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## Organizational Supports Influencing High Performance Work Behaviour and Organizational Resilience

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### Abstract

In light of the crisis situations over the world, high performance work behaviour and resilience of organizations has become an increasingly important issue. Surprisingly, there has been little attempt to synthesize organizational supports influencing the efficacy of high performance work behaviour and organizational resilience. Therefore, the purpose of this study is to provide a systematic literature review of organizational supports that drives high performance work behaviour and organizational resilience by applying Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) selection criteria. 141 articles and publications generated from academic databases were reviewed and 19 drivers were identified. Any definite conclusions concerning the most effective support that fosters high performance work behaviour and organizational resilience could not be validated due to a lack of consistency and execution. Thus, future research should comparatively analyze each driver to determine which has the greatest effect on the development of high performance work behaviour and organizational resilience.

**Keywords:** Organizational Support, High Performance Work Behaviour, Organizational Resilience, Systematic Literature Review, Human Resource, Human Development, Management

### Introduction

Modern businesses face numerous unprecedented challenges and stiff competitions in which they either survive or fail (Hasan et al., 2021). Organizations must be ready to change while ensuring the sustainability of their products, systems, and strategy in terms of dealing with the ever volatile and hostile environment (Rela et al., 2020). Prior to the coronavirus disease (COVID-19), many firms were extremely focused on productivity as they attempt to drive

business by establishing very clear, sometimes even rigorous processes, and human resources were expected to comply with strict standards (Rela et al., 2022). However, what can be seen at this unusual change transformation is that this efficiency has actually become vulnerable, and leaving organizations susceptible to dealing with change (Balasubramanian et al., 2020).

For example, the pandemic COVID-19 outbreak in early 2020 has caused huge hurdles for enterprises all across the world, prompting them to immediately revamp their operations (Amin & Saeed, 2020). Due to staffing constraints, activities were interrupted, and workers' psychological well-being were seriously affected (Dubey et al., 2020). Furthermore, the lack of clearly defined current norms made it difficult for professionals to work as rapidly and effectively as they desired (Juvet et al., 2021). Taking heed of this experience, businesses nowadays must immediately coordinate their resources, personnel, and working environments to place an emphasis on cultivating high performance work behaviour and resilience so that business would have flexibility to adjust quickly to dynamic scenarios.

Nevertheless, if a company intends to be more resistant, it can do so (Seville, 2017, p.2). The literature on high performance and organizational resilience is not exhaustive, as a large part of it has focused on concepts and principles (Bhamra et al., 2011). Therefore, during a crisis like the current pandemic, there is a lack of a precise framework to deal with the impasse. External forces such as organizational support have the ability to influence high performance work behaviour and resilience; however, these factors are rarely discussed. Given the inherent variation in both aspects, it is vital that these initiatives be summarized to provide further understanding about strategies that can be taken to sustain employees' high performance and organizational resilience. Thus, the goal of this paper is to offer a systematic overview of organizational supports that enhance high performance work behaviour and organizational resilience in order to steer an organization for long-term success.

## **Literature Review**

### ***Organizational Supports***

Research investigating the exchange connection between organizations and employees has shown that organizations that showed a high degree of investment and dedication in their workforce reap the benefits of improved levels of employees' job performance. Interestingly, instrumental, social, and psychological assistance are all aided through organisational support (Kim et al., 2007). Such studies can be understood in the context of social exchange theories (Blau, 1964), which contend that when an individual performs a service for another, he/she is hoping and believing to receive something in return in the future. The social exchange relationship among organizations and their employees has been explained by a number of mechanisms, but ideas of "perceived organisational support" and "psychological contract" have become more prevalent in this regard (Tomprou & Lee, 2022).

Employees create an overall view of how well the organization views their contributions and concerns about their well-being (Eisenberger & Stinglhamber, 2011; Rockstuhl et al., 2020). The significant function of perceived organisational support in garnering positive work attitudes and increasing desired response has been supported by meta-analytical research (Kurtessis et al., 2017). This argument relies on the reciprocity norm (Gouldner, 1960), which asserts that employees are more likely to devote their efforts in companies that can meet their expectations (Eisenberger et al., 2004). Several factors enhance perceived organisational

support, including attractive working conditions, leadership and employee assistance, involvement in decision-making, fairness, possibilities for advancement, and fault tolerance (Kurtessis et al., 2017; Wang et al., 2020).

### ***High Performance Work Behaviour***

Crant (2000) refers to proactive behavior as “taking initiative in improving current circumstances; it involves challenging the status quo rather than passively adapting present conditions” (p. 436). Frese et al (1996) concept of personal initiative has a similar focus, being defined as behavior that is self-starting (doing something without being told or without an explicit role requirement), proactive (having a long-term focus and anticipating future problems or opportunities), and persistent (overcoming barriers to bring about change). Executing individual efforts is vital to improving organizational performance and will be fruitful to the organization (Ong & Tan, 2022). Traditionally, job performance has been defined as the part of a job that contributes to making an organization's products (Campbell et al., 1993). These scholars consider job performance to be one-dimensional (Pearce & Porter, 1986). Throughout the years, job performance was conceptualized as multi-dimensional. For instance, Borman and Motowidlo (1993) argued that performance could be categorized into two-dimensional constructs, namely task performance and contextual performance.

