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ISTANBUL GELISIM UNIVERSITY
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Department of Business Administration

**EXPLORING THE FACTORS ABOUT THE EFFECT OF
RESILIENT HUMAN RESOURCES IN BRINGING
ORGANIZATIONAL CHANGE TO IMPROVE
EFFICIENCY FOR SUCCESSFUL LEVERAGE - A
QUALITATIVE RESEARCH**

Master Thesis

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Supervisor

Asst. Prof. Dr. Demet OZCAN BICICI

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DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

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09/10/2024



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The thesis study of Anum Binte SHAMS titled as Exploring The Factors About The Effect of Resilient Human Resources in Bringing Organizational Change to Improve Efficiency For Successful Leverage- A Qualitative Research has been accepted as MASTER in the department of Business Administration by out jury.

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DEDICATION

I dedicate my thesis to my Beloved family and my many colleagues& friends who have encouraged me in various ways throughout the journey, I dedicate this work to my dear parents & my siblings who was a pioneer and influencer in my life when I left my dear country, Pakistan, to complete my academic career.

And also I would like to thanks my influencers& my students who were interested in hearing me to talk about my research topic, which enabled me increase my knowledge, skills& strengths of this topic.

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SUMMARY

In this research, factors on how human resources can be resilient to cope with the challenges of the competitive environment and increase their productivity, success and efficiency were investigated with qualitative research methodology. Factors of resilient human resources were explored by grounded theory and evaluated by the researcher. What is resiliency, the main aspects of resiliency, how to bring resiliency in employee's behavior have been explored and experiences, thoughts and feelings of the participants has been transferred to the literature.

Resiliency is the human behavior which employees can perceive in their workplace to cope up the workplace stressors and it is correlated in the history that resilience is the mental health & well-being component of human being which human can perceive in behavior from their childhood era. In this research this behavior was evaluated in the perspectives of organizational change that how to become more resilient for being better productive. The main finding of the research was how work-life balance and cognitive behavioral & skills essentially increase the resilience of the workforce towards the change management process, and it qualitatively reveals how detailed factors of both work-life balance and cognitive behavioral & skills increase the resilience of whole work-force by neuroplasticity, rewiring, reshaping & reimagining through transformation for future perspectives.

Key Words: Resiliency, Human Resources Resiliency, Leverage, Workplace stressors, Mental health & well-being, Cognitive Behavioral Therapy, Cognitive Behavioral Neuroscience

ÖZET

Bu arařtırmada, insan kaynaklarının rekabetçi çevre zorluklarıyla başa çıkabilmesi ve üretkenliklerini, başarılarını, verimliliklerini arttırması için nasıl dayanıklı olabileceğine dair faktörler, nitel araştırma metodolojisi ile araştırılmıştır. Psikolojik olarak dayanıklı insan kaynaklarına ait faktörler, gömülü teori ile araştırılmış ve arařtırmacı tarafından değerlendirilmiştir. Dayanıklılığın ne olduğu, psikolojik dayanıklılığın temel yönleri, çalışan davranışlarına dayanıklılığın nasıl kazandırılabilceği araştırılmış ve katılımcıların deneyim, düşünce ve duyguları literatüre aktarılmıştır.

Psikolojik Dayanıklılık, çalışanların işyerindeki stres etkenleriyle başa çıkmak için işyerinde algılayabildiği insan davranışdır ve dayanıklılık tarihte, insanın çocukluk döneminden itibaren davranışlarında algılayabildiği, insanın ruh sağlığı ve iyilik bileşeniyle ilişkilendirilmiştir. Bu arařtırmada bu davranış, daha üretken olabilmek için nasıl daha dayanıklı olunabileceğine yönelik örgütsel deęişim perspektifinde değerlendirilmiştir. Arařtırmanın ana bulgusu, iş-yaşam dengesi ve bilişsel davranışsal becerilerin esas olarak işgücünün deęişim yönetimi sürecine yönelik Psikolojik dayanıklılığını nasıl arttırdığının belirlenmesi ve hem iş-yaşam dengesi, hem de bilişsel davranışsal becerilere ait ayrıntılı faktörlerin, iş-yaşam dengesi ve bilişsel davranışsal becerilerin dayanıklılığını nasıl arttırdığını nitel olarak ortaya koymasdır.

Anahtar kelimeler: Psikolojik Dayanıklılık, İnsan Kaynaklarında Psikolojik Dayanıklılık, Kaldıraç, İşyerinde Stres Yaratan Faktörler, Zihin Sağlığı ve Esenlik

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ABBREVIATIONS

HRR	:	Human Resources Resilience
OH	:	Occupational Health
HR	:	Health Care Researcher
HR	:	Human Resources
EPR	:	Employees Psychological Resilience
OG	:	Organizational Change
MH&WA	:	Mental Health & Wellbeing Assessment
EPI	:	Employees Psychological Interventions
WLB	:	Work life Balance
CBSS	:	Cognitive Behaviour, Skills & Stress
WC	:	Workplace Culture
RB	:	Resilience Building
CMT	:	Change Management Theories
PMW	:	Perceived Mental Wellbeing
SE	:	Self Efficacy
WS	:	Workplace Stressors
CBT	:	Cognitive Behavioral Therapy
CBN	:	Cognitive Behavioral Neuroscience
ACT	:	Acceptance and Commitment Therapy
SMD	:	Stress Related Mental Disorder
HRA	:	Health Risk Assessment
HRIS	:	Human Resources Information System
OD	:	Organizational Development
ILO	:	International Labor Organization
WHO	:	World Health Organization
SGBA	:	Survey Gender Based Analysis
fMRI	:	Functional Magnetic Resonance Imaging
QWL	:	Quality of Work-Life
NIHR	:	National Institute of Health and Care Research

TRU	:	Time-Related Underemployment Rate
WFB	:	Work Family Balance
WHB	:	Work Health Balance
LSHPD	:	Long-Standing Health Problem or Disability
EAP	:	Employee Assistance Programme



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PREFACE

As, we're living in the modern era, so we need change to become more productive for successful leverage. The purpose of this research is to explore the factors of resilient Human Resources professionals in bringing organizational change through competitive advantage in employee affectivity that brings the market to evaluate better future enhancements. The purpose of this research is to evaluate the role of Human Resources professionals in bringing organizational change through competitive advantage in marketplace through evaluating and analyzing at how much extent HR professionals must be resilient to identify the gaps when it's needed and to successfully leverage such opportunities in bringing change and to come out with new viable outcomes with latest and new results for better future enhancements and up gradation.

On contrary, To achieve the objectives of this thesis research a survey of Corporate World organizations and Public sector organizations were being selected i.e hospital sectors, pharmaceutical medicine sectors, international Software production houses, banking sectors, Aviation Authorities, educational institutions, Food Sectors, , to the corporate world entities and public sector as well, Grounded theory was used.

Moreover, in this study the qualitative research method was used & data was collected through semi structured interviews & grounded theory was used to explore the factors of resilience HR and data was assessed & analysed by licensed MAXQDA 24.2 software tool by the researcher manually. The sample size for semi structured interviews are 21 interviewees. As evaluated the resiliency in terms of employee's behavior the 2 core main factors are explored by the researcher through in-depth interviews like, first one is Cognitive Behavioral skills for resilience HR which is evaluated as neuroplasticity how to reimaging & reshaping & rewiring & transform employees cognitive skills to bring resiliency in their behavior & Work-life balance for resilience HR are needed to be efficient & productive workforce for successful leverage.

Furthermore, in future the results i.e the factors which are explored for resiliency of employees would entail that flexibility of organization's services as well as innovative solution with respect to change management process are highlighted as main critical success factor for operational excellence, enhancement in organizational

performance and attainment of competitive advantage in a highly dynamic and competitive atmosphere for successful leverage.

Furthermore, this thesis is conducted for Human Resources Professionals who need to be nice with people & culture & know how to bring resiliency for employee's behavior through interventions & therapies & keep working on employee's mental health & well-being for better productivity & enhancement.

By comparing with this research results as explored by this current scientific research. The interdisciplinary factors & themes explored by the researcher of cognitive behavioral neuroscience (CBN) and its implications for human resources (HR) by resiliency is all about mental health & wellbeing of an employee's. The researcher in this study offers guidance to the whole work-force & HR experts on how to incorporate CBN ideas into HR procedures, stressing the critical role that cognitive and behavioral tests play in this process for resiliency through transforming Quality Work-life balance.

The explored findings of this research also touches on ethical issues, technology developments, and the revolutionary possibilities of combining CBN Cognitive Behavioral neuroscience with HR resiliency procedures.

