

ACTIONS AMIDST AGONY: BUILDING ORGANIZATIONAL RESILIENCE FOR HOLISTIC WELL-BEING OF EMPLOYEES – AN INDUSTRIAL PERSPECTIVE

Wendrila Biswas^{1*} & Dr. Anil Kumar Mahra²

¹Research Scholar, Department of Management, Mahakaushal University, Jabalpur, M.P., India.

²Associate Professor, Department of Management, Mahakaushal University, Jabalpur, M.P., India.

*Corresponding Author: wendrila@rediffmail.com

Citation: Biswas, W., & Mahra, A.K. (2025). ACTIONS AMIDST AGONY: BUILDING ORGANIZATIONAL RESILIENCE FOR HOLISTIC WELL-BEING OF EMPLOYEES – AN INDUSTRIAL PERSPECTIVE. Journal of Modern Management & Entrepreneurship, 15(03), 142–146. <https://doi.org/10.62823/jmme/15.03.7963>

ABSTRACT

In this volatile business environment with recurring levels of turbulence and uncertainty, it is crucial for firms to reorient its people, constantly reassess themselves, direct them to 'look down the line' quite early, build a dynamic workplace to cope up well from any avalanche. The paper thus delves deep into the approach of organizational resilience at work that would help employees be mindful during trying times, focusing on growing incrementally, feeling empowered and motivated despite adverse situations and harrowing times. The study highlights three crucial facets of organizational resilience that would help people at work focus on coping, anticipation and adaptation thereby improving an overall wellbeing of employees making them thrive. Such a holistic wellbeing of employees would not only stand as a bedrock for excellent performance at work but also cultivate gratitude, cooperation, togetherness, encouragement and regulate one's emotions and thoughts. Such resilient employees would eventually put a conscious effort towards building of strong support system, a positive mindset while steering through setbacks.

Keywords: Resilience, Business, Workplace, Wellbeing, Uncertainty.

Introduction

Amidst hierarchical models of leadership, complex demand of clients, unprecedented challenges at work, intensive focus on maximizing profit margins with constant necessity of advancing technology, organizations often fail to preserve the stability at work which consequently affects an employee to thrive (Beninger & Francis, 2022). In this business era of turbulence, speed and globalization firms hinder to deliver great value and unleash the passion and collective energy of its people. In such cases, when the organization faces a disruption at any of its phases, employees fail to evolve, overcome and stand firm. Employees then tend to disengage and constantly put themselves to question why how and where they are working. The frequent structural and procedural shifts, excessive dependence on technology, heightening pace of change at work are leading employees towards a downward spiral where they are unable to recharge themselves and proceed with a clearer purpose (Kutsch, 2022). Moreover, cynical downturns at work ignite anxiety and trauma among employees that make them feel paralyzed at such a crisis. This often leads to quiet quitting. It is a high time to shift from the established ideal model where employees are viewed as cogs those who deliver targets and turn back. The new kind of model must focus on embracing uncertainty with positive functioning, prioritizing

* Copyright © 2025 by Author's and Licensed by Inspira. This is an open access article distributed under the Creative Commons Attribution License which permits unrestricted use, distribution, and reproduction in any medium, provided the original work properly cited.

social-emotional skills, measuring the quality of inputs rather than results so that employees may find a purposeful equilibrium (Mehta, Pancholi & Saxena, 2024). In this new disruption era, firms must go beyond deadlines, commands and control and lay emphasis on co-creation, collaboration; fight back and stand still to boldly seek incremental improvement which would be embedded in a resonant purpose (Ben-Hador & Yitshaki, 2025). In order to bring in authentic selves at work, it is now crucial to connect at human level, practice adaptive behavior; embrace openness, foster exploration rather than traditional key performance indicators to cut off anxiety among people at work (Zungu, Laryea & Nkado, 2025). Here the relevance of organizational resilience steps in with its inherent role thus helping employees to face reality with staunchness, move beyond competition and prioritize social connection to enhance holistic wellbeing of employees.

