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## LITERATURE REVIEW ON WELL-BEING AND RESILIENCE FROM THE PERSPECTIVE OF HUMAN RESOURCE MANAGEMENT

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### Abstract:

In today's fast-changing economic landscape, businesses must develop strategic approaches to ensure organizational success and staff retention. As digital transformation and AI-driven innovations workplaces, HR departments play a vital role in fostering well-being and resilience through technology-enabled strategies. Well-being and resilience are two fundamental ideas in Human Resource Management (HRM) that improve the performance of both employees and organizations. The present study evaluates the literature on well-being, resilience, and HRM viewpoints through an analysis of 15 peer-reviewed academic papers. The review is structured into two tables: the first presents article details (title, author, journal, and year of publication), while the second summarizes key findings and recommendations. Two primary findings are highlighted in the study: first, a variety of HR management strategies that are intended to improve individual and organizational performance; and second, the identification of well-being and resilience gaps and how HRM measures can address them. Ultimately, the effectiveness of HRM in improving performance depends on the combined efforts of individuals and organizations, as well as the integration of AI-driven innovations.

### Keywords:

Well-being, Resilience, Human Resource Management

## Introduction

Human Resource Management (HRM) is a strategic function within organizations that focuses on maximizing employee performance while aligning workforce objectives with overall business goals. The COVID-19 pandemic has hurt businesses and organizations worldwide in recent years. In today's competitive economic environment, organizations must adopt new ideas and take on more innovative tasks. Developing appropriate procedures and practices is also crucial for enabling employees to learn how to handle evolving work environments.

ASEAN leaders endorsed the 2030 Agenda for Sustainable Development (2030 Agenda) alongside Malaysia and 192 other world leaders. This global commitment to more resilient, inclusive, and sustainable development is embodied in the 17 Sustainable Development Goals (SDGs) (United Nations, 2015). Malaysia realizes the need to raise funds while ensuring that resources such as labour, capacity building, and physical space are organized to realize the SDGs (Johar, E. R., Rosli, N., Mat Khairi, S. M., Shahrudin, S., & Mat Nor, N. (2022). Besides, goal 3 of the SDGs, enhanced health and well-being, is part of the well-being cluster (Economic Planning Unit Prime Minister's Department Malaysia, 2021).

Managing workers is seen as a vital resource for the company since they are intangible assets and unique competitive advantages. For the past few years, organizations have faced many employee-related problems, including job stress resulting from insecure employment and a competitive work climate. Therefore, human resource management must ascertain whether strategy efficiently enhances well-being and resilience regarding ideas such as individual requirements, recognition, and work-life balance initiatives.

Recent studies have shown that HRM practices, such as performance evaluation and training, have a significant and positive impact on organizational performance. For instance, a 2023 study found that 60% of HR leaders surveyed prioritize enhancing their management effectiveness to improve future work settings (Smith, 2023). Moreover, 45% of employees reported experiencing burnout due to the changes implemented by their organization (Smith, 2023).

Well-being and resilience are strategic drivers of performance, as evidenced by meta-analyses (Donald et al., 2020) and organizational research on psychological capital (Luthans et al., 2007). Well-being and resilience have an impact across numerous organizational structures, and the management must provide employees with the resources they need to perform effectively (Bakker & Demerouti, 2017). This aligns with evidence that resource provision such as job redesign and psychological capital, enhances individual and organizational performance (Van Woerkom et al. 2022).

Every work entails challenges and risks. Moreover, employee performance is the ultimate goal of the present study (Aeknarajindawat N., Aswasuntrangkul D., 2020). While discussing performance, it has been suggested that additional research on HRM practices is necessary to address the difficulties (Aeknarajindawat N., Aswasuntrangkul D., 2020). Therefore, HRM's challenge is to establish a balance that enables the organization and its employees to collaborate in the development of productivity and creativity. This can be achieved by fostering well-being and resilience.

The concept of well-being has been widely acknowledged as a national measure of productivity in both developed and developing countries. Under the Eleventh Malaysia Plan (2016–2020), which outlines Malaysia's development target for improving well-being, the government is committed to ensuring the long-term well-being of Malaysians through national social indicators (EPU, 2015). This is further highlighted in the Twelfth Malaysia Plan (2021–2025), which highlights social well-being as one of the five strategic thrusts of the Shared Prosperity Vision (SPV) 2030 (Loheswar and Jun, 2019).