Task performance entails role-specific activities which employees execute in exchange for remuneration and clearly expresses the goal leading to improved performance and completion of work, thus enhancing proficiency (Rosdi et al., 2020). Alternatively, contextual performance implies duties outside the scope of an employee's job description such as working passionately, cooperating with colleagues, adhering to regulations, as well as supporting the organization's aims (Borman & Motowidlo, 1993). It also includes activities that promote social and psychological growth, such as aiding others in accomplishing a task or recommending improvement to a procedure (Van Scotter et al., 2000). Taken together, high performance work behavior can be referred to as an excellent action performed to meet the objectives and requirements of a job that consist of observable (physical) and unobservable (mental) components, and can include the performance of one or more tasks.

### ***Resilience and Organizational Resilience***

The concept of resilience originally came from the natural sciences field of study, where it refers to the ability of a physical system to return to its original form after a disturbance (Norris et al., 2008). The concept was subsequently applied to the ecological sciences, where it has been used to refer to an ecosystem's ability to absorb shock while maintaining its function (Holling, 1973; Folke, 2006). Later implementations of resilience generated a fresh outlook on resilience, which entails the modification and transformation of systems through the formation of new frameworks such as rules, procedures, and workplace culture that enable companies to continue functioning in the face of adversity (Pickett et al., 2004).

Organizational resilience is a complex and sociotechnical concept that tackles how organisations adapt to changing circumstances in the workplace (Lee et al., 2013). It can be regarded as an organization's capacity to withstand and function well in the face of difficulties (Vogus & Sutcliffe, 2007). Organizational resilience can also be characterized as having a positive transition in difficult circumstances so that the organisation emerges tougher and

more versatile (Vogus & Sutcliffe, 2007, p. 3418), capable of anticipating and adjusting to unpredictable events (Lengnick-Hall, Beck & Lengnick-Hall, 2011; Lee et al., 2013; Linnenlücke, 2017; Koronis & Ponis, 2018). In summary, a resilient organisation is one that has the ability to effectively absorb transformative activity, develop specific responses to it, and engage in transformative activity to capitalize on disruptive surprises that may threaten the organization's survival (Brusset & Teller, 2017).

## Material and Methods

### *Identification*

The study adopted the systematic literature review (SLR) approach consisting of three primary phases in choosing many suitable papers to achieve the research goal. The first stage was to identify keywords and related, and comparable terms based on past research. Accordingly, after all relevant keywords had been determined, the second stage was to create search strings in the Scopus and Web Of Science databases (see Table 1). At this stage, 171 papers from both databases were successfully researched in the present research work.

Table 1

### *The search string*

Database	Search String
Scopus	TITLE-ABS-KEY ( organi?ational AND resilien* AND organi?ational AND support AND JOB PERFORMANCE) AND ( LIMIT-TO ( OA , "all" ) ) AND ( LIMIT-TO ( PUBYEAR , 2022 ) OR LIMIT-TO ( PUBYEAR , 2021 ) OR LIMIT-TO ( PUBYEAR , 2020 ) OR LIMIT-TO ( PUBYEAR , 2019 ) OR LIMIT-TO ( PUBYEAR , 2018 ) ) AND ( LIMIT-TO ( DOCTYPE , "ar" ) ) AND ( LIMIT-TO ( SUBJAREA , "SOCI" ) OR LIMIT-TO ( SUBJAREA , "BUSI" ) OR LIMIT-TO ( SUBJAREA , "PSYC" ) OR LIMIT-TO ( SUBJAREA , "DECI" ) ) AND ( LIMIT-TO ( LANGUAGE , "English" ) )
Web of Science	NOT Publication Years: 1991 or 1992 or 1994 or 1993 or 1997 or 1998 or 2000 or 2002 or 2012 or 2011 or 2010 or 2009 or 2008 or 2007 or 2006 or 2005 or 2004 or 2003 or 2013 or 2014 NOT Document Types: Proceedings Papers or Early Access or Book Chapters or Editorial Materials or Corrections or Data Papers or Meeting Abstracts Web of Science Categories: Management or Public Environmental Occupational Health or Psychology Applied or Psychology Multidisciplinary or Social Sciences Interdisciplinary or Psychology Developmental or Social Issues or Sociology or Public Administration or Psychology Clinical or Psychology or Psychology Social or Humanities Multidisciplinary or Psychology Educational Search within all fields: Organi?ational Resilience Search within all fields: "Organi?ational Resilien*" job performance AND organi?ation* support (All Fields)

**Eligibility**

For the third step, known as eligibility, a total of 141 articles have been prepared. All articles' titles and key content were thoroughly reviewed at this stage to ensure that the inclusion requirements were fulfilled and fit into the present study with the current research aims. Finally, 19 articles are available for review (see Table 2).