Theoretical Backdrop

Today the organizational climate is marked by uncertainty and existential threats. Rigorous search for innovative management models in order to sustain enhances the magnitude of uncertainty where extensive changes, unexpected responses and inflexible plans lead to a crisis mode. In such a situation the role of organizational resilience is indispensable which allows the organization to once again gain its momentum amidst dysfunction and help employees absorb the shock, deal with unexpected events with their innate skills, collaboration and feasible alternatives (Bernuzzi, Sommovigo & Setti, 2022). Such an approach would enable them to take proactive steps for purposeful coping. Thus, the following segment delves deep into the facets of organizational resilience that would help employees capitalize the potential threats and crisis with robustness, flexibility and agility.

Psychological Empowerment and Holistic Wellbeing of Employees

As employees find a sense of purpose in their work and are made to believe that their effort would produce impactful outcome, it would help them develop a positive perspective. It would cultivate resilience and would strongly inspire employees to stay resourceful even amidst crisis (Xue, et al., 2024). Allowing autonomy at work would help people remain self-determined that would restore confident about their skills; preparing them to pull through harrowing times (Creon & Schermuly, 2024). In such a phase employees would remain eager to explore solutions and cope up with unique challenges. As employees are made to practice reintegration within the work environment despite of stress, they tend to contribute positively and form a solid foundation for productivity. Psychological empowerment nurtures ones intrinsic motivation that enables employees to make efforts to thrive and steer through rough waters (Azam, Muhamad & Syazwan Ab Talib, 2024). Employees tend to respond successfully even amidst uncertainty. As organization infuses in an employee the perception about his or her capacity to shape one's role and dimension towards the greater work it highlights their active orientation and self efficacy in spite of trying times (Aggarwal, Singh & Srivastava, 2024). Eventually they tend to dig out possible avenues prompting them to go beyond expectation at work.

Fostering Positive Emotions and Holistic Wellbeing of Employees

Workplace emotions play a critical role in strengthening constructive behavior and cognitive function in a firm. Positive emotions in such a case are perceived as an invaluable asset which fosters a sense of enthusiasm, joy, optimism and wellbeing for employees at work (Lutgen-Sandvik, Riforgiate & Fletcher, 2011). It stimulates them to seek out opportunities and work at a collective level. Gratitude, a sense of empathy at work stands as psychologically meaningful units that empowers one to release emotional exhaustion and encompasses contentment even during crisis hours. Fostering a sense of hope among employees can inspire them to do impactful work with diligence. Such positive emotions balances well the different states or moods of an individual at work during challenging times and reflect a pro-social behavior even under burdening effects (Harikkala-Laihininen, 2022). Constant emotion of doubt, anger and guilt can derail employees from accepting the reality. Positive emotions at work on the other hand help regulate one's emotions well, infuse a habit of active listening and would actively guide an employee's thoughts and behavior (Wall, Russell & Moore, 2017). Such a response would be effective and accepting during trying times as such critical moments are subject to misinterpretation, avoidance, stress and disengagement. Fostering positive emotions expands the cognitive functioning of employees with greater creativity thus enhancing the holistic wellbeing of employees. Positive social outcomes are then visible which would be enduring (Byrne & Gustafsson, 2024). It eventually advances psychological safety among people that contribute towards cohesiveness and promotes happiness and wellness even during dark hours.

Management of Change and Holistic Wellbeing of Employees

During uncertain phases at work, organization focuses to ingrain among its people a sense of adaptability to bounce back from adverse condition often rely on changing the process and redesigning it. Such a change process needs to be managed well to make the people be resilient during the phase. It is a time when huge anxiety and doubt persists among employees. Resilient organizations understand well that changed management cannot be ignored (Henricks, Bednall & Kehoe, 2025). Such a transformation is often unexpected yet needed to sustain. Organizations must ingrain among its people enormous strength and passion to accept the change initiative through openness and transparent discussion and listening vividly their views, opinions and fears (Sawalha, 2024). Every change initiative must be a step to inspire employees, value them in order to prevent anger and collision at work. A resilient firm must make its people believe that such a transformation is strategically crucial which may bestow magnificent opportunities once unfolded (Hasbi & van Marrewijk, 2024). A personalized response to employees is well needed during this phase. Every change at work must be reflected as a force for growth as well as depicted a force for good. The transformation during a phase of uncertainty and turmoil must be inclusive by understanding well expectation of the people at work and analyzing well the challenges. As organizations embark on this change process it is crucial to put people first and take adequate care of understanding their subtle emotions towards the transformation (Ferrari, 2023). Such a care must be through actively listening to employees, making them skilled enough to face the change well, keeping in view the challenges they might face initially, without forcing them to involve in this head spinning speed of change.