## Method

A comprehensive analysis of well-being and resilience from a Human Resource Management (HRM) perspective was performed by reviewing and evaluating 15 peer-reviewed journal articles. The articles were selected based on their relevance to the themes of well-being and resilience within the context of Human Resource Management. Specific criteria included a focus on psychological well-being, resilience, and related factors such as job performance, work-life balance, and emotional intelligence among employees in various sectors. Further, the review style is a systematic review, which involves a structured and comprehensive approach to identifying, evaluating, and synthesizing the findings from the selected peer-reviewed journal articles. Multiple academic databases, including Scopus, Web of Science, and PubMed, were utilized to ensure a thorough search. These articles are detailed in the tables below. The first table lists the journal articles by title, author, journal, and year of publication. The second table outlines the content of the journal articles, including research objectives, findings, and recommendations.

**Table 1: Article and Journal Categorization**

No.	Article Name	Author(s)	Journal	Year
1.	Relationship between compassion satisfaction and police officer well-being in Malaysia.	Nor Saidi Mohamed Nasir, Ramona Roslan, Mohd Hasrudi Mohd Zain, Che Kamalazizi Muhammad	Journal of Business Innovation.	2024
2.	The Mediating Role of Subjective Well-being in Work Productivity in Malaysia's Healthcare Industry: As an Example of Public Hospitals.	Fang Bai, Dr Tara Ahmed Mohammed	International Journal of Social Science and Education Research.	2024
3.	The Influence of Leader-Member Exchange, Quality Work Life, and Resilience on Employee Performance Through Organizational Citizenship Behavior and Employee Well-Being Case Study: in a Real Estate Company Special Region of Yogyakarta.	Yanto Wibowo, Siti Mujanah, Sumiati	Revista De Gestão Social E Ambiental.	2024
4.	Relationship between mindfulness, resilience, work-family conflict and job	Cheah, Jie Min and Lott, Sin Yee and Teoh, Yi Wen	Final Year Project / Dissertation /	2023

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|     | performance among working adults in Malaysia.   |  | Thesis (Final Year Project)   |      |
| 5.  | The Relationship between Job Insecurity and Psychological Well-Being among Malaysian Precarious Workers: Work-Life Balance as a Mediator. | Nurul Iman Abdul Jalil, S. Tan, Nur Shakila Ibharim, Anisah Zainab Musa, Siew Hui Ang, Wustari L Mangundjaya   | International Journal of Environmental Research and Public Health                 | 2023 |
| 6.  | The Impact of Emotional Intelligence on Work-Life Balance and Job Performance Among Malaysian Employees.                                  | Vikneswari Nair, S. Sinniah, Zafir Khan Mohamed Makhbul, Mohd Fairuz Md. Salleh, Mara Ridhuan Che Abdul Rahman | Journal of Law and Sustainable Development  | 2023 |
| 7.  | Psychological Wellbeing Among Teachers in Malaysia: The Relationship Between Burnout, Resilience and School Factor.                       | Nur Izzati Mat Zin, Rose Manisah Sulong, Z. Zainudin   | International Journal of Academic Research in Business and Social Sciences        | 2023 |
| 8.  | The Relationship Between Civil Pilots' Resilience, Psychological Well-being and Work Performance.   | Chian-Fang G. Cherngab, Jenn-Sing Sherc, Hsin Chuc, Lung Yud   | Transportation Research Procedia  | 2022 |
| 9.  | Self-compassion and psychological well-being among Malaysian counsellors: The mediating role of resilience.                               | Siok Ping Voon, Poh Li Lau, Kwan Eu Leong, Jas Laile Suzana Jaafar   | Asia-Pacific Education Researcher   | 2022 |
| 10. | The Impact of Self-Efficacy and Social Support Towards Resilience Among Malaysian Working Adults During COVID-19 Pandemic.                | Vadivel, V., Nainee, S., Arumugam, P., & Anbalagan, S.   | Journal of Techno-Social  | 2022 |
| 11. | Examining the Predictors of Resilience and Work Engagement during the COVID-19 Pandemic.  | A. O. Ojo, Olawole Fawehinmi, M. Yusliza   | Journal of Sustainability   | 2021 |
| 12. | Factors influencing psychological well-being and gender among private financial sector employees in Malaysia.                             | Mohamad Ibrani Shahrmin, Adam Assim, Agilan Munusamy, Yasmin Yaacob, Salina Janis                              | International Journal of Academic Research in Progressive Education & Development | 2021 |
| 13. | Self-Efficacy and Workplace Well-Being: Understanding   | Rabindra Kumar, NP Panigraphy  | Sage Journal  | 2021 |

the Role of Resilience in Manufacturing Organizations.