THE INTRODUCTION

In this era the world of globalization when technology is enhancing day by day. Organization find it's necessary to adapt by change management process for better productivity and enhancement through resiliency. As resiliency is a critical factor in employees behavior so researcher are evaluating& analyzing this behavior in the whole workforce for successful leverage. The main problem is that resiliency by change management is a whole process which affects the organizational hierarchy to improve efficiency and keep organization adaptable for competitive edge. On the organizational perspectives resiliency is used as strategically, which acts as a catalyst to improve organizational efficiency. So the biggest Problem statement is that whether those Employees are yet ready in bringing resiliency in their behavior by change to meet up this competitive world challenges. Employees must show resiliency in their behavior through positive attitude by the implications of the management. So the main aim of the HR that seek the way to bring resiliency in employees behavior, as on this context researcher is evaluating & analyzing those factors which professionals must carry in their attitude to cope up challenges& adversity.

HR professionals must be noted when there's ongoing continuous change, upcoming nearby challenges which employees must be tackle in their behavior so researcher is analyzing the human behavior which is at the forefront of the upcoming success i.e. resiliency.

On Contrary resiliency is evaluated by the researcher whether Employees or Whole Work-force of an organization are yet ready to bring this behavior in their attitude at earliest. As resiliency is a biological trait which employees can cope up in their adverse situations & to be efficient. So researcher is evaluating those factors which is necessary to bring resiliency in employee's behavior.

The Problem of the Study

The main problem is this are employees be resilient to cope up challenges. As it's the responsibility of the HR to show such kind of positivism through their attitudes and behaviors which ultimately fill the gaps between management and the employees. Whenever change is needed to improve efficiency for successful leverage then there is need to change in employee's behavior to create resiliency. So by this research

researcher find out the loop holes whether change management require both an individual or at an organizational perspectives for being competitive in this globalization or not & to explore how the resiliency may be increase over the employees.

If the employees be resilient in bringing change so are they have effective management for successful leverage. As resilience is the employee's behavior HR Professionals must find how to manage change through developing resiliency in employee's behavior by seeking advices through organizational hierarchy.

On contrary, on the other hand, the biggest problem is the failure rate of change initiatives are not currently applicable. So through resiliency by adapting& managing effectively not with exertion it's possible. (Burnes, 2019).

Furthermore, Strategy development is also one of the main components of change management initiatives as *Organisational change cannot be separated from organisational strategy, and vice versa. To improve efficiency for achievement of successfull leverage Wellbeing,adaptation,performance,Mental health& Work-life balance are achievable factors in terms of bringing resilient workforce. So reseracher is evaluating this behavior for the whole workforce in an organization.*

There are two practices which are being applicable and can also be considered as a biggest problem that cultural practices are the key to organizational resilience, first is that the organizations attitude towards everyday and acute challenges.

Second Resilient organizations support creativity and innovation as resilience is considered as a function of both planning and preparing for implications of the future crises,so the researcher needs to find out the complete loop holes whether those HR Professionals are be resilient or capable to meet up the competitive world by change management process.

CHAPTER ONE

EMPLOYEE RESILIENCE

MENTAL HEALTH& WELL-BEING

1.1 What Is Resilience

Resilience is understood as referring to positive adaptation, or the ability to maintain or regain mental health despite experiencing adversity. The personal, biological, and environmental or systemic sources of resilience and their interaction are considered. An interactive model of resilience illustrates the factors that enhance or reduce homeostasis or resilience (Herrman, Stewart, Diaz-Granados, Berger, Jackson and Yuen, 2011). Definitions have evolved as scientific knowledge has increased. Resilience is studied by researchers from diverse disciplines; however, no consensus on an operational definition exists. Personality traits (openness, extraversion, and agreeableness), internal locus of control, mastery, self-efficacy, self-esteem, cognitive appraisal (positive interpretation of events and cohesive integration of adversity into self-narrative), and optimism all evidently contribute to resilience. The findings of pioneering investigators indicate that intellectual functioning, cognitive flexibility, social attachment, positive self-concepts, emotional regulation, positive emotions, spirituality, active coping, hardiness, optimism, hope, resourcefulness, and adaptability are associated with resilience (Herrman et al., 2011).

Resilience theory attempts to explain how people overcome negative events through adaptability and flexibility. Furthermore, psychological resilience is a personal trait which employees inherit in personality and is defined by an employee's ability to deal with unfavorable situations. This might be affected by an external factor such as organizational resilience and an internal factor such as psychological resilience (Wut, Lee & Xu, 2020) and (Wut, Lee & Xu, 2022)

What is resilience, Resilience is capacity to 'bounce back' to recover strength or spirit quickly and efficiently in the face of adversity. Resilience is the capacity to continue making progress toward your current career goal with the resources and strategies you have developed. Resilience is potentially a protective factor that can prevent burnout. Theoretical and empirical studies into resilience can be traced back

over forty years with the work of Professor Norman Garmezy and later, his colleagues from the University of Minnesota and Arizona State University. Their studies found that resilience played a significant role in the mental health of children experiencing significant adversity (National Institute Of Health and care Research-NIHR, 2022). Over time, numerous studies have been published, and a variety of definitions have emerged, such as:

Notably, resilience is not a biological trait that people either have or lack. Instead, it is a psychological skill that anyone can learn. It involves thoughts and actions that people can cultivate to cope with life's inevitable stressors successfully (American Psychological Associations, 2021).

The resilience factors are adaptability, ability to adapt and adjust to changing circumstances and new situations; personal competence (sense of self-confidence and belief in one's ability to handle challenges effectively); social support (availability of social support systems and perceived degree of support from family, friends, or other sources); cognitive ability (the ability to perceive the skills and behavior); and balance between work and personal and professional life (Azoulay, Pochard, Argaud, Cariou., Clere-Jehl, Guisset, & Kentish-Barnes, 2024).

1.1.1 The History of Research on Resilience

The concept of resilience has been mentioned in history since early folklore and oral tradition. Stories of peoples who were able to survive and conquer the challenges of life have been passed down through generations and across cultures. However, people in psychology and psychiatry have grown more interested in the concept of resilience over time (Tetrick, Quick, Ford, & Fisher, 2024).

For instance, Resilience is studied by researchers from diverse disciplines, including Occupational health, psychology, psychiatry, sociology, and more recently, biological disciplines, including genetics, epigenetics, endocrinology, and neuroscience, and explored by Personal factors, Personality traits (openness, extraversion, and agreeableness), internal locus of control, mastery, self-efficacy, self-esteem, cognitive appraisal, and behavioral (Herrman et al., 2011). Furthermore,

Optimism all evidently contribute to disciplinary interest in human resilience, which surged during the 1970s when psychologists and psychiatrists interested in the causes of psychopathy conducted a study to observe how having parents with psychopathy affected the development of their children. Researchers in this particular study proposed that children whose parents experienced psychopathy would develop serious health problems or psychopathy of their own. However, the researchers were surprised to find that most of the children exhibited healthy development over time (DeAngelis, 2022).

More recently, psychologists have recognized the complexity of human resilience. A study underscores just how influential the environment can be. University of Michigan psychologist Luke W. Hyde, PhD, and colleagues tracked 561 children adopted during early infancy. Many factors, including gender, society, and culture, may affect a person's level of resilience. In addition, understandings of resilience may vary from person to person, and an individual's level of resilience may change over time. For example, although someone may bounce back quickly from a job loss, the same person may struggle to cope with everyday life (Hyde, Waller, Trentacosta, Shaw, Neiderhiser, Ganiban, and Leve, 2016).

1.1.2 How Resilience Impacts the Workplace in the perspectives of Occupational health

As employers build and improve workplace culture and resilience, they also seek ways to address workplace stress and mental health. When addressed, employers build a resilient workforce, employees handle work stress better, and develop protective factors against stress. There are other benefits too:

- Resilience is associated with greater job satisfaction, work happiness, organizational commitment and employee engagement (Arnold, 2020).
- Raising resilience contributes to improved self-esteem, sense of control over life events, sense of purpose in life and improved employee interpersonal relationships.

- Employers reap the rewards of increased productivity. Given the many benefits, employers are building resilience in their workforce so that employees develop skills to manage workplace stress (American Psychiatric Associations, 2017).

1.1.3 Resilience and mental well-being in the workplace in the perspectives of Occupational health

Health is a state of complete physical, mental and social well-being, and not merely the absence of disease or infirmity—(World Health Organization, 2022)

Work is an important part of most people's lives, and there are many ways that work can impact workers. Work can promote mental health and wellness when it is well organized, designed and managed. Most importantly, it must respect human needs and limits (Hesketh and Cooper, 2023).