Implications of the Study

While navigating through crisis it is quite evident that organizational resilience can bring in transformation among employees even amidst turmoil enabling them to adapt to disruption and yet remain productive. Ingraining in employees a willingness to bounce back would sweep away every doubt during uncertain times and enable them to address risks with a proactive approach. It would help them encounter challenges boldly and equally deliver greater results. Such an approach would make them mindful, open and agile which is crucial for an organization to thrive. Severe adversities in organizations today might pose acute shocks to its people and their functioning. Thus, building a foundation on organizational resilience can prepare employees to face consequences and transitions with courage, ideas and adaptation. Instilling a cohesive culture at work, expressing positive emotions to manage any unexpected disruption and helping people accept the change as an operational opportunity would optimize stability at workplace. It would eventually promote knowledge, sharing, co-creation, developmental program and innovative practices at work including reconfiguring internal resources (Liu, Cooper, & Tarba, 2019). When employees are empowered to lead despite setbacks, it would help them focus on coping strategies to reverse the adverse situations. Helping employees to aim them to have deeper insights in every situation can clear their paths even in the thick of agony. It is to be understood that resilience solely is not about bouncing back from any crisis but moving forward with proactive capabilities, better relationships at work and involvement. Thus, it is essential to ingrain an ambience of hope, joy, gratitude even amidst disruptive events. It would then infuse a healthier environment for employees to work happier. Employees would be able to start afresh once again and also explore the new world of work with zeal and vigor. Eventually with organizational resilience, employees would tune in to the new episode of work well without collision or grievance. Rather such a resilient approach would eliminate toxicity, trigger inclusivity and improve holistic wellbeing of employees.

Limitation of the Studies and Future Research Directions

The study primarily reflected the theoretical aspects of organizational resilience in fostering wellbeing of employees. An empirical aspect can delve deep into a new perspective of resilience at work and other crucial facets of organizational resilience can be fetched.

Conclusion

The study highlights that the aspects of organizational resilience brings in a stark difference in the wellbeing of employees at times of crisis. As a firm takes a step towards building resilient employees, making them stand firm by sharing positive emotions, encouragement and empowerment, collective long term wellbeing of employee is evident at work. It is to be understood that organizational resilience does not only help an individual to endure great challenges but build in them a strong mindset and make them

an explorer of opportunities amidst bleak situations. This would help companies across globe to rethink about its wellbeing strategies. Resilient employees would make every attempt to learn more about themselves; unleash their inner potentials, stand to overcome hardships and come out strong with a better and smarter perspective rather than make themselves indulge in fear and bitter emotions during uncertainty (Napier, Liu & Liu, 2024). As organizations takes a step towards building resilient people, it would provide them actionable takeaways where every employee would be supported for a purpose and encouraged to foster strong social connection and support even while moving through insurmountable crises. Thus even if employees face the next wave of difficulty, they would break it; recover from it and would sail forward.