Table 2

*The selection criterion in searching*

Criterion	Inclusion	Exclusion
Language	English	Non-English
Time line	2018 - 2022	< 2018
Literature type	Journal (only research articles)	Journal (book chapter, conference proceeding)
Subject Area	Management, Environmental Science, Social Science, Psychology, Decision Sciences	Medicine, Engineering, Nursing, Environmental Science, Computer Science, Economics

**Result and Discussion**

When organisations are subjected to severe conditions, the concept of organisational resilience can be articulated as a trait or effect (Carden, Maldonado & O. Boyd, 2018). Providing several internal and external factors supporting organisational resilience and identifying these determinants of resilience can help managers to understand how better performing organisations can be created (Fraser et al., 1999, p.136). In addition, resilience intervention studies have shown to increase the organization' profitability (Pipe et al., 2012), and observable behavioural performance (Arnetz et al., 2009). Meanwhile, work-based resilience support treatments can be designed to safeguard and retain employees' well-being and performance in the midst of suffering situations (Robertson et al., 2015); in which, these would certainly benefit both employees and their businesses.

### PRISMA Flow Chart

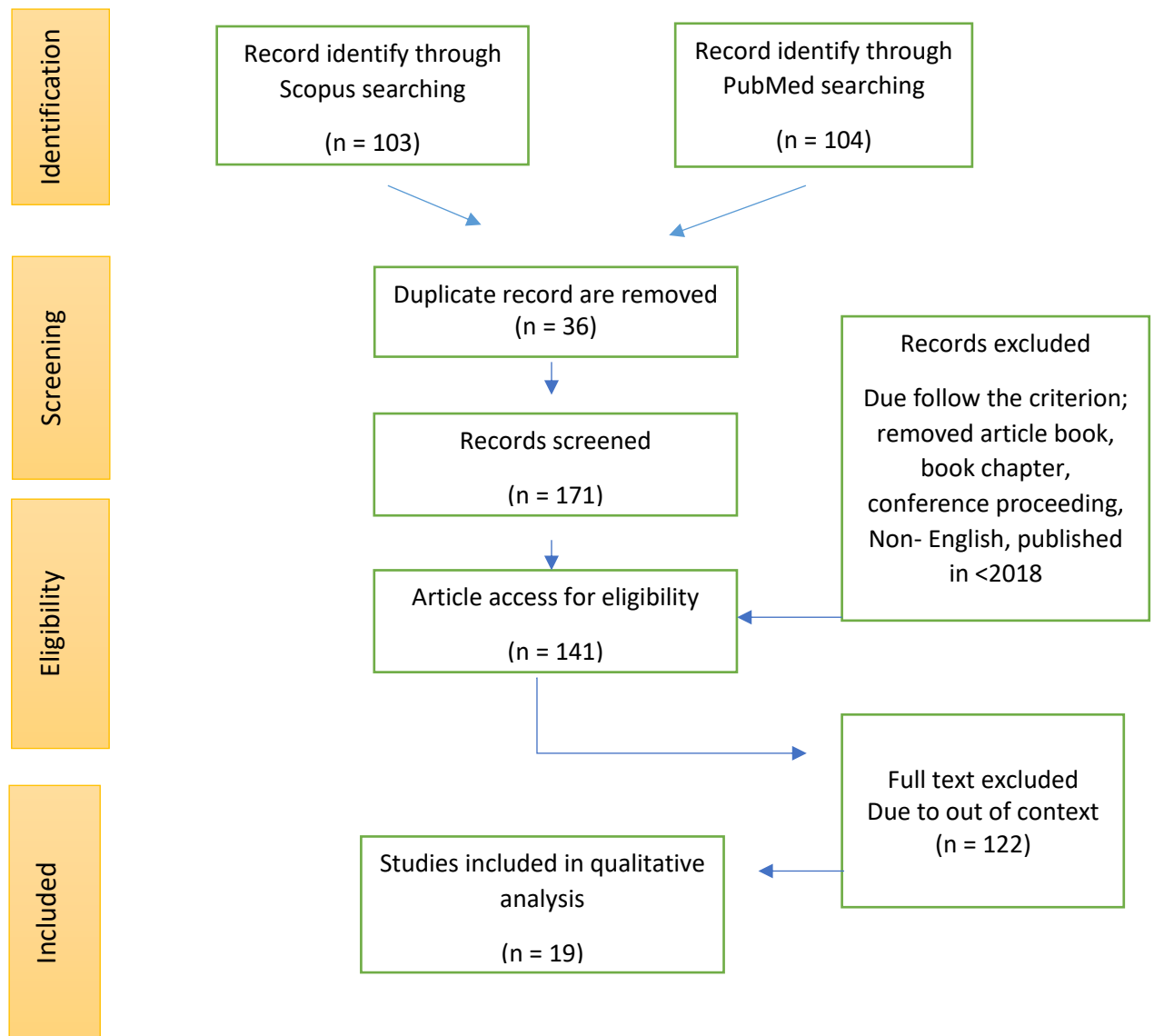


Figure 1: Flow diagram of the proposed searching study (Moher, Liberati, Tetzlaff & Altman, 2009)

Therefore, based on the searching technique to achieve the research goal, a number of 19 articles were extracted and analysed to conclude findings of organizational support (see Figure 1). All articles were screened for their proposed organizational support that would enhance organizational resilience (Refer Table 3). Numerous work behaviour and resilience drivers are characterized by a variety of terms, but they all correspond to social and cultural aspects that are frequently used to develop measures for assessing both drivers. Therefore, organizational support that could cultivate high performance work behaviour and strengthen the organization's resilience are discussed further.