Mental health and well-being affect a person's ability to realize their own potential, to effectively deal with the day-to-day stresses caused by life's challenges, to work productively and to contribute to their community. Mental and physical health are deeply linked because the brain monitors and controls every part of our bodies. Physical illnesses or injuries have mental health symptoms (Gautam, Jain, Chaudhary, Gautam, Gaur, & Grover, 2024). Mental health has intrinsic values, as described mental health is critical for an individual's well-being and functioning, good mental health is a valuable resource for individuals, families, communities, and nations. Mental health, as an integral component of overall health, contributes to societal functions and has an impact on overall productivity. Everyone is concerned about mental health because it is generated in our daily lives in our homes, workplaces, and leisure activities (Gautam et al., 2024).

Intersectionality

Members of equity-deserving groups may have additional stressors to deal with, like violence or discrimination based on race, culture, origin, ability, gender identity or expression, or sexual orientation. Intergenerational trauma, like from colonization or racism, can cause mistrust of the health care or security systems we typically count

on for help. Any action proposed must be respectful and inclusive (Canadian union of Public Employees, 2024).

1.1.4 Approaches of Resilience in the perspectives & Tips for Employers & Occupational health

Creating a resilient workforce and more healthy culture takes commitment, but with commitment, it can be done. Case studies from diverse organizations like Garmin, Health Partners and Unilever show that it can be done. Here are key factors to consider in building a more resilient workforce. (American Psychiatric Associations, 2017)

Understand Your Employees: Resilient employees make resilient organizations. People who are supported, motivated and equipped are best positioned to overcome obstacles and distractions or consider asking employees to complete anonymous work satisfaction surveys or include stress and resilience related questions in your Health Risk Assessment (HRA). You can develop a plan for building resilience and a healthy work culture.

Engage Leadership: A resilient workplace requires leadership buy-in. Employees are more likely to participate in resilience programs when the organization's leaders are involved. Leadership is key in establishing priorities, setting goals and allocating resources to strengthen workplace resilience. And, in communicating clearly and decisively the organization's commitment to resilience. If leaders are not already onboard, sharing the results from surveys and HRAs helps make a strong business case (Brown and Shelly, 2024).

Consider Resilience Training: Employers are increasingly turning their attention to resiliency training — with good reason. In a dynamic work environment, resiliency training elevates job performance and work engagement. The American Heart Association released a comprehensive report examining resilience training in the workplace. Innovative strategies to improve employee health and organizational performance are highlighted. When considering training and design, the report recommends including these components:

- Overcoming Interpersonal Challenges

- Managing Emotions
- Guarding Against Burnout
- Coping with Work Related Stress
- Improving Sleep Habits
- Remaining Calm
- Dealing with Difficult People
- Improving Communication Skills
- Taking on New Challenges
- Improving Physical Health

Create A Resilient Culture: Organizational culture has many layers. Ultimately, it is built on principles of empowerment, purpose, trust and accountability. Building or improving a resilient culture is strengthened by a company-wide statement showing support for employees and a commitment to addressing resilience. Promote an open and trusting management style and train managers to understand the importance of supporting the mental wellbeing of staff. Because making a declaration isn't enough, this commitment requires action and regular communication ((Brown and Shelly, 2024).

Look for Ways to Improve Your Work Environment: Whether your work environment has physical offices or virtual locations, being flexible when possible is important. To improve the work environment, consider the following:

- Allow autonomy whenever possible, and let individuals do their jobs.
- Reward good work As it's necessary for HR Professionals to reward & compensate healthy packages to their employees to motivate, enhance& boost their resilience factors.
- Provide access to services and supports when needed to maintain good physical and mental health. Sometimes employees require access to a specialist for physical or mental health conditions. Make sure employees are informed

about how to access care and that care is available for those who need it. Provide information on resources often (Johnson, Robertson, Cooper, Johnson, Robertson, & Cooper, 2018).

- Allow Flexible Schedules. Employers can improve the environment by allowing for flexible work schedules and reducing the need for late work days. If shift work is required, employers should be lenient in offering adjustable shift rotations, whenever possible so that employees stay rested (Lucas, 2023).

1. Be Reasonable about Work Expectations. Organizations should be vigilant about their policies on work expectations and hours. The drive to succeed that can result in pushing personnel to increase workloads can backfire and undermine productivity and results. (American Psychiatric Associations, 2017)

When Stress is High, Resilience is Needed

2. Long work hours, job strain, shift work, job insecurity, limited control, peer conflict and low social support all contribute to workplace stress.

3. 65% of US employees view their jobs as the number one stressor in their lives.²

4. The likelihood of developing depression or anxiety is higher for those who work in stressful work environments.

5. Stressful work environments can lead to negative physical and mental health outcomes for employees and organizations.

6. Alcohol and substance misuse have been linked to employees experiencing high stress levels.

7. Unhealthy and difficult work environments contribute to premature death of U.S. workers.

8. Demanding workloads accounted for \$48 billion in U.S. healthcare expenditures.

9. Initiatives and programs that foster a resilient and mentally healthy workplace increase productivity, lower healthcare costs, lower absenteeism and decrease turnover. In the work of (Brown & Shelly, 2024)

1.1.5 The meaning of employee resilience:

When the proper utilization of all resources is being applied, it would be better for human resources to address this from an organizational perspective. The HR professionals must be responsible for ensuring effective and efficient methods for better productivity and enhancement. Resilient Employees are considered more productive and better suited for increased productivity and enhancement. Since it can be challenging for HR Professionals to develop resiliency by organizational change, they must keep in mind organizational needs and fills the gaps to identify the systematic approaches. Organizations find it necessary compatibility to be more adaptable, resilient, and agile and customer focused for successful leverage with an increase to achieve competition across the globe, locally or globally. For today's competitive changes is inevitable. When the processes are becoming complex so there must be a tendency by the employees to become more resilient (Burnes, 2019).

When it encompasses on the behaviors of human resources professionals, so it goes from passive resistance to active resistance. These situations vary for the new roles of the employees by change management process, or even aggressive resistance (Ullah, 2012), while conducting a research on teachers college employees, Chinese students conducted since 2018 to 2022 by Kirkpatrick model, learning is more important but as training & by changing employees behavior cultivating a new culture by quality& the impact of physical& mental development (Du, 2021). In this Research a Kirkpatrick model is added while correlated with the literature to improve efficiency which is being conducted in China by enhancing resiliency in employees behavior. The evaluation was done among teachers and learning modes in students.

(1) *Reaction Layer Evaluation.* The evaluation is being conducted by teaching contents on teachers and students. A very enthusiastic and highly motivated learning atmosphere environment would create by reaction layer evaluation, being adopted in

the mechanism of neuroscience and computational learning (Liang, Shen, Shi, and Zheng, 2022).

(2) *Learning Layer Evaluation*. When students taught in offline classrooms and online classrooms the main goal is achieved that how well student learned by environment to adopt and change their behavior (Liang et al, 2022).

(3) *Behavioral Layer Evaluation*. In this stages it's necessary to identify student behavior to change and adopt from circumstances. When processing and analyzing the results of students behavior to be assessed in learning mode of conduct.

(4) *Results Layer Evaluation*. In this evaluation on this phase the results are being generated while having final tests. The results and accomplishments in the students performance are seen clearly in their test scores. In-depth analysis are being kept into considerations Evaluation timelines are more important to consider and assessing the students behavior (Liang et al, 2022).

When an employee's situations are changing for the new roles then to improve efficiency for better productivity, but here HR Professionals play a new role for both management and employees by change management process for successful leverage. They must follow new roles which aren't confined for traditional aspects rather than they must require to follow new HRIS (Human Resources Information System) system to be more efficient through resiliency. HR Professionals must keep the employees on the right path to meet up this competitive world by change management process (Du, 2021). While keeping high morale only with workmate through their intellectual cognitive behavior by following recent upgraded change management theories. After exploring change management process the HR Professionals must implement through their behavior analysis in their process, product and people as change is a radical factor in the organization to improve efficiency. For successful leverage organization must develop an agile workplace, culture and must follow a systematic approach to managing major changes (Griffin, 2022, p. 173). Organizational development experts must create approaches which can be easily navigate changes and explore the factors which is meeting the competency for successful leverage. The HR Professionals must explore the factors by resiliency to improve efficiency (Griffin, Phillips, and Gully,

2024, p. 40).

Additionally, the study utilized Preacher and Hayes mediation analyses to investigate the mediating effect of employee resilience on the relationship between learning organization and work engagement. The results revealed significant relationship between variables of the study and shows that learning organization positively affect employee resilience and work engagement. The findings suggest that employee resilience partially mediate the effect of learning organization on work engagement. This study offers concrete insights to HR managers for fostering employee resilience which in turn can play a key role in building a highly engaged workforce. Future implications for theory and HRM practitioners are discussed (Malik and Garg, 2020).