References

1. Henricks, M. D., Bednall, T. C., & Kehoe, E. J. (2025). The Distinctiveness and stability of employee attitudes toward change and their relationship with leadership: A Longitudinal Study. *Journal of Change Management*, 25(2), 116–144. <https://doi.org/10.1080/14697017.2025.2467043>
2. Hasbi, M. M., & van Marrewijk, A. (2024). Navigating Tensions in the Organizational Change Process towards Hybrid Workspace. *Journal of Change Management*, 24(4), 275–300. <https://doi.org/10.1080/14697017.2024.2379253>
3. Ferrari, F. (2023). Readiness to Change and Change Recipients' Reactions. An Investigation of the Beneficial Effects of Change Cynicism. *Journal of Change Management*, 24(1), 25–49. <https://doi.org/10.1080/14697017.2023.2281921>
4. Sawalha, L.H. (2024). Correlations between organizational change and resilience. *Continuity & Resilience Review*, 6 (1): 48–59. <https://doi.org/10.1108/CRR-12-2023-0023>
5. Lutgen-Sandvik, P., Riforgiate, S., & Fletcher, C. (2011). Work as a Source of Positive Emotional Experiences and the Discourses Informing Positive Assessment. *Western Journal of Communication*, 75(1), 2–27. <https://doi.org/10.1080/10570314.2010.536963>
6. Harikkala-Laihinien, R. (2022). Managing Positive Change: Emotions and Communication Following Acquisitions. *Journal of Change Management*, 22(4), 373–400. <https://doi.org/10.1080/14697017.2022.2091635>
7. Wall, T., Russell, J. & Moore, N. (2017). Positive emotion in workplace impact: The case of a work-based learning project utilising appreciative inquiry. *Journal of Work-Applied Management*, 9 (2), 129–146. <https://doi.org/10.1108/JWAM-07-2017-0017>
8. Byrne, K.H., & Gustafsson, B. M. (2024). Implementation Study of “Building Resilience,” Including Positive Psychology Interventions and Positive Emotion Regulation Training in Patients with Severe Mental Illness in an Adult Outpatient Psychiatric Mental Health Setting: An Exploratory Clinical Trial. *Behavior Modification*, 48(5-6), 537-560. <https://doi.org/10.1177/01454455241269842>
9. Creon, L. E., & Schermuly, C. C. (2024). Feeling safe to be empowered: Psychological safety and psychological empowerment in threatening work environments. *German Journal of Human Resource Management*, 39(2), 148-176. <https://doi.org/10.1177/23970022241284536>
10. Azam, H., Muhamad, N., & Syazwan Ab Talib, M. (2024). A review of psychological resilience: paving the path for sustainable consumption. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2408436>
11. Aggarwal, S., Singh, L.B. & Srivastava, S. (2024). Psychological empowerment an antecedent to career satisfaction: modeling affective commitment as a mediator and resilience as a moderator. *Kybernetes*. <https://doi.org/10.1108/K-09-2023-1900>
12. Xue, D., Sun, B., Li, W., Li, X. & Xiao, W. (2024). The Relationship between Resiliency, Psychological Empowerment, and Teacher Burnout across Different Genders: A Psychological Network Analysis. *Behavioural Sciences*, 14(10), <https://doi.org/10.3390/bs14100878>
13. Beninger S. & Francis J. N. (2022). [Resources for business resilience in a COVID-19 world: A community-centric approach.](https://doi.org/10.1016/j.bushor.2021.02.048) *Business Horizons*, 65(2), 227-238. <https://doi.org/10.1016/j.bushor.2021.02.048>

14. Mehta, M., Pancholi, G., & Saxena, A. (2024). Organizational resilience and sustainability: A bibliometric analysis. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2023.2294513>
15. Kutsch, E. (2022). *Organizational Resilience: Navigating Paradoxical Tensions*. Routledge: London. <https://doi.org/10.4324/9781003083115>
16. Ben-Hador, B., & Yitshaki, R. (2025). Organizational resilience in turbulent times—social capital as a mechanism for successfully adapting human resources practices that lead to resilience. *The International Journal of Human Resource Management*, 36(9), 1621–1652. <https://doi.org/10.1080/09585192.2025.2470306>
17. Zungu, Z., Laryea, S., & Nkado, R. (2025). A critical literature review on organizational resilience: why current frameworks are insufficient for contracting firms in the construction industry. *International Journal of Construction Management*, 1–12. <https://doi.org/10.1080/15623599.2025.2486649>
18. Liu, Y., Cooper, C. L. & Tarba, S.Y. (2019). Resilience, wellbeing and HRM: a multidisciplinary perspective. *The International Journal of Human Resource Management*, 30(8), 1227–1238. <https://doi.org/10.1080/09585192.2019.1565370>
19. Napier E., Liu S. Y. & Liu J. (2024). *Adaptive strength: Unveiling a multilevel dynamic process model for organizational resilience*. *Journal of Business Research*, 171: 114334. <https://doi.org/10.1016/j.jbusres.2023.114334>
20. Bernuzzi, C., Sommovigo, V., & Setti, I. (2022). The role of resilience in the work-life interface: A systematic review. *WORK*, 73(4), 1147-1165. <https://doi.org/10.3233/WOR-205023>.