14.	Role of Wellbeing-Oriented HRM Practices towards the Employee Performance: Mediating Role of Employee Resilience and Social Climate.	Natnaporn Aeknarajindawat, Nattachai Aeknarajindawat, Damkerng Aswasuntrangkul	Systematic Review in Pharmacy	2020
15.	The Influence of Resilience on Psychological Well-Being of Malaysian University Undergraduates.	Izazol Idris, Ahmad Zamri Khairani & Hasni Shamsuddin	International Journal of Higher Education	2019

**Table 2: Article Categories by Topic**

No.	Article Name	Objectives	Findings	Recommendation
1.	Relationship between compassion satisfaction and police officer well-being in Malaysia.	To examine the relationship between compassion satisfaction (CS) and the overall well-being (WB) of police officers in Malaysia.	A positive correlation was found between compassion satisfaction and overall well-being, as well as with all PERMA domains.	Investigate how compassion satisfaction and well-being correlations vary across different law enforcement roles, ranks, or departments, including urban versus rural police settings.  Extend the research to other high-stress professions, such as healthcare workers, firefighters, or military personnel, to validate and compare findings.
2.	The Mediating Role of Subjective Well-being in Work Productivity in Malaysia's Healthcare Industry: As an Example of Public Hospitals.	To examine the factors influencing work performance among nurses in Malaysia's public healthcare sector.	Workload and working hours significantly impact nurses' subjective well-being.  Subjective well-being directly influences nurses' job performance and, by extension, the quality of patient care.	Future research should include a larger sample size, covering more hospitals across different regions in Malaysia.  Investigate additional factors influencing nurses' subjective well-being and productivity, such as cultural, organizational, and technological aspects.
3.	The Influence of Leader-Member	To examine the influence of	LMX and QWL positively influence	Future studies could examine the

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|    | Exchange, Quality Work Life, and Resilience on Employee Performance Through Organizational Citizenship Behavior and Employee Well-Being Case Study: in a Real Estate Company Special Region of Yogyakarta. | Leader-Member Exchange (LMX), Quality of Work Life (QWL), and Resilience on employee performance in real estate companies in the Special Region of Yogyakarta.       | Organizational Citizenship Behavior (OCB) and Employee Well-being.   | relationships between LMX, QWL, resilience, and employee performance in industries beyond real estate, such as manufacturing, healthcare, or technology, to assess whether the findings are consistent across different contexts.   |
| 4. | Relationship between mindfulness, resilience, work-family conflict, and job performance among working adults in Malaysia.  | To study the relationship between resilience, work-family conflict, and mindfulness towards job performance among working adults in Malaysia.                        | Mindfulness significantly & positively correlated with job performance, whereas work-family conflict significantly and negatively correlated with job performance.                         | Use various data collection techniques.<br><br>Longitudinal research design should be carried out   |
| 5. | The Relationship between Job Insecurity and Psychological Well-Being among Malaysian Precarious Workers: Work-Life Balance as a Mediator.  | To examine the mediating role of work-life balance in the relationship between job insecurity and psychological well-being (PWB) among Malaysian precarious workers. | Precarious workers with high job insecurity reported poorer work-life balance and lower psychological well-being.<br><br>Work-life balance positively influenced psychological well-being. | Conduct in-depth qualitative studies to understand the dynamics of work-life balance.<br><br>Investigate other potential moderating or mediating variables in different contexts, such as cultural factors or job-demand resources. |
| 6. | The Impact of Emotional Intelligence on Work-Life Balance and Job  | To explore the relationship between emotional intelligence (EI), work-life balance   | Explore the relationship between emotional intelligence, work-life balance, and job  | Expand studies across diverse industries and organizational contexts in Malaysia to enhance   |