1.2 The Concept Of Resilient HR Professionals

HR departments often, plays a vital role in the organizations decision making process to meet the targeted goals. Change Management is a textbook for understanding of cultural change within these organizations. To appreciate the dynamics and the problems of creating resilient HR leading change in an organization, we need to understand cultural theory and organizational development (OD) methods drawn from the managerial and behavioral sciences. As Resilience is a behavior which employees carry, Managers must be able to reflect their ability & skills to influence it on organizational hierarchy for resiliency in an organization for occupational health perspectives (Mullen, Thibault, and Kelloway, 2024). Changing culture is ultimately concerned with leadership and power issues, and Change Management considers change management in these terms. A dominant theme advanced by this textbook is the assertion that culture controls organizational decisions and actions. Corporate culture require a new learning with new technological aspects of all levels of the individuals. Researchers and practitioners don't know enough about the processes of cultural change and call for more longitudinal studies that explain change in cultural and process terms (Burnes, 2019). Resilient HR are only capable for managing change in job satisfaction, performance management that they have to play in managing change, rapidly changing technological advancements, second it will make richer the existing literature of change management as well as HRM.

1.3 The Employees Bringing Resiliency In Their Behaviour

As 60% of organizations are changing in the last decades to bring resiliency in employee's behavior but the major factors are those whether those organizations are capable to produce efficient employees. Are Employees psychologically inclined towards mental health and well-being, which helps bring resiliency in their behavior? Its psychological trait that is inherited in employees personalities, enabling them to be adaptable and cope up with change.

As workplace offers employees the opportunity to enhance their potential and strength to bring resiliency by growth & development, it's strategically important for organizations to coach, train & guide employees according to their mental stamina of individual workplace stressors (Cooke, Cooper, Bartram, Wang, and Mei, 2019) and (Sherlock, 2016).

1.4 Research Objectives:

Researcher is exploring the resiliency behavior in employees the objectives of this thesis entails the following.

: To identify the gaps when it's needed and how to successfully leverage such opportunities for creation of resiliency in bringing change.

: Which behavior are needed to bring resiliency factors?

: As resilience is a human behavior in an organizational psychology so personal resiliency must be define for workplace stressors

: What Psychosocial strategies are necessary for employees when bringing change?

: Can resilience, well-being assessment and mental health and work life balance and performance outcomes be achieved by organization's employees

: How to promote resiliency.

Sub Questions

To evaluate whether change management requires both an individual and an organizational effectiveness in terms of resilient HR.

To measure the current and to explore the future implications of change management process in terms of resilient HR.

To investigate why should be necessary for HR professionals need to take initiatives to be resilient.

Problem statement is that whether those HR professionals are yet ready to be resilient in bringing change to meet up this competitive world challenges.

1.5 Psychological employee's resilience

As resilience is correlated by employee's psychological interference so it's needed when employees are psychologically ready to adapt resiliency in their behavior they're capable to fight from workplace stressors (Manfield, 2016).

In the literature old traditional practices are being adapted verbally and very concise & limited so it's understood that from literature employees aren't well enough to capable of resiliency in their behavior (Day and Cooper, 2024). But researcher are analyzing those factors in the era of modernization systems & approaches through interventions & therapies which are being analyzed.

Self-efficacy is a best pathway to bring resiliency in employee's behavior. Bandura's theory of self-efficacy suggests that one's expectations of personal efficacy determine if coping behaviors through psychological employees resilience will be initiated, how much will be expended, and how long they will be sustained in the face of obstacles and aversive experiences (Defilippi, 2022). Bandura suggests that high self-efficacy is determined by the confidence one must have to carry out a behavior through adverse conditions. Bandura's work on self-efficacy explores how expectations of personal mastery can affect the initiation and persistence of coping behaviors and ultimately mediates human behavior. It is suggested that the strength of people's beliefs in their effectiveness will possibly affect if they will attempt to cope with certain situations (Defilippi, 2022).

1.6 Psychological Mental health & wellbeing of Employees

In some organization there's a culture which brings anxiety & depression which leads to destruction in the mental health & well-being of an employee's so in terms of

resiliency it's called "Workplace stressors". Then the biggest Question is this how an employees are going to cope up their drastic scenarios or how an employees are going to cater their overloaded tasks. In terms of resiliency these all phenomenon are related to employee's mental health& well-being. Psychological wellbeing for employees is common in today's workplace due to excess pressure and increased competition. It is very common among the employees that they undergo depression or anxiety (Durai, Manoharan, Priya, Jayanthi, Razak, and Ashtikar, 2024). They are afraid to disclose health conditions as mental health is still considered taboo, and individuals are not well accepted by society. Hence, every organization must also check their employees' wellbeing to reduce several health issues prevailing in the country, In the work of Mohan, and Lone (transferring Cremers, Taylor, Hodge and Quigley, 2019) stated that certain employees have pre-existing physical otherwise mental health illness recruited or might mature caused by factors were not work linked factors. Work-linked stress is a major reason for work-related ill health, poor efficiency, and human error. It had been seen that the augmented sickness absenteeism, staff turnover in addition to poor performance in an organization, in addition to a psychological well-being of an employee's possible upsurge in accidents owing to human error (Mohan and Lone, 2021). Work-linked stress manifests in heart disease, headaches, back pain, gastrointestinal turbulences or frequent minor sicknesses, psychological properties like anxiety or depression, and poor decision-making (Ho and Kuvaas, 2020). The stress develops an adverse response people have over extreme pressures and demands sited upon them. There is a clear distinction between pressure that can be the motivating factor, in addition to stress, occurring when the pressure becomes extreme on an occupational health& safety (Ng, 2020).

Due to excessive pressure & financial downsizing the employees get overburden & severe psychological issues& disorders arise in their behavior. On this stage employees need to be proper council by a qualified occupational health psychologist & develop resiliency through interventions& therapies (DeAngelis, 2022).

Sometimes it's over depressive scenario when employees need to seek some kind of attention by HR then in an organization HR aren't consider to be agile at this

stage. The employee's health that the work was causing health subject or aggravating; employers have legal accountability to help employees (Mohan, and Lone, 2021). Researcher is exploring those factors which need the HR must be resilient in human behavior.

1.6.1 Stress Management

How an organization are going to cope up by workplace stressors so it has been correlated from the history that organization need to create a positivism in their behavior, first reassure in their employees behavior then in their meaningful employees. Working on employees mental health illnesses so employees seriously boost their mental health & cope up with stress management& be productive & resilient for future prospects& it's beneficial for cognitive health of the employees (Sherlock, 2016).

Resilience can refer to effective coping and adaptation with loss or adversity (Tugade, 2010). How an organization is going to cope with workplace stressors has been correlated from past published scientific study happened in UK on resilience, showing that organizations need to embrace positivism in their behavior (Sherlock, 2016). First, they should reassure their employees regarding their behavior, focusing particularly on their most meaningful employees. By working on employees' mental health, organizations can help employees significantly boost their mental well-being, manage stress effectively, and become productive and resilient for future prospects. This approach is also beneficial for the cognitive health of an employee's, (Hartmann, Weiss, Newman and Hoegl, 2020). It promotes resilience as a process of adaptation to adversity. Similarly, resilience as the process of successful adaptation despite challenging or threatening circumstances (Masten, Best and Garmezy's, 1990) .

How an organization is going to cope with workplace stressors has been historically correlated with the need for organizations to adopt a positive approach. First, they should reassure their employees about their behavior, particularly focusing on their most valuable employees. By addressing employees' mental health, organizations can help them significantly improve their well-being, manage stress

effectively, and become more productive and resilient for future prospects. This approach is also beneficial for the cognitive health of the employees (Sherlock, 2016).

1.6.2 Mental Health & Resilience

According to the literature that employee's mental health & resilience are co-binding factors of organizational success. As physical health is an important factor to create resiliency so it would be necessary for an employees to bring tendency of emotional well-being in their peace of mind. Nine of ten organizations around the world offer some form of well-being program. But global health and well-being scores remain poor, despite well-intended interventions. Poor mental health and wellbeing and organizational issues, including attrition, absenteeism, lower engagement, and decreased productivity. In 2023, organizations need to refocus their efforts on addressing the root causes of mental-health and wellbeing challenges in a systematic way; one-off and incremental fixes won't be enough (Beckenbauer, Bérubé and Bettati, 2023). What's changing in a McKinsey Health institute Global survey on Mental health & well-being, almost 60 percent of respondents say they have experienced at least one mental health challenge at some point in their lives, a figure consistent with other global research. This trend holds true regardless of country, industry, age, group, role, or gender. The message is clear most employees are directly & indirectly affected by mental health related challenges & they can't be treated in isolation from the workforce on occupational health & safety perspectives. Four or Five HR leaders around the world report that mental health & well-being are now top priorities for their organizations (Beckenbauer, Bérubé and Bettati, 2023)

Simultaneously, during the pandemic era when employees are working from their home so isolation creates them favorable situations in their behavior at some extent, but in a meanwhile some employees do not have an eager tendency to cope up resiliency in their behavior (Nielsen and Taris, 2019).