Table 3

*The research article finding based on the proposed searching criterion*

Num.	Author	Journal	Title	Scopus	WoS	Remarks
1	Atalay et al	(2022). Argumenta Oeconomica	Effect of perceived organizational support and organizational trust on young academics' organizational commitment.	/		Perceived Organizational Support
2	Stachowiak & Pawłyszyn	(2021) Sustainability	From Fragility through Agility to Resilience: The Role of Sustainable Improvement in Increasing Organizational Maturity	/	/	Organizational Maturity
3	Cantante-Rodrigues et al	(2021) Psychological Studies	The Association Between Resilience and Performance: the Mediating Role of Workers' Well-being		/	Employee Wellbeing and Work Engagement
4	Juvel et al	(2021) Safety Science	Adapting to the unexpected: Problematic work situations and resilience strategies in healthcare institutions during the COVID-19 pandemic's first wave	/		Anticipatory Strategies
5	Koehorst et al	(2021). SAGE Open	A Systematic Literature Review of Organizational Factors Influencing 21st-Century Skills.		/	Social Support
6	Neumann et al	(2021) Sustainability	Patterns for Resilient Value Creation: Perspective of the German Electrical Industry during the COVID-19 Pandemic	/	/	Resilient Value Creation
7	Shahbaz & Sajjad	(2020). Corporate Governance: The International Journal of Business in Society	Integrating management control systems, mindfulness and sustainability: an occupational health and safety perspective.		/	Mindfulness Training
8	Zabłocka-Kluczka & Sałamacha	(2020) Engineering Management in Production and Services	Moderating role of corporate reputation in the influence of external support on organisational resilience and performance	/		Corporate Reputation
9	Budworth et al	(2019). Journal of Management Development	Beyond feedback: understanding how feedforward can support employee development.		/	Feedforward Interview
10	Hur et al	(2019) Current Psychology	The Role of Job Crafting and Perceived Organizational Support in the Link between	/		Job Crafting Initiatives



Num.	Author	Journal	Title	Scopus	WoS	Remarks
			Employees' CSR Perceptions and Job Performance: A Moderated Mediation Model.			
11	Kinman et al	(2019). The British Journal of Social Work	'It's My Secret Space': The Benefits of Mindfulness for Social Workers.	/		Mindfulness Training
12	Knight et al	(2019). European Journal of Work and Organizational Psychology	Work engagement interventions can be effective: a systematic review.		/	Work Engagement Interventions
13	Ott-Holland et al	(2019). Journal of occupational health psychology	Examining wellness programs over time: Predicting participation and workplace outcomes.	/		Wellness Program
14	Andersson et al	(2019) Scandinavian Journal of Management	Building traits for organizational resilience through balancing organizational structures		/	Balancing Organizational Structure
15	Bouaziz & Hachicha (2018)	(2018) Journal of Management Development	Strategic human resource management practices and organizational resilience	/		SHRM practices
16	Flandin et al	(2018) Development and Learning in Organizations: An International Journal	Improving resilience in high-risk organizations: principles for the design of innovative training situations	/		Employee Training & Development
17	Koronis & Ponis	(2012) The Journal of Applied Business Research	Introducing Corporate Reputation Continuity To Support Organizational Resilience Against Crises	/		Corporate Reputation Continuity
18	Ybarra	(2010) JPNN Journal	Hurricane Harvey: One Hospital's Journey Toward Organizational Resilience	/		Leadership
19	McDaniels et al	(2008) Global Environmental Change 18	Fostering resilience to extreme events within infrastructure systems: Characterizing decision contexts for mitigation and adaptation	/		Decision Making

### **Organizational Maturity**

Maturity is "the state of being complete, perfect or ready" (Kolla, Minufekr & Plapper, 2019) which is a positive social value (Anderson & Jessen, 2003). Maturity is a changing or evolving occurrence, and the process of maturation is associated with acquiring capabilities and being prepared for specific responsibilities (Alonso et al., 2010). Maturity is reached with time,

however, time is not the main determinant of the process of maturation (Stachowiak & Pawyszyn, 2021), and other factors must also be presented.

A precise process is required for a human organisation to be able to consistently and regularly achieve its objectives in a cost-effective manner (Ali et al., 2021). The more these processes are defined, the more mature the organisation becomes. After the processes have been defined, the company can work to enhance them, improve quality, reduce costs, cut processing times, and become more mature. Organizational maturity is an assessment of a company's preparedness and competency as demonstrated by its people, processes, data, and technologies, as well as the consistent assessment methods that go with it. Maturity can apply both to agility and resilience in today's changing business environment. An institution that has reached the maturity level will be able to discern its weaknesses and react to rapidly changing economic situations via proper planning, which is especially critical in light of recent world events.

### ***Employee Wellbeing and Work Engagement Intervention***

Employee wellbeing is a living entity that goes through various changes over time. It's affected by several physical, psychological and social dimensions that determine whether a work community is in fact in the state of a high or a low wellbeing. It is a key issue companies should strive to address. This is because the physical and mental state of the employees is directly linked to productivity, motivation and engagement within the company. Therefore, employees that are healthier, perform better at work (Page & Vella-Brodrick, 2013). Thus, it stands to reason that having high levels of employee wellbeing is in the best interest of both employees and organisations (Harter et al., 2003).