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| Performance Among Malaysian Employees.   | (WLB), and job performance (JP) among Malaysian employees.  | performance among Malaysian employees.  | the generalizability of the findings.   |
|  |   |   | Explore potential moderators or mediators, such as cultural or demographic factors, to understand their impact.   |
|  |   |   | Investigate long-term impacts of WLB initiatives on employee well-being and organizational success.   |
| 7. Psychological Wellbeing Among Teachers in Malaysia: The Relationship Between Burnout, Resilience and School Factor. | To identify the levels of teacher psychological well-being, burnout, resilience, and school culture in Malaysia.              | Teachers in Malaysia reported a high level of psychological well-being (mean = 4.03).<br><br>Resilience was the sole significant predictor of psychological well-being, accounting for 34.1% of the variance. | Conduct qualitative studies to gain deeper insights into the dynamics of psychological well-being and its influencing factors.  |
| 8. The Relationship Between Civil Pilots' Resilience, Psychological Well-being, and Work Performance.                  | To study the relationship between resilience, and PWB towards work performance.   | Pilots' resilience is indeed positively correlated with psychological well-being and work performance.  | To develop targeted resilience enhancement programs that consider differences in pilots' age, education, and flight training background to optimize their performance and well-being. |
| 9. Self-compassion & psychological well-being among Malaysian counsellors: The mediating role of resilience.           | To investigate the associations between self-compassion, resilience, and psychological well-being among Malaysian counselors. | Self-compassion is positively related to counsellors' resilience and psychological well-being.  | Future research should consider using mixed methods, combining quantitative and qualitative approaches.   |
|  |   |   | Explore these relationships in other cultural or regional contexts to examine whether the findings  |

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|     |  |  |   | hold universally or vary across different groups.   |
|     |  |  |   | Future studies should include more balanced sampling across all Malaysian states to improve representativeness.   |
| 10. | The Impact of Self-Efficacy and Social Support Towards Resilience Among Malaysian Working Adults During COVID-19 Pandemic. | Examine the relationship between self-efficacy, perceived social support, and resilience among Malaysian working adults during the COVID-19 pandemic.                        | There is a significant positive relationship between self-efficacy and resilience, with self-efficacy being the strongest predictor of resilience among working adults.   | Conducting longitudinal research would provide a more comprehensive understanding of resilience.  |
| 11. | Examining the Predictors of Resilience and Work Engagement during the COVID-19 Pandemic.                                   | To investigate job, social, and personal resources underlying employees' resilience, and the impact of resilience in stimulating job engagement during COVID-19 pandemic.    | Self-efficacy, facilitating conditions, and family and friends' support significantly influence employees' resilience.<br><br>Supervisor support did not significantly impact resilience during the COVID-19 pandemic.                      | To extend COR theory by examining sectoral differences in employees' resilience factors.<br><br>To investigate the mediating influence of resilience between transformational leadership and work engagement amid the COVID-19 pandemic.          |
| 12. | Factors influencing psychological well-being and gender among private financial sector employees in Malaysia.              | To examine the impact of coping strategies on the relationship between psychological hardiness, well-being, and gender among private financial sector employees in Malaysia. | A significant positive correlation exists between psychological hardiness and psychological well-being.<br><br>No significant differences were observed between males and females in terms of psychological hardiness or coping strategies. | Investigate other potential moderators, such as workplace policies or organizational culture, in the relationship between hardiness and well-being.<br><br>Expand the study to include other employment sectors and larger, more diverse samples. |
| 13. | Self-Efficacy and Workplace Well-Being: Understanding the  | Analyze the relationship between self-efficacy and   | A strong positive relationship exists between self-efficacy and   | Future research should include larger, more diverse populations across different  |



	Role of Resilience in Manufacturing Organizations.	resilience to promote workplace well-being.	workplace well-being.	Male executives scored higher on workplace well-being than female executives.	industries and regions to enhance the generalizability of findings.
14.	Role of well-being-oriented HRM practices towards the employee performance: Mediating Role of Employee Resilience and Social Climate.	To study the influence of well-being-oriented HRM practices on employee performance. The role of employee resilience and social climate as a mediator.	Social climate is a significant mediator for the relationship between well-being-oriented HRM practices and employee performance.	There is a need to consider a new approach the HRM practices with regard to well-being or enhancing performance.	
15.	The Influence of Resilience on Psychological Well-Being of Malaysian University Undergraduates.	To investigate the influence of resilience on the psychological well-being of university undergraduates.	Resilience is a significant predictor and explains a 48.2% variance in psychological well-being.	Conduct empirical research within the Malaysian context to explore the relationship between resilience and mental health among university undergraduates.	

## Findings and Discussion

HRM practices are being explored in detail across cultures and have received much attention throughout the years. The service industry, healthcare, banking, pharmaceuticals, and higher learning institutions have seen a recent shift in significance (Rutger Blom et al, 2020).

Current trends in well-being and resilience, particularly in Malaysia, indicate a growing emphasis on mental health support, flexible work arrangements, and digital well-being initiatives. In order to improve workplace resilience, organizations are increasingly implementing comprehensive HRM strategies that place a high priority on employee assistance programs, stress management courses, and emotional intelligence (Che Mustafa, M., Ayob, A., & Abdullah, N. 2025).