This would be magnificently bring mental peace & marvels happiness when employees are eager to work in their comfort zone whether in working remotely in isolation or in person. This need to create urgency by HR Professional to work on their

assets in the form of human mental health & well-being by monitoring & implementing the system (Dawkins and Sanderson, 2017).

So researcher is currently evaluating & exploring resiliency factors which correlates to mental health & well-being of an employee's.

1.6.3 Psychological Resilience

When we talk about resiliency it correlates from the literature that adversity & positive adaptation are the two elements of psychological resilience. While adversity is worst part of resilience which inherit from the history how to cope up the challenges where as positive adaptation is pretty healthy factor of resilience which employees can bring in their behavior to cope up workplace stressors (Mohan and Lone, 2021).

Psychological resilience emphasize a personal resource of resilience in employees' behavior. As it's regarded as personal trait which employees carry in their personality to cope up drastic scenarios. Psychological resilience has an important skill to cope up with negative stressors. According in bifurcate of job demands situations there's a model which is applicable on an employees to bring personal resilience in their trait. As psychological resilience is a typical examples of an internal resources. Scholars define it as a personal trait as the role of mental process to cope up on negative effects of stressors in the workplace (Mohan and Lone, 2021)

1.6.4 Employee Resilience

As resiliency theory correlates with the psychological well-being of an employee's so through adaptability & flexibility employees can resist their behavior.

Employees resilience is defined as how employees are being capable of handling the worsen situations in the workplace through job satisfaction. This sometimes effect the organizational resilience & internal factors as psychological resilience (Koon and Ho, 2021, p. 84).

1.6.5 Perceived Mental Well-Being

Mental health is an employee's state in which employees consider their cognitive intellectual state. If employees are marvel & tremendously proactive then they are consider to be fruitful & productive for an organization (Jena, Pradhan, and

Panigrahy, 2018).

As man is consider to be social well-being so it's necessary for an employees to create relationship management. How an employee's perceive their mental health psychologically. Good salary, paid vacation, besides full welfare package, positively significant for workplace wellbeing; however, there are many factors where companies need to consider in attempting to build a team that would stay loyal in addition motivated for the long term. Certain variables enhance the betterment in the employee's safety and psychological wellbeing (Li, Kaltiainen and Hakanen, 2023). In variable autonomy, the micromanaging managers were not bad for morale and were likely to lead to job dissatisfaction.

As employees are consider organization's assets in terms of resiliency when employees perceive a healthy lifestyle & inherit from their culture it automatically consider productive for better growth& enhancements. Perceived Coping strategies for wellbeing are divided into four groups: problem-focused, emotion-focused, support-seeking, and reactive coping. The appraisal coping occurs when individuals alter the way they think, for instance, employing denial and distancing from the problem (Page and Nilsson, 2017). People might alter the ways they think regarding problem by changing goals and values, seeking humour recommended that humour might play a bigger role as stress moderator amongst women than men (Uansin, 2023). Adaptive perceived behavioral coping strategies had been noticed that the persons using problem-focused plans trying to deal with reason of the problem. It had been seen that finding out information over the problems besides learning had generated skills to manage the problem. It has hence been seen that the problem-focused coping was intended at changing or eradicating the source of stress on perceived mental well-being of an employees on occupational health& safety (Vincent, Mahendran, Nebhen, Deepa, Srinivasan and Hu, 2021).

1.6.6 Challenges To Enhance Psychological Wellbeing

There're so many certain challenges which employees need to bring in their behavior, it had been correlated from the literature that an employees aren't ready to accept their mental health in the fear of social negligence& discrimination& chances

of losing the job (Kermott, Johnson, Sood, Jenkins and Sood, 2019)

The employees cannot get necessary brain relaxation & causing an increase in stress, depression & anxiety. It had been correlated that an employees who have psychologically issues couldn't cope up with the workload & can't get out of workplace stressors. So it's a biggest challenges for an employees to create resiliency in their behavior first& create it in a culture to cope up challenges for better productivity& enhancement. (Mohan and Lone, 2021)

On Contrary certain organizations wants more maximize profits without catering employee's mental health& well-being so if employees aren't smart enough to cope up psychologically in their workplace then it wouldn't lead to better productivity& enhancement.

Researcher is working & evaluating& analyzing regarding to explore resiliency factors to bring in employees behavior first then it in our culture.

1.7 Work-Life Balance

When we correlates employees professional, personal& social lives from the history so it's been taken from the history that past eras life got rupture due to hectic mismanagement of time. As Human being is consider to be socially addicted by nature. He needs to be socially strong enough to work mentally to resist in their lives. Employees need to build recognition& leadership styles to work in a healthy workplace stressors. When researcher analyzed& evaluated their results so it has been presently explored that work-life balance are the significant main factors of employees behavior to create resiliency. So researcher is editing in literature reviews & correlating from the history that history recognizes Work life initiatives. Bringing initiatives mean to initiate& create urgency in their behavior to develop resiliency for successful leverage. (International Labour Organization-ILO, 2022)

Many studies have shown that low work-life balance (WLB) can be harmful to health. Poland is a country with one of the lowest indicators on the WLB scale among European countries but there are only a few studies about the connection between WLB and health. This literature study aimed to answer the questions of whether the lower WLB among Warsaw's managers and employees correlate with poorer mental

and physical health, and what life orientations and values typical of the middle class are related to work–life balance. Two surveys were conducted in the years 2003 and 2013 on the quota samples of 500 members of the Warsaw middle class: specialists, managers, and entrepreneurs, indicated the connection between a lower level of WLB and worse mental and physical health (Borowiec and Drygas, 2022).

Changes taking place in the modern world have caused the problem of balance (or its lack of) between occupational work and other areas of life to become increasingly important. One of the most important consequences of low work–life balance can be worsening physical and mental health. Poland is still a country in rapid social and economic transition, and its citizens are in worse health condition than people in the majority of European countries. Health indicators such as life expectancy, and premature mortality and morbidity are worse than in the Western Europe countries. Both objective measures and people’s health self-assessment indicate a poorer health condition of Poles than people in other parts of Europe. Although work–life balance indicators in Poland are lower than in the majority of societies in Europe, there is little research in Poland about the connection between WLB and health among work-force. Work–life balance can be defined as a kind of relationship between the social roles fulfilled in occupational work and in personal life assessed by individuals as being satisfactory, conflict-free and harmonious and enabling efficient functioning in both private and work areas. In more complex, the following have also been pointed out: the distinction between balance and conflict that can be treated as separated dimensions as it is possible to experience both of them at the same time, the existence of various aspects/dimensions in which the conflict/balance takes place, factors are, time, behavior, involvement, satisfaction, direction of conflict: work–life conflict takes place when the professional roles interfere with non-professional roles, and life–work conflict arises when non-professional roles interfere with the professional roles, the consequences of work and life interplay that can be positive or negative (Borowiec and Drygas, 2022).

Taken from past survey literature regarding Work-life balance, Public health measures to improve higher performance for efficiency after pandemic have led to the closure of many workplaces. Where employees work – i.e. the location for the

performance of work - has changed for many who continue to work. After pandemic, In Canada, many employees are now working from home: parents, for example, are simultaneously working and performing other roles such as teaching their children while schools are closed. The boundaries that have served to separate employment and home-life physically, socially and mentally, are now blurred for many workers Two main aspects related to work-life balance are lack of time and scheduling conflicts, and feeling overwhelmed, overloaded or stressed by the pressures of multiple roles (e.g., being a worker, caregiver, parent. Finding a healthy balance is important as poor work-life balance can result in stress, absenteeism and low productivity (Gander, Briar, Garden, Purnell, and Woodward, 2010). Employees' work satisfaction, initiative, motivation and morale are all likely to be improved where effective work-life balance practices and programs are implemented. (Survey Of Gender Based Analysis- SGBA ,2019). Samir works in a small unit at the Government of Canada as a policy analyst. His department has a lot of pressures and many demands for quick turn-around times on complex tasks. Samir is married to Anya and they have three school-aged children. His disabled elderly parents who migrated recently from India, live close by. Samir organizes public transportation for them, and this often entails being on the phone for hours, but sometimes he drives them to appointments. Samir feels overwhelmed with the demands of home life, meeting the needs of his parents, and the work that he does. There just are not enough hours in the day to do everything. He is feeling stressed and torn between prioritizing and fitting in care for his parents, looking after his immediate family and managing a heavy workload. Every day is busy, the hours are long but even after a long day, he cannot sleep well. He has been prescribed an anti-anxiety medication. His doctor also suggested that he speaks with someone at work to see if there are any ways to manage better (SGBA, 2019).

