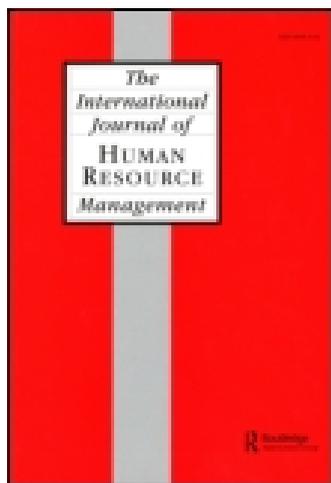


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Resilience, HRM practices and impact on organizational performance and employee well-being

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CALL FOR PAPERS

Resilience, HRM practices and impact on organizational performance and employee well-being

International Journal of Human Resource Management **2015 Special Issue**

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Why resilience?

Embracing resilience as ‘an idea whose time has come’, *The International Journal of Human Resource Management* announces a special issue that aims to bring together cutting edge research that addresses the role of resilience and HRM practices in enhancing organizational performance and employee well-being in today’s rapid changing workplace environment, focusing on its origins, manifestations and consequences.

Both individuals and organizations might face stressful situation, setbacks or failure during their respective life cycles. Yet, people’s responses to failure vary widely. Some bounce back after a brief period, while others descend into depression. Learning from setbacks or failure requires positive attitude, emotion and the ability that may ultimately lead to organizational well-being (Cartwright and Cooper 2009). From the psychology perspective, resilience is the ability to ‘bounce back’ from adversity (Fredrickson 2001). In the organization and management studies, resilience is the skill and the capacity to be robust under conditions of enormous stress and change (Coutu 2002). We define resilience as bouncing back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances, and growing stronger in the process (Cooper, Flint-Taylor and Pearn 2013). Studies show that resilient individuals with high positive emotions and the ability to manage negative emotions can find meaning and overcome stressful situations (Tugade and Fredrickson 2004; Cooper 2013). Research indicates that resilient individuals are better equipped to deal with the stressful events or conditions at work (Avey, Luthans and Jensen 2009). Positive psychological capital has been identified as antecedents of well-being (Higgs and Dulewicz 2014), and mediator of the relationship between leadership and employee creative performance behaviors (Gupta and Singh 2014).

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Level of analysis and HR intervention

The extant research on resilience largely focuses on individual or personal resilience (Cooper et al. 2013). Research is warranted to systematically investigate the consequences of resilience on organizational performance. Hereby, HRM practices can play a crucial role in cultivating an organizational environment to facilitate resilience-building for individuals. For instance, a high engagement culture may create a supporting environment for employees to build resilience and develop coping strategies (Bowles and Cooper 2012; Truss, Shantz, Soane, Alfes and Delbridge 2013). Human resource (HR) systems that cultivate relational climates may promote helping behaviors within organizations (Mossholder, Richardson and Settoon 2011). Building upon the strategic HRM perspective (Lepak and Shaw 2008; Wright, Coff and Moliterno 2014), when the capability of resilience is developed, which role may HR intervention play to capitalize resilience impact on organizational performance? Adopting a dynamic view on resilience, we suggest resilience can be developed over time. For instance, a pioneering army program for fostering posttraumatic growth demonstrates that resilience can be trained and taught (Seligman 2011). Therefore, the approaches to design, deliver and evaluate workplace resilience-building interventions await scholarly investigation that should be rooted in theoretical rigor with practical implications for HR professionals.

At the organizational level, resilience refers to the organizational ability to dynamically reinvent business models and strategies as circumstances change, and to change before the need becomes desperately obvious (Hamel and Valikangas 2003). This may necessitate strategic flexibility (Hitt, Keats and DeMarie 1998), individual and organizational ambidexterity (Junni, Sarala, Taras and Tarba 2013; Stokes et al. 2014) and high-performance work systems (Patel, Messersmith and Lepak 2013) to navigate through nowadays fast changing environment amid technology breakthroughs, regulatory changes and geopolitical upheavals.

Resilience in various contexts

Besides individual characteristics or personal resilience resources, context matters greatly for resilience-building and performance implications. In the public sector, resilience of employee psychological contracts was demonstrated, when state funding bodies interfere with the organizational mission of voluntary organizations (Cunningham 2010). Organizational transformation process such as Mergers and Acquisitions (M&A) can impose stress and pressure for every stakeholder involved (Sarala, Junni, Cooper and Tarba 2014). The high failure rate of M&A may request individual and organizational resilience to overcome the hurdles and potential obstacles. In the context of practicing entrepreneurship, founders face constant pressure and unavoidable uncertainty throughout the journey. The initial enthusiasm and passion might wear off over time. Resilience-building may help entrepreneurs and team members to cope with the pressures, setbacks and disappointment along the entrepreneurial journey (Jenkins, Wiklund and Brundin 2014). In severely adverse circumstances, resilience is conducive to develop entrepreneurial competencies (Bullough, Renko and Myatt 2014).

Furthermore, in the context of informal economy, for instance African countries or other less developing regions, entrepreneurs may encounter adversity and high stressful situation due to the legal and legitimacy pressure (Webb, Tihanyi, Ireland and Sirmon 2009). In some extreme stressful situation, such as bankruptcy firm as the target firm of M&A activities (Liu and Woywode 2013), responding to stress circumstances needs

personal resilience-building for both employees and leaders. Change may bring stress and considerable additional work for employees (Conway and Monks 2011). Amid the globalization of emerging market firms, the interaction with emerging markets firms put new challenges for leaders to bear a global mind-set (Javidan, Teagarden and Bowen 2010). We argue resilience-building HR intervention may better prepare leaders to cope with unprecedented pressures and challenges while dealing with firms from BRICs and beyond. Importantly, taking context seriously may engender revealing insights for theory-building endeavors (Whetten, Felin and King 2009). Therefore, we embrace a contextual view (Johns 2006) to explore resilience across different cultural and institutional contexts. We encourage studies to take a comparative lens to examine both emerging and developed economies.