Additionally, sector-specific interventions, especially in high-stress industries like healthcare, education, and aviation, are becoming more prevalent. In order to create a workforce that is more flexible, engaged, and prepared for the future, future trends are anticipated to incorporate AI-driven HRM strategies, customized employee wellness initiatives, and improved remote work policies (Ibrahim et al., 2020). Here are the key results and discussion that can be highlighted.

First, in the field of HRM, well-being, and resilience are key strategic ideas that act as crucial catalysts for improving individual and organizational performance (Ibrahim et al., 2020). Employee productivity, job happiness, and contribution to the workplace are all strongly impacted by physical, mental, and emotional well-being. On the other hand, resilience describes a person's capacity to adjust in the face of difficulties and unknown. Combined, these components provide a strong foundation that helps workers function well even in demanding and changing work settings.

Second, it has been demonstrated that Human Resource Management (HRM) techniques improve employee happiness and performance, highlighting the need for a strategic workforce management approach (Merdiaty et al., 2021). Social support in the workplace strengthens resilience by giving workers a network of support and encouragement when things get tough. Strong bonds between team members and leaders encourage trust, and a feeling of community, making the function of leader-member exchange (LMX) equally important (Y. Wibowo et al., 2024). Additionally, those who engage in organizational citizenship behaviour (OCB), improve their own and the group's well-being.

Third, based on the review, sector-specific research on well-being and resilience offers important insights into the demands and problems that professional groups experience. Research on Malaysian teachers, police officers, aviation, and healthcare professionals has shown how critical it is to address certain aspects to improve well-being and resilience. Organizations may promote well-being and resilience by addressing these specific variables, which will improve performance and work satisfaction in a variety of industries.

Considering the comprehensive review of HRM practices, it is evident that well-being and resilience are essential components for fostering a productive and satisfied workforce. From the author's perspective, the integration of these elements into HRM strategies is important for the sustainable growth of any organization (Merdiaty et al, 2021). The emphasis on mental, emotional, and physical aligns with the growing recognition that employees are the backbone of organizational success.

When employees feel supported and valued, their productivity and job satisfaction naturally increase, leading to a more harmonious and efficient workplace. In support of this, Bhoir and Sinha (2024) conducted a systematic literature review to examine the relationship between HRM practices and employee well-being. They discovered that HRM initiatives enhance employee well-being and proposed a framework for essential well-being HRM practices.

Moreover, resilience equips employees with the ability to navigate challenges and uncertainties, which is particularly crucial in today's rapidly changing work environments. However, the identified research gaps highlight areas that require further exploration. Longitudinal studies on the long-term impacts of HRM strategies are necessary to understand their effects on employee well-being and resilience.

Furthermore, cross-industry comparisons can offer valuable insights into effective HRM practices. The impact of digital transformation and remote work on employee resilience is another critical area that warrants attention.

As the workplace continues to grow, understanding how digital tools and virtual environments affect employee well-being will be key to developing modern HR practices that support a diverse workforce.

Finally, considering demographics, emotional intelligence, and personality traits can offer more understanding of how employees respond to HRM initiatives. This holistic approach will enable organizations to tailor their strategies to meet the unique needs of their workforce, ultimately promoting both individual and organizational success. Research on Resilience, Well-being, and HRM: A Multidisciplinary Perspective also supports the review's conclusions, emphasizing the importance of a holistic approach to understanding resilience and well-being in various contexts. In summary, it is necessary to incorporate well-being and resilience into HRM procedures. By addressing the identified research gaps and considering the diverse factors that influence employee outcomes, organizations can create a supportive and resilient workforce capable of thriving in any environment.

### Conclusion

The literature review emphasizes the importance of well-being and resilience as strategic components of HRM to improve performance on an individual and organizational level. These ideas are influenced by several HRM tactics, including work-life balance programs, emotional intelligence training, and well-being-oriented practices, which have been shown to have a beneficial impact on employee productivity. There are still several research gaps in understanding the connection between HRM practices and employee outcomes. Ultimately, integrating well-being and resilience in HRM not only improves organizational performance but also supports objectives, including the Sustainable Development Goals (SDGs), which emphasize the concepts for achieving sustainable growth and well-being. The findings of this review have important practical applications for business leaders, policymakers, and HR professionals. In addition, these tactics can improve employee retention, reduce turnover, and foster an innovative and flexible culture, all of which are critical for businesses operating in a fast-paced business environment.

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