1.7.1 Building Resilience

As creating resiliency in employees behavior several factors are inter correlated from the literature While flexibility and agility are necessary to deal with daily problems and changes, resilience is an important success factor in dealing with unexpected threats and crises. Connecting the gained insights with the differentiation of cognitive, behavioral, and contextual dimensions of it can be said that the three

resilience stages always contain cognitive and behavioral dimensions, and that the successful completion of those stages always depends on an interplay between cognitive and behavioral capabilities and actions. Cognitive capabilities (e.g., mindfulness, sense-making, and critical reflection) are needed to understand environmental developments and make appropriate decisions. In this context, ‘cognitive challenge’. “A company must become free of denial, nostalgia, and arrogance. It must be deeply conscious of what’s changing and perpetually willing to consider how those changes are likely to affect its current success”, In the work of Duchek (transferring Hamel and Prahalad 2003, p. 4). Behavioral capabilities (e.g., improvisation, experimentation, and knowledge implementation) ensure that resources are used and necessary actions are taken. They are “the engine that moves an organization forward”, In the work of Duchek, (transferring Lengnick-Hall and Beck 2005, p. 781).

While discussing resiliency in employees behavior four components arise from the literature which are intercepting that

- Physical energy are the physical health of an employees which interrelates with body& organs.
- Emotional energy are perceptions, thoughts, visions& creative neurological feelings.
- Mental energy are cognitive health of an employees
- Spiritual energy are employee’s feelings which employees perceive by their dignity& God.

Are necessary components to build resiliency in employee’s behavior. When organizations make a better commitment towards their employees to boost their energy they’re cultivating a better performance level. (Brown and Shelly, 2024)

1.8 Cognitive Behavioral Neuroscience into HR Strategies For Employees Resiliency

The world of work is inhibiting by cognitive behavioral neuroscience. Traditional personnel HROH practices are no longer working in latest technological advancement. HROH practices are currently transforming in the frontiers of science.

Cognitive Behavioral Neuroscience are incorporating that how employees brain work, think and perceive to improve efficiency for better productivity and well-being, engagement, and ultimately performance to enhance employees resiliency. (Chatterjee, Parikh, and Alfonso, 2024). The human brain and its underlying cognitive processes are the subject of intense research within the field of Resiliency to enhance behavior in the neuroscience In the work of Chatterjee (transferring Kandel et al., 2013). Neuroscience research offers valuable insights into how the brain functions, ultimately leading to developing solutions that optimize its performance, In the work of Chatterjee (transferring Colombo & Knauff, 2020). Cognitive neuroscience, a subfield that integrates the study of brain function with cognition, provides a comprehensive understanding of human behavior and sheds light on vital psychological concepts In the work of Chatterjee (transferring Gazzaniga et al., 2019). Its long-term goal is to establish core principles that explain the relationship between neural computations and cognitive processes in the brain, ultimately revealing how these interactions manifest as observable behaviors, In the work of Chatterjee (transferring Posner & DiGirolamo, 2000; Poldrack, 2006). This scientific Research introduces the reader to Cognitive Behavioral Neuroscience (CBN) and its relevance in designing effective human resource (HR) practices, encompassing implications for decision-making, communication and feedback, stress management, learning and development, employee motivation and engagement, and workplace design to enhance mental health and well-being of an employees to increase resiliency.

By acknowledging the inherent neurocognitive diversity within the workforce, human resource (HR) practices can move beyond a one-size-fits-all approach toward fostering an inclusive work culture that capitalizes on the collective strengths of its employees. The concept of cognitive diversity suggests that organizations benefit from valuing their employees' varied life experiences and skill sets. This fosters richer interactions and creates a more inclusive work environment (Chatterjee et al, 2024). Organizations can leverage a “neuro-informed” approach to optimize their workforce and processes, potentially gaining a sustainable competitive advantage. Neuroscience holds promise in predicting individual and group performance by applying basic processing models, In the work of Chatterjee (transferring Paulus et al, 2009). This has

led to a shift in organizational focus, with many adopting cognitive-behavioral frameworks informed by the principles of neuroplasticity, in the work of Chatterjee, 2024 (transferring Doidge, 2007). These frameworks emphasize the brain's ability to adapt skills and modify cognitive functions over time. For example, training programs specifically designed to enhance brain functions can target neural networks associated with critical areas like skills are focus oriented work-force, problem-solving skills to enhance resilience (Tang, Hung, Au-Yeung, Yuen, 2020). As Cropanzano and Becker (2013) argue, neuroscience offers valuable insights that organizations can utilize to enhance effectiveness. Cognitive Behavioral Neuroscience (CBN) to develop skills in whole work-force and its relevance in designing effective human resource (HR) practices, encompassing implications for decision-making, communication and feedback, stress management, learning and development, employee motivation and engagement, and workplace design. (Cropanzano, and Becker, 2013).

By applying these latest findings, organizations can optimize their workforce and processes, ultimately improving their overall performance and can easily develop a resilient Work-force.

1.8.1 Using Cognitive Behavioral Therapy to Improve Employees Resiliency

Resilience comprised the ability to frame difficult life events in positive terms, accept what cannot be changed, manage worry and anxiety effectively, develop psychological flexibility in the face of change and continually seek opportunities for growth and development. Study suggested that these resilient behaviors may have contributed to positive ageing (Hutnik, Smith, and Koch, 2016)

A Scientific Study taken from the literature which had been done in UK. The research team consisted of three academics (Koch, Smith and Hutnik) and a research associate (Turner). The university's ethics committee approved this study. Increasing our understanding of positive ageing was the main aim and Study believed that it had been learned from centenarians to increase Resiliency. Using popular media, recruited volunteers from Ireland, Wales, Scotland and England, Provided centenarians with

information about the study and sent them a consent form, which they signed and returned to them prior to interview.

In the Australian centenarian study, in the work done by Hutnik (transferring Power *et al.* 2016, Koch *et al.* 2016, Koch & Kralik 2016; Koch *et al.* 2016) observed that centenarians seemed to embody positive attitudes and values but most importantly they had learnt to deal with stress in their lives. Similarly the UK centenarian cohort had experienced two world wars, societal upheaval, numerous life events, personal adversity and loss of close family and friends. They heard many stories of hardship, poverty and from our perspective, oppression. Longevity appeared not to be a result of avoiding stress rather it was responding to it efficiently and effectively. However, when talking about the stress and upheavals they had survived they said: ‘Accept whatever life brings’, ‘don't worry about the past’, ‘take each day as it comes’, ‘do what you can to make things better and then forget it’, ‘give it time’ and ‘wait for things to change’. These findings were presented in previous publications (Koch *et al.* 2016 Hutnik *et al.* 2016). In describing the centenarians’ ability to ‘move on’ from difficult situations, they recognized this response as ‘resilience’ which required further analysis. The purpose of this attached literature therefore is to make an effort to understand and explore the centenarians’ stories in relation to ‘resilience’ by using a new lens, cognitive behavioral therapy (CBT), to re-examine their stories.

Applying a Cognitive Behavioral Therapy (CBT) approach to re-examine stories in the literature data in this paper by subjecting them to the specialist gaze of Nimmi Hutnik the psychologist and accredited cognitive behavioural (CB) therapist in our research team. Accordingly, to understand resilience as it is portrayed in the stories told by centenarians we re-examined data using a CBT approach, in the work done by Hutnik (transferring Bannink, 2016).

By reviewing current literature on resilience. Psychological resilience is conceptualized as the ability to confront adversity and still find hope and meaning in life, in the work done by Hutnik (transferring Padesky and Mooney 2016). In the work done by Hutnik transferring Robertson (2016) Resilience is not just a ‘bouncing back’; it essentially incorporates ‘moving forward’ to make life better. This struggling from the pain of adversity towards ‘forward movement’ tends to place people who are

resilient in touch with their own strongly held values and encourages positive movement in this direction despite difficulties and obstacles. In the work done by Hutnik (transferring Lavretsky, 2014) in a comprehensive review of resilience and ageing research and practice suggests that spirituality, yoga, meditation, dance and movement therapies are effective interventions to increase resilience in the older population. Neenan and Dryden, advocates of CBT, point out that retraining the older person's attributional style in the face of adversity can facilitate the emergence of resilience (Neenan, and Dryden, 2020).