The purpose of this special issue is to solicit empirical, meta-analytical, review and theoretical research, which provides a significant contribution to the understanding of resilience and HRM practices in enhancing organizational performance and employee well-being. We encourage the submission of research studies on resilience involving different levels of analysis or cross-disciplinary perspectives, or that actively seeks to integrate interdisciplinary and multi-methodological approaches. In doing so, we hope to stimulate the intellectual debate to explore the social mechanisms and interrelationship between resilience and HRM practices. In this vein, we encourage submissions that address resilience and HRM practices in various organizational and national settings. Some research questions and topics that prospective contributions might address, among others, are:

- What are the antecedents, processes and consequences of resilience on individual and/or organizational level?
- To what extent and under what conditions can resilience be leveraged to recover from the failure, and the role of HRM practices?
- What is the role of HRM intervention in the process and outcome of resilience-building?
- What intergroup relations and group processes, attitudes, perceptions, attributions are conducive or destructive to individual and/or organizational resilience?
- What are the roles of social cognition and social influence in individual and/or organizational resilience?
- How affect and emotions influence individual and/or organizational resilience?
- What is the impact of identity, identification, de- and re-identification on individual and/or organizational resilience?
- What are the interactions of power and politics, HRM practices, and individual and/or organizational resilience in established firms and entrepreneurial start-ups, and in alliances, joint ventures and M&A?
- What are the differences and commonalities regarding individual and/or organizational resilience between emerging and developed economies?
- How might cultural and cross-cultural factors facilitate or obstruct resilience at individual and/or organizational level?
- What are the roles of ambidexterity, strategic agility and flexibility and HRM practices in resilience-building?
- How cultural and institutional influence individual and organizational resilience?
- What is the role of informal economy (such as African countries) and its influence on individual and organizational resilience?

- What are the characteristics of building resilience in emerging markets firms (BRIC and beyond)?

Initial submissions must be received between 25 January 2015 and 25 February 2015, by way of ScholarOne (mc.manuscriptcentral.com/rijh). Authors should designate their manuscript for this special issue ('Special Issue – 2015 – Resilience, HRM practices and impact on organizational performance and employee wellbeing' in the manuscript type pull down menu). Submissions should be accompanied by an assurance of originality and exclusivity and should adhere to the 'Style and Format' guide for authors that can be found on the journal's website.

If you have questions or suggestions regarding manuscripts, please direct them to the lead guest editor Dr Yipeng Liu (y.p.liu@kent.ac.uk).

All submissions will be subject to a rigorous double-blind peer review process, with one or more of the guest editors acting as action editor.

About the special issue editors

Cary L. Cooper is the author/editor of over 120 books (on occupational stress, industrial and organizational psychology) and over 400 scholarly articles. He is currently Founding Editor of *Journal of Organizational Behavior* and Editor-in-Chief of the medical journal *Stress & Health*. He served as a guest editor for special issues at *Journal of Management Studies*, *Human Resource Management*, *The International Journal of Human Resource Management* and others. Prof Cooper's work has been published in such journals as *Academy of Management Journal*, *Journal of Management*, *Academy of Management Executive*, *Personnel Psychology*, *Journal of Management Studies*, *Human Resource Management*, *Human Relations*, *British Journal of Management*, *Management Learning*, *Management International Review* and others. He is a Fellow of the British Psychological Society and Chair of Academy of Social Sciences, UK. Professor Cooper is past President of the British Academy of Management and one of the first UK-based Fellows of the (American) Academy of Management. In 2001, he was awarded a CBE in the Queen's Birthday Honours List.

Yipeng Liu is a Lecturer in Entrepreneurship at Kent Business School, University of Kent, UK. He holds a doctorate in Management from University of Mannheim, Germany, and obtained professional education and training on Harvard Participants-Centered Learning methods (HBS-PCL) from European Entrepreneurship Colloquium (EEC 2010) at IESE Business School. He received M.Sc. from Technical University of Munich and Bachelor Degrees from Shanghai Jiao Tong University. His research interests include entrepreneurship and innovation, business sustainability and Mergers and Acquisitions. His work is published/forthcoming in *Human Resource Management*, *Management International Review*, *International Business Review*, *Thunderbird International Business Review*, among others.

Shlomo Y. Tarba is a Lecturer in Global Strategic Partnerships at the Management School, The University of Sheffield, UK. His research papers are published/forthcoming in journals such as *Journal of Management (SAGE)*, *Academy of Management Perspectives*, *The International Journal of Human Resource Management*, *Management International Review*, *International Business Review*, *Human Resource Management Review*, and others. Dr. Tarba's paper has been selected and published in *Best Paper Proceedings of the Academy of Management (USA)* in 2006. His recent two co-authored books are *A Comprehensive Guide to Mergers & Acquisitions: Managing the Critical Success Factors*

Across Every Stage of the M&A Process by Financial Times Press, and *Mergers, Acquisitions, and Strategic Alliances: Understanding The Process* by Palgrave Macmillan. He was granted the 2010 Outstanding Author Contribution Award by Emerald Publishing.

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