Knight, Patterson & Dawson (2017) concludes that work engagement interventions can be successful and can be categorized into four types: (i) personal resource building; (ii) job resource building; (iii) leadership training; and (iv) health promotion. Knight, Patterson and Dawson (2019) also came to the conclusion that job crafting treatments and health promotion interventions, including mindfulness in particular, were the most successful. Work engagement is a beneficial quality of employee well-being in the workplace, according to the research. This satisfying state of mind is characterised by force, devotion, and engagement. As a result, motivated employees are believed to be more and more involved, devoted to the company, and motivated to deliver their finest work (Beek et al., 2012).

By developing a robust support structure among employees, companies provide incentive and space for people to overcome their limits. When faced with setbacks, employees can build a stronger level of resilience in a company wherein they experience security and feel comfortable, since they will hardly be lonely and thus, be more devoted to their daily activities. Finally, when companies implement employee wellbeing efforts to support and build more resilient employees, employees become more engaged in their daily activities and show more energy and dedication to one's jobs, likely to result in an even more positive and productive working population that adds value to organizational resilience.

### ***Anticipatory Strategies***

Anticipatory capacities refer to the features and functionality that enable businesses to detect and manage vulnerabilities as well as anticipate and respond to possible shocks before they

occur (Barbera et al., 2017). Individual and group initiatives have been shown to be important in dealing with adversity, managing workflow, and adjusting operations to actual realities in previous studies (Back et al., 2017; Caroly & Barcellini, 2015). Researchers reported that institutions and management were mostly responsible for anticipatory tactics. To promote employee adaptability, reprioritize tasks, interprofessional collaboration, and network cooperation, collective, bottom-up resilience strategies should be introduced to the organisation after the start of a crisis. The tendency to withstand shocks without changing structure or function, the ability to make incremental changes to the existing function and structure without changing underlying principles, culture, or beliefs, and the capacity to manage, absorb, and react to shocks are all examples of coping capacities that become visible through coping actions during times of disruption. The interaction of ecological elements and structural supports throughout time results in coping capacities (Bracci and Tallaki, 2021).

When confronted with a tragedy of extraordinary proportions, businesses must devise methods such as rearranging tasks, services, and work spaces in order to survive. Team approaches should be designed at the collective level. Primarily, management must use preemptive steps (such as giving out information, interacting, coaching, and empowering employees) and foster cross-disciplinary partnerships. During the last pandemic, for instance, news was sent by frequent emails, institutional intranets, and safety precautions or protocols were implemented. Employees developed jointly adaptive mechanisms such as peer help and resilience techniques are used by institutions, teams, and employees to predict, assess, adjust to, and learn from challenging events (Hollnagel, 2018; Anderson et al., 2020).

### ***Resilient Value Creation***

The operational environment for businesses is changing, whether it's due to new power generation, technological advancements, new business models, shifting demographics, hyper-transparency, or increased geopolitical unpredictability. It is believed that the ideal answer to this predicament is to build a brand new approach to create business plan and creating value. Resilient value creation is defined as the ability, capacity, or capability of value creation systems, including their stakeholders, to return to a competitive state by anticipating, responding to, and recovering from internal or external, known or unknown disturbances (Vogus and Sutcliffe, 2007; Ruiz-Martin et al., 2018).

Value, as well as value creation priorities, are determined within framework of effective connections with important stakeholders, as well as the organization's opportunities and risks. These factors influence an organization's mission, values, strategy, and success metrics (Information Foundation of Accountants, 2020). In this context, the overarching goal is to create value for the business and its stakeholders in order to gain a competitive edge and ensure the survival of the organisation (Morris et al., 2005; Wirtz et al., 2016). Transparency and accountability, including a fair and unbiased demonstration of creating value pertaining both to development and value-creating possibilities in the context of stakeholder expectations and market changes, as well as measures to protect worth and preserve critical financial and non-financial assets, are all required in order to maintain value.

### ***Corporate Reputation Continuity***

In recent decades, corporate reputation has grown in importance in organization life and management theory, as firms' aspirations for a globalized and competitive presence have

posed even more challenges for a corporation to conquer (Spanos et al., 2007). In this context, a company's reputation has gone from a metric of success to a need (Koronis & Ponis, 2012). Koronis and Ponis (2012) then coined the phrase "reputation continuity," a word that combines two distinct research areas: corporate reputation and business continuity. They claimed that reputation continuity contributes significantly to corporate reputation administration by assisting firms in establishing a protection layer, or a safe buffer, between organisational crises and their influence on actual business reputation. Organizations' built-in ability to motivate its resources in catastrophes and create an ongoing flow of trust while sustaining stakeholders' pre-crisis perceptions is referred to as reputation continuity. In other words, reputation continuity entails dissecting the problem from its core causes and, using alternate sources and alternative channels, ensuring that it is marginalised and subsequently removed through other communication channels, parallel to just how business continuity management works.

Koronis and Ponis (2012) assert that somehow a steady, reputation-driven, and crisis-existing initiative could result in enduring prestige and continuity because public image is constructed within stakeholder groups that take into account a variety of organizational aspects of intervention, including reliability, work opportunities, advancement, and governance. Leadership's active participation in imparting a vision of restoration and serving as a form of inspiration, as well as the creation of a positive emerging recovery identity throughout the range of departments, teams, and operations, is required for reputation continuity. Then, through specialised and dedicated information channels, this continuous identity and the normalisation of the crisis must be transmitted to stakeholders. Organizations must, however, track their reputational performance in order to be aware of shifts in audience perception and appraisal.