CBT has become a unique psychotherapeutic approach to treating people with mental health issues that emphasizes the centrality of cognition in the determination of our feeling and behavior. In everyday experience, the way we 'frame' a situation whether in positive or negative terms will determine the way we feel about it and how we behave in it. In CBT we encourage people to challenge our negative thoughts to develop more flexible, realistically optimistic ways of thinking about difficult situations (Hutnik, 2016). Recently new developments in CBT arose from the realization that merely challenging employees' negative thoughts is sometimes insufficient to bring people out of depression and/or anxiety, particularly in situations that are irreversible. Acceptance and Commitment Therapy (ACT) expands CBT, focusing on being mindful and aware of our thoughts and our relationship with them to enable ourselves to move in the direction of our most deeply cherished values despite irreversible situations or handicaps (Hayes *et al.* 2016). ACT is based on the Serenity Prayer: the grace to accept the things that cannot change, to change the things that can and the wisdom to know the difference. In other words, intellect is required to think through and withstand life's difficulties. To understand how the centenarians in their study dealt with situations that potentially could have 'knocked them down' we used CBT as a theoretical lens to explore their stories to find and interpret positive ways of being in the world, in the work done by Hutnik (transferring Bannink, 2016).

Another Previous research has systematically studied the effectiveness of Cognitive Behavioral Therapy (CBT)-based interventions in managing both mental and physical symptoms of chronic disease including depression, stress-related mental disorders (SMD), and chronic pain that are common causes of sick leave. However, a

systematic review focusing on the effectiveness of CBT in facilitating RTW (Return to work) is lacking. This study compiles research on utilizing CBT-based interventions for helping employees on sick leave return to work (Xu, Cai, Sawhney, Jiang, Buys, and Sun, 2024)

The findings indicate that CBT-based interventions are effective in reducing the length of sick leave and facilitating the RTW of employees in the intervention group (Xu et al, 2024).



CHAPTER TWO

LITERATURE REVIEW & CONCEPTUAL FRAMEWORK

In this Chapter Researcher discuss from past literature regarding effective roles of Human Resources in bringing organizational change in the perspectives of resiliency. As resiliency is correlated from mental health& well-being of an employee's.

2.1 Effective Roles Of Resilient HR Professionals in bringing Organizational Change.

Resilient HR professional's salient features for *exploring the factors of resilient HR are as follows:*

- To identify the gaps when it's needed and how to successfully leverage such opportunities for creation of resiliency in bringing change.
- To evaluate whether change management requires both an individual and an organizational effectiveness in terms of resilient HR.
- To measure the current and to explore the future implications of change management process in terms of resilient HR.
- To investigate why should be necessary for HR professionals need to take initiatives to be resilient.
- Problem statement is that whether those HR professionals are yet ready to be resilient in bringing change to meet up this competitive world challenges.
- Sub Questions
 - What are the factors of resilient human resource employees for organizational effectiveness.
 - 1. What is the nature of resilient HR and how to assess its effectiveness?
 - 2. What are the practices of human resource employees to be resilient within an organization?
 - 3. Which roles could human resource employees to be resilient play to achieve organizational change effectively?
- *Effective Change management which works for Change agents*

Through the tremendous learnings we have acquired during the recent pandemic era, we would mention that HR leaders should develop their mindset in flexibility and adaptability. Since the future is uncertain with compounded complexity, learning to be more flexible and adaptable can help HR leaders support changing organizations (Burnes, and Hughes, 2023). Effective change management goes beyond project management and technical tasks undertaken to enact organizational changes and involves leading the "people side" of major change within an organization. The employees who are able to manage change through resiliency are considered or carrying leadership traits. (Burnes and Huges, 2023) & (Mishra, Shukla, and Sujatha, 2021).

2.2 Organizational Change abilities Factors of Exploring Resiliency Systematic Leadership

How HR Operates within Organizations matters to occupational Strategies Human resources includes a myriad of functional areas, encompassing responsibilities from recruitment and staffing to compensation and benefits or training and development. As researcher is talking about the resiliency behavior to develop on human resources or the whole work-force so it has been necessary to look after this behavior at an organizational perspectives. The human resource profession has evolved during the past 20 years and continues to change, from the collective demographics of HR professionals and the ways that practitioners enter the profession to the functions and roles served by HR and the value it brings to organizations. HR is increasingly mobilized to offer much more to organizations than record-keeping, payroll and employee benefits administration. In fact, many of the transactional functions that traditionally formed the core of HR departments' responsibilities are now often outsourced so that organizations can focus on business strategy through talent management and leadership development activities (Defilippi, 2022). Yet, it is argued that HR functions and departments in many organizations are not engaged in strategic roles. What factors contribute to how HR's role is viewed within the organization? Human resource functions and departments are typically bound by a number of organizational factors, not the least of which is the staff size of the organization. How do organizations determine which functional areas are critical to

the organizational strategy, the priority of critical functions and how to best develop and assign HR staff to those functions (Day and Cooper, 2024). While organization staff size clearly has an influence on the headcount and budget within the organization's HR function and/or department, there may be other factors contributing to decisions about HR responsibility and functional area staffing (Fotnatos and Cooper, Antoniou, 2023). How much control do HR professionals have over the functional areas to which they are assigned and/or the scope of their responsibilities? To what extent are HR professionals receiving mentoring about strategic contributions to the organization, including from organization leaders in non-HR functions? Understanding how HR is approached in the context of the organization in which it operates is crucial to understanding how HR contributes to business strategies and the value that it is poised to bring to the organization. Moreover, it adds to the overall picture of HR professionals' career progression expectations as well as non-HR business leaders' perceptions of and mentoring involvement with HR (Dhiman, 2023).

Leadership is a trait which needs to be inherit through culture& environment. A capable of leaders are carrying of beliefs, attitudes, values& behavior. (Dhiman, 2023). Authentic leaders have extra ordinary skills& traits which they carry in their perspectives& thoughts. Authentic leaders have to create urgency by team management in which they're capable of relating their self in several tasks& workplace culture. A good leader creates a resilient work-force.

Systematic leadership is a set of skills and capacities that any workforce or organization use as a catalyze in their behavior to bring resiliency. It combines collaborative leadership, coalition building and systems insight to mobilize innovation and action across a large, decentralized network arise (Robertson, Cooper, Sarkar and Curran, 2024).

Systematic leadership are as follows

- Convene& Commit
- Look& learn
- Engage& energize
- Act with accountability

- Review& revise

While the concept of systematic leadership makes intuitive sense to many organizations, it is not yet widely embraced& practiced. So through resiliency individual can look& learn & bring it in our culture to be more productive.



Figure 1. Factors of Resiliency leadership elements

Sources SHRM (Society For Human Resources Management)

Harvard Kennedy School

2.3 Resilient Human Resources

Though resiliency by Change management is the systematic approach and application of knowledge, tools and resources to deal with employees how to transform in developing resiliency by change. It involves defining and adopting corporate strategies, structures, procedures and technologies to handle changes in external conditions and the occupational environments (Merdiaty, Omar, saputra and Bon, 2021). Effective change management goes beyond project management and technical tasks undertaken to enact organizational changes and involves leading the "people side" to create resiliency in their behavior of major change within an organization. The primary goal of change management is to successfully implement new processes, products and business strategies while minimizing negative outcomes. (Scown, 2022)

2.3.1 Some Renowned Scholar Professors Sayings Regarding Resilience

“A life Coach helps you tackle obstacles and implement meaningful change in real-time. Define your goals, develop actionable strategies, and get the support you need to follow through. Your Life Coach is there to help build a life you’re excited to live. Says a life coach through resiliency you can build empathy & know through your behavior how to tackle life challenges in your workplace”.(Life Coach)

“Resilience is beyond something like to cope up with stress or succeed in the face of adversity” says Dr. Cindy Bergeman a psychology professor at the university of Notre Dame.

“You’re not born with resilience. It’s not something you either have or don’t have” says Dr. Alexandra Burt a child development expert at Michigan State University.

“Resilience is a process in which many family, cultural & community interact. It boosts wellness& protects you from risks of mental health& well-being. For many people these risks are compounded & combined by hardships& discriminations”. Added Dr Lisa Wexler, who studied suicide prevention at the University Of Michigan.

ILO(International Labour Organization)_Mental Fitness

Building resilience

Rebound from setbacks faster, and adapt to new challenges with confidence.

ILO (International Labour Organization)_Time Management Productivity

Work-life balance

Prevent burnout and improve your quality of life by harmonizing your personal and professional life.

Drowsiness.

Anger.

Anxiety.

Level of Focus.

Mood of voices.

Occupational risks depend directly on the mental state of the workers and their behaviors. If a worker is not in adequate physical and mental condition on a job, the risk potential increases. (Kessler, Petukhova, Sampson, Zaslavsky and Wittchen, 2021)

2.3.2 Factors Of Resiliency

Self efficacy

Self-efficacy is the behavior or tendency which employees needs to execute in their tasks& abilities while having at work. It reflects confidence in employee's behavior& tendency to leads in the workplace. Banduras highlighted that self-efficacy is employee's activities& self-effort & persistence to create resiliency in their behavior (Premadasa and Perera, 2023, p. 19).