### ***Balancing Organizational Structures***

Although the decentralised structure and information system are mostly related to power division, and business concept and people functions are attributed primarily to normative control, each of these processes has a balance that supports organisational resilience characteristics (Zolli & Healy, 2012). Power is spread through a decentralised organisational structure in some firms, allowing managers to be responsible for recognising possible dangers to their unit. The decentralised structure's independence is well-balanced, and it also symbolises the company's attitude of not being static or inflexible, which can be detrimental to organisational resilience (Linnenluecke et al., 2012).

Southwick et al (2014) discovered that in order to quickly conquer unanticipated difficulties, leaders must identify and leverage their personal strengths as well as the strengths of their business. When an organization's power structure is somewhat flat, it's easier to use this method since it encourages individual autonomy and allows every group member to play an important role. All are encouraged to post suggestions and all employees of the group feel appreciated when personal and team identities are strong. Employee behaviour has an influence not just on individual resilience, but also on an organisation's overall resilience and its capacity to adjust and swivel in the face of change. Organizations that want to go beyond survival and develop restoration and future success require people who can think outside the box and challenge the status quo.

### ***Strategic Human Resource Management (SHRM) Practices***

Human resources (HR) strategies have long been thought of as a mechanism for increasing employee engagement and abilities (Boon et al., 2018). Scheduling decisions, staffing decisions, assessment decisions, remuneration choices, learning and support were among the HRM activities highlighted by Schuler and Jackson in 1987. Job enrichment, networking, employee participation, job stability, and a focus on quality of work life are some of the formal practices of these decisions. HRM aims to hire the best people and give them all necessary qualities, such as talents and compensation, to motivate them to thrive in the firm (Sareen, 2018). On a further note, Strategic Human Resource Management (SHRM) is defined by Wright and McMahan (1992, p. 298) as a structure of organized HR engagements and initiatives that enable an organization in achieving its objectives. SHRM, according to Guest (1989), is about assuring that HRM is fully integrated with strategic planning, HRM policies are consistent, and HRM practices are adopted and used as part of managers' daily routine.

SHRM's mission is to build organisational competence by ensuring that the organisation has the skilled, engaged, engaged, and motivated workforce it requires to achieve long-term competitive advantage and to connect HR strategies with business plans (Armstrong & Taylor, 2014; Bahrami et al., 2013). SHRM plays an important role in building resilience by developing supporting HR concepts, design, and ideology (Kossek & Perrigino, 2016; Lengnick-Hall et al., 2011). The SHRM system, that places people at the centre of an organisation, is in line with corporate goals and considers environmental concerns. As a result, it should aid in the growth of organisational resilience.

### ***Employee Training and Development***

Training, according to Chabot (2008), is a critical component of improving organisational survival. Training involves teaching and practising a certain skill to a desired quality so that a person can perform their job accurately, effectively, and conscientiously. Training, according to Beach (1980), is the systematic process by which people gain insight and/or skills for a specified goal. As a result, training is a method of enhancing an individual's skills and knowledge in order for them to do a given job. Mithani et al (2021) discovered that having stronger learning capabilities helps organisations recover faster after a catastrophe. Knowledge management is both an input and a product of organisational resilience, according to (Vogus and Sutcliffe, 2007).

In a study published in the Journal of Occupational and Organizational Psychology, Ivan Robertson, Cary Cooper, Mustafa Sarkar, and Thomas Curran investigated resilience training in the workplace from 2003 to 2014. Interventions that encourage resilience, which are aimed to protect and prolong well-being and productivity in the face of difficulties, are likely to benefit both people and their businesses, according to their findings. Furthermore, among training modalities, mindfulness training and cognitive-behavioral interventions appeared to be the most effective. Resilience is a key characteristic of successful people and businesses, since it allows them to bounce back from setbacks and defeats tougher and much more resolute than before. Resilience can be cultivated in persons of any age, and many ways can be employed to do so, because it is a taught habit rather than an intrinsic trait or aptitude. Employees who receive resilience training learn to view change as a challenge to be overcome rather than a threatening or overwhelming problem. Organizations become more inventive, innovative, and hence more robust when they approach change favourably. Meanwhile, Aziz

et al (2021) find that several organizational supports can be nurtured to guarantee the effectiveness of employee training in increasing teamwork performance; these include job support followed by cultural support, management support, and social support.

### ***Leadership***

The ability of an organisation to respond to a disaster is largely determined by its leadership quality. The development of an organization's resilience requires strong leadership that is adaptable, versatile, and capable of delivering clarity (Doorn, 2017; Bakkensen et al., 2017). The capacity to give humanity while also performing necessary administrative activities is critical for successfully leading a company through a crisis and regaining a sense of normalcy. Leaders who build strong teams contribute to an organization's resiliency (Saul & Simon, 2016; Ntontis et al., 2018). In times of crisis, enabling change and swift decision-making enables organizations to operate and flourish at their best (Gimenez et al., 2017). In order for remarkable things to happen in organisations, great leadership is required. It has a greater influence on overall outcomes than in any other variable. High quality products, fantastic people, excellent strategy, and great processes are all important, but strong leadership is the foundation to a company's success.