Mental Health & Wellbeing Assessment

While correlating from resiliency perspectives mental health& wellbeing are the two coring components of employees being resilient.

Work-life balance

Work-life balance are enhancing& leveraging employees both professional & personal life in effective& efficient manner.

Empathy

Empathy is the trait which employees can develop in their personality to cope up difficult& worst scenarios.

Proactive mindset

It's been correlated that proactive mindset are necessary to implement strategies for successful leverage.

Emotional intelligence

How strongly employees are perceiving their abilities& skills sets to coping emotionally. While defining emotional intelligence from the literature it's creative skillsets& abilities which are the forefront in employees behavior.

Psychological interventions

It's been correlated it's necessary to employees mental health& well-being for persistence & fulfillment of being productive.

Job Satisfaction

When employee's performance & culture execution are good enough to boost& motivate employees inner inertia then job & workplace satisfaction automatically create resiliency in employees behavior.

Cultivating a culture of continuous learning

Training & continuous & ongoing learning is beneficial & create a healthy culture fir resiliency building.

Encouraging psychological safety developing emotional intelligence

Employees' psychological safety is needed for being resilient. Better& healthy sleep can boost a good emotional intelligence.

Establishing clear communication channels

Communication is constantly necessary for being resilient. Clear & visionary paths are only consistent when ongoing resiliency factors are coaching in employee's behavior.

Consistent messaging

Consistent talking & healthy relationship with their subordinates, colleagues & managers are needed.

Inclusive decision making

It's been correlated from the literature that inclusive decision making is necessary while having effective & efficient workforce.

Monitoring & feedback

Controlling & monitoring the feedback from subordinates which creates cohesive culture of healthy relationship management through Self-efficacy. (Bandura, 1999). So first we need to develop these on organizational perspectives further change the behavior individually.

2.3.2.1 HR Strategies which need to create employees resiliency:

In HR literature there are several HR practices & policies which needs to be correlated for better strategies & differentiations, first is people strategy in which the occupational health is totally centered with people & culture and their mental health and well-being. When our people & culture effective then automatically this create resiliency in employees behavior. According to survey report by society of human resources management that HR strategy are generally aligned by governmental strategy. There are several number of models & practices arise which strategic approaches are highlighting in cohesive manner. Yet, in a public sector HR strategy aren't autonomous it means goals aren't predefined set & not in a cohesive manner.

According to survey report these models have highly dynamics in an organizational change context to bring resiliency. Urgency, agility these are the main components in which Hr strategies must be aligned in a cohesive manner (Lauby, 2019).

2.3.2.2 HR process& people

By the survey report details in the literature it has been correlated that HR operations & functions are co related with resiliency behavior. As HR services are ongoing process of an evolution and modernization. For instance, recruitment process, written& oral examinations are being conducted to ensure transparency & equality for all individual to apply for a job (Scown, 2022).

However, by creating resiliency in employees, several aspects are explored from the literature behavioral test, assessment centers, job databases are being applicable to create resiliency in employee's behavior.

- While talking on an organizational perspectives what are most effective HR operational process& people to bring resiliency in employees behavior
- What does HR services actually provided to organizational resilience in related to employee's resilience.
- While talking on local perspectives governmental bodies Are HR strategies designed in terms of resiliency (Çolakoğlu, Chung and Tarhan, 2016)

2.3.2.3 HR technological enhancement in employees' behavior through resiliency

From correlated through literature several HR information technology are bifurcate i.e outsourcing services. This enhance key levers to enhance overall HR services in technological advancement to create resiliency in employee's behavior in the webinar of Scown (transferring Clemente, 2022).

2.3.3.4 HR challenges for future perspectives

It's been correlated from the history that it's long way an ongoing evolution in creating & developing effective HR strategies by creating resiliency. Are centrally & locally the process of realization is quite simple to enhancing resiliency in the employees behavior. (Scown, 2022)

2.4 The Concept of Resilient HR In perspectives of Change

By developing resiliency in employees behavior. As resiliency is human behavior so employees need to first change & develop this trait of resiliency in their behavior. It has been correlated from the history when change management factors are being applicable on the 1400 executives, 84% percent highlighted that change should be needed & happened in the era since 5 to 6 years decade. (Ulrich, 2016)

Institute survey that Resilient HR are needed to bring change in their expertise& skills, according to John Austin author of leading effective change since 2012 & 2022 culture transformation is needed to be resilient for productive employees (Ulrich, 2016).

When it's needed on implementation factor it's been correlated from the history that implementation is needed on emotional and behavioral side of the employees.

2.4.1. Managers vs. Employees Establishing clear communication channels. (Self Efficacy)

Diversity, Equity And Inclusion

It's been correlated from the literature that Psychologist Albert Bandura defined that high self-efficacy has several benefits to daily life such as resilience to cope up through employees adversity & challenges to overcome stress, healthy relationship management, lifestyles benefits, habits& healthy Work-life balance to improve Employees performance& enhance productivity.

DEI certification is without a doubt a much-needed credential that is critical for these current times. Following the higher demands from the Great Resignation as well as an increasingly diverse culture, leaders and professionals need to have a better understanding of who their team members are, personally and professionally. Employees want to feel a great sense of belonging and understanding. (Hall, 2022)

2.5 Relationship Between Resilient Hr Professionals And Organizational Change

Based on the increased interest in the relationship between resilient human resource management (HRM) or whole work-force and organizational change, many researchers have heightened interest in the kinds of roles the HR professionals should play in order to add value to their organization's performance (Mishra, Shukla and Sujatha, 2021).

Worldwide socioeconomic developments, such as globalization, increasing speed in the service sector of the economy, changes in workforce demographics, focus on customer loyalty and emphasis on effective financial performance, challenge the HR functions in its role as the creator of added value to the organizations (Scown, 2022).

It is correlated from the above literature that HR professionals must be resilient through changing their behavior in latest technological advancement & bring resiliency in their behavior first & then in the culture which needs to be efficient.

2.5.1 The Employees Psychological well-being in perspectives towards change

It is correlated from the literature that employee's negative thoughts & perceptions and cognitive health are being evaluated by the organization's HR professionals. So the traditional HR Practices literature correlates that there is no management who can systematically work on employees' cognitive health which can initiate & change employee's negative thoughts & perceptions ((Sherlock, 2016).

On Contrary, researcher is working on Employees behavior & skills that how to be resilient in their life to meet up in the workplace stressors. As on this factor transformational change is necessary for being adapted in employee's behavior to resist psychologically and to be efficient for successful leverage.

2.5.2 Effect on employees well-being & Mental Health on Organizational Change In Terms Of Resilient HR

According to HR Professors, Professionals, managers & psychiatrist/psychologist defining that there are severe psychiatric illnesses related to

stress related illnesses such as clinical depression so if we're not capable of adapting resilience in our behavior we don't be resilient. Some people have behavioral issues of laziness, attitude problems so they're not capable of adapting resilience in their behavior. Hence it has been proved provoking of laziness and attitude problem are the main factors of resilient HR.

While work-life initiatives serve a purpose in highlighting the need for organizational adaptation to changing relationships between work, family, and personal life, we argue they usually are marginalized rather than mainstreamed into organizational systems.

Work-life initiatives address two main organizational challenges: structural (flexible job design, human resource policies) and cultural (supportive supervisors, climate) factors (Permadasa and Perera, 2023).

Here works as relationship management that how employees are psychologically strong enough in their relations to carry with their subordinates, supervisors & colleagues. When we are talking about cognitive resistance it's correlated in the history that there is not proper system in the organization for HR Professionals work on employees cognitive resistance change management. (Fløvik, Knardahl, and Christensen, 2019).

2.6 Review of Literature

It's correlated from the literature that when we applied Cognitive learning and change management theories Dave Ulrich model of HR Roles in bringing resiliency in employee's behavior it would be more beneficial & productive for further growth & enhancements.

2.6.1 Conceptual Framework for Change Management Theories THE chapter entails following theories and models and build their relationship.

2.6.1.1 Cognitive Theory Social Cognitive Theory Of Personality By Albert Bandura For Increasing Resiliency In The Employees Behavior

Many psychological theories have been proposed over the years to explain human behavior. The view of human nature embodied in such theories and the causal

processes they postulate have considerable import. What theorists believe people to be determines which aspects of human functioning they explore most thoroughly and which they leave unexamined. The conceptions of human nature in which psychological theories are rooted is more than a theoretical issue. As knowledge