According to Wheatley (2005), resilient leaders should target the people involved in the change rather than the organization's structure. Members of the company that have strong leadership feel confident to make proposals and take on leadership responsibilities in their areas of competence. Individual ability to act is a hallmark of a resilient organisation. Apart from empowering employees, soliciting input from staff on a variety of topics provides a fresh perspective on issues, since diversity within an organisation allows for the use of strengths derived from lived experience as well as an understanding of socio - economic and cultural disparities. This appreciation fosters social fairness by allowing for a wide range of responses and understanding. Organizations and communities which are resilient also have a strong sense of community and a commitment to social justice (Saul & Simon, 2016).

### ***Job Crafting Initiatives***

Job crafting is the term used to describe the physical and mental adjustments people make to the relational and task boundaries of their work (Wrzensniewski & Dutton 2001, p. 179; Slemp & VellaBrodrick's, 2014) which improves employee wellbeing, lowers stress and burnout because it modifies the quantity, nature of tasks, the volume and intensity of interpersonal contacts, and the meaning of the work to suit employees preferences and needs (Bakker & Demerouti 2007; Tims et al., 2012). Employees can make informal adjustments to their job designs to better fit their unique interests and values, which will ultimately boost their enjoyment, sense of purpose, and happiness at work. Wrzensniewski and Dutton (2001) further divided job crafting into task crafting, relational crafting, and cognitive crafting.

Task crafting is defined as changing the number or types of tasks and the nature of those tasks, relational crafting is defined as altering the nature or extent of how, when, or with whom employees interact in the execution of their jobs, and cognitive crafting is defined as altering the relationships that make up those tasks. to give it a deeper, more profound significance. As a result, job building is a proactive and creative process for changing a job's task limits, changing how workers see the relationships between job activities, and ultimately transforming their identity and the purpose of their work (Slemp and Vella-Brodrick 2014;

Wrzensniewski and Dutton 2001). Job crafting is positively correlated with a number of employee outcomes, including work engagement, job satisfaction, person-job fit, and job performance (Demerouti et al., 2015; Kim et al., 2018; McClelland et al., 2014; Siddiqi, 2015). It also improves employees' competency, personal growth and learning, and perseverance in the face of future hardship, all of which have a favourable impact on goal achievement, enjoyment, and purpose (Berg et al., 2010).

### ***Mindfulness Exercise***

Being mindful means being fully present in life, being aware of what you are experiencing, and responding to these experiences in an open and receptive way (Hanh, 1976; Kabat-Zinn, 1990). The usage of mindfulness exercise in the workplace as part of staff development and well-being efforts is rising. It can reduce stress associated to work and enhance job performance (Irving et al., 2009; Isheger et al., 2013), improve one's ability for attention and self-awareness, enabling one to better understand the "early warning" symptoms of stress and find solutions to strengthen their own resources (Lindsay and Creswell, 2017; Hugh-Jones et al., 2018).

Additionally, ruminating can be decreased and self-kindness can be fostered by practising mindfulness, which increases acceptance of experiencing states and enhances emotion management abilities (Shapiro et al., 2007; Hugh-Jones et al., 2018). Mindfulness could also facilitate the establishment of stronger barriers between work and personal life, which will enhance recovery and balance between work and life (Marzuq and Drach-Zahavy, 2012). The qualities that support wellbeing and effective functioning at work, such as self-control, mental clarity, attention, and concentration, problem-solving and creativity, successful adaptation to challenges, and positive reappraisal after failure, have also been linked to mindfulness (Hanley and Garland, 2014; Lebuda et al., 2016). For example, there are positive emotional resilience coping to be planned especially during the pandemic COVID-19 (Kee et al., 2022).

Mindfulness-based intervention could be in the form of focused observations of both internal and external stimuli (Loree, 2018) such as body scanning, breathing meditation, sitting, walking, or eating, as well as yoga and could also incorporate individual and group counselling, psychoeducation, and discussion (Khoury et al., 2017). By reducing psychological distress in the form of stress, anxiety, depression, exhaustion, and negative affect, mindfulness interventions may improve the mental health of workers (Gregoire and Lachance, 2015; Balasubramanian et al., 2020) lessen negative affect, and advance positive affect and authentic functioning, both of which were associated with improving work engagement and job performance (Petchsawang et al., 2018).

### ***Employee Wellness Program***

Research on SHRM has shown how HR policies affect workers' attitudes and behaviours and help to create a more motivated, engaged, and effective staff (Wright et al., 1994). Gavino et al (2012) classified HR practises as transactional or discretionary, with transactional practises being those that are non-obligatory and serve as assets in employees (e.g., training and development), while discretionary practises are those that are non-obligatory and are regulated legally to some extent (e.g., high performance work practises). According to Nishii and Wright (2008), for HR policies to have the expected beneficial impacts on staff attitudes and behaviour, employees must understand them positively.

Furthermore, Nishii et al (2008) demonstrated that if people perceived an HR practice as the result of management's positive motives as opposed to controlling motives, the practise will result in more favourable employee work attitudes and outcomes. Ott-Holland, William and Ann (2019) suggests that employee attitudes about their value and organisational support for wellness may have an impact on programme participation, and that wellness programmes may be linked to improved efficiency and lower turnover rates. Organizations have many reasons to give such programmes more thought as a tool for improving retention and performance as well as enhancing individual employee health and well-being, especially when combined with prior research on changes in health behaviours and potential financial savings (Chapman, 2012; Olson et al., 2016).

### ***Perceived Organizational Support (POS)***

A company's most valuable asset is its workforce. In order to remain competitive and accomplish their objectives, organisations depend on their skills and expertise. A variety of elements, such as a positive organisational climate (Luthans et al., 2008) and organisational justice (Conlon et al., 2005) can affect a worker's performance in terms of assisting with successful organisational outcomes. Organizations that regard their employees' well-being, trust them, respect their ideas, and work to meet their needs are said to support them (Nielsen et al., 2017). When employees feel engaged by their employers, they work hard to achieve their objectives (Shanock and Eisenberger, 2006).

POS is the term used to describe how employees feel their contributions are valued through support given by their organisation (Kurtessis et al., 2017). It also refers to the phenomena where employees feel their organisation conducts initiatives to increase their well-being. Thomas and Ganster (1995) looked at POS from two perspectives: (i) support for personal and family life, and (ii) support for top management. Supporting employees' private and family lives involves helping them balance professional and personal obligations. Employee well-being is improved by POS, and organisations benefit as a result. Employee support increases job involvement (O'Driscoll & Randall, 1999), job self-efficacy (Caesens & Stinglhamber, 2014), and job happiness (Eisenberger et al., 1997), all of which are indicators of high performance work behaviour.

### ***Feedforward Interview***

Feedback should strengthen manager-subordinate connection as a prelude to performance development rather than harm the connection between the subordinate and the supervisor. However, there is a paucity of information on the best ways for supervisors to provide feedback in order to improve the quality of relationships and performance results (Scullen et al., 2000; Reilly & Aronson, 2009;). Kluger and Nir (2010) introduced the feedforward interview as a new psychological intervention for managing performance of employees in response to these drawbacks (FFI).

The FFI is founded on appreciative inquiry, whose fundamental tenet is that improving oneself requires putting more emphasis on one's strengths than one's weaknesses (Cooperrider and Srivastva, 1987). During performance interviews, the FFI advises supervisors and subordinates to concentrate on the present rather than the past. The FFI is an intentional activity that increases a person's capacity through structured interviewing methods, drawing on positive psychology ideas (Seligman et al., 2013). Although there is little research on the FFI in



organisational contexts, studies have shown that it improves performance-related outcomes (Budworth et al., 2019).

### **Social Support**

All firms are expected to do well in their business in the current, cutthroat business environment. They should upgrade their technical skill and knowledge to keep up and thrive. Therefore, in order to achieve their goals, corporations should support their employees' creative and inventive performance through social support networks. According to Caplan (1974), social support networks are ongoing social aggregates that give people chances to receive feedback regarding themselves and confirmation of certain expectations of others. The degree to which employees believe that their well-being is valued by sources at work, such as their supervisors and the larger company in which they are immersed, is known as organisational social support (Eisenberg et. al., 2002; Ford et al., 2007). Social support in an organisation can be defined as how an individual experiences help from superiors, coworkers, or other authorities when necessary (Israel et al., 1989).

### **Limitations and Recommendations for Future Research**

The articles regarding organisational supports and its effects on high-performance work behaviour and organisational resilience were the primary focus of this research's systematic literature review. The outcomes that can be altered by organisational support are not, however, entirely covered by the study's frameworks. The statistical significance of each article included in the SLR was also not a focus of the study because it was not the purpose of this work. Researchers in the future could conduct studies of the impact of organisational support may also be conducted using quantitative techniques in self-reported questionnaires as well as qualitative research employing focus groups or other techniques. Future studies should also look into the various organisational support factors and how they affect people's perceptions.

### **Conclusion**

In these unprecedented times, it is best for organization to invest and put focus on cultivating high performance work behaviour as it should be the root behaviour for employees to strive to their fullest. Improving work behaviour would result in building organizational resiliency. Organizational resilience can be thought of as qualities (Weick & Sutcliffe, 2011; Zolli & Healy, 2012) that are built through operational strategy (Tengblad & Oudhuis, 2018). Hence, the goal of this research was to offer a systematic overview of organizational supports that enhance high performance work behaviour and organizational resilience in order to steer an organization for long-term success. The findings of this research showed that workplace interventions could promote organizational efficiency and have a positive influence. Findings indicated that there are several organizational supports including organizational maturity, employee wellbeing and work engagement intervention, anticipatory strategies, resilient value creation, corporate reputation continuity, balancing organizational structures, strategic human resource management (shrm) practices, employee training and development, leadership, job crafting initiatives, mindfulness exercise, employee wellness program, perceived organizational support, feedforward interview, and social support. Understanding the characteristics of resilient systems and solutions for promoting resilience is useful not only to the business but also to the employees. However, further research should focus on

applying the elements reviewed in this chapter to the test and uncovering further traits of workplace interventions that supports resilient organisations.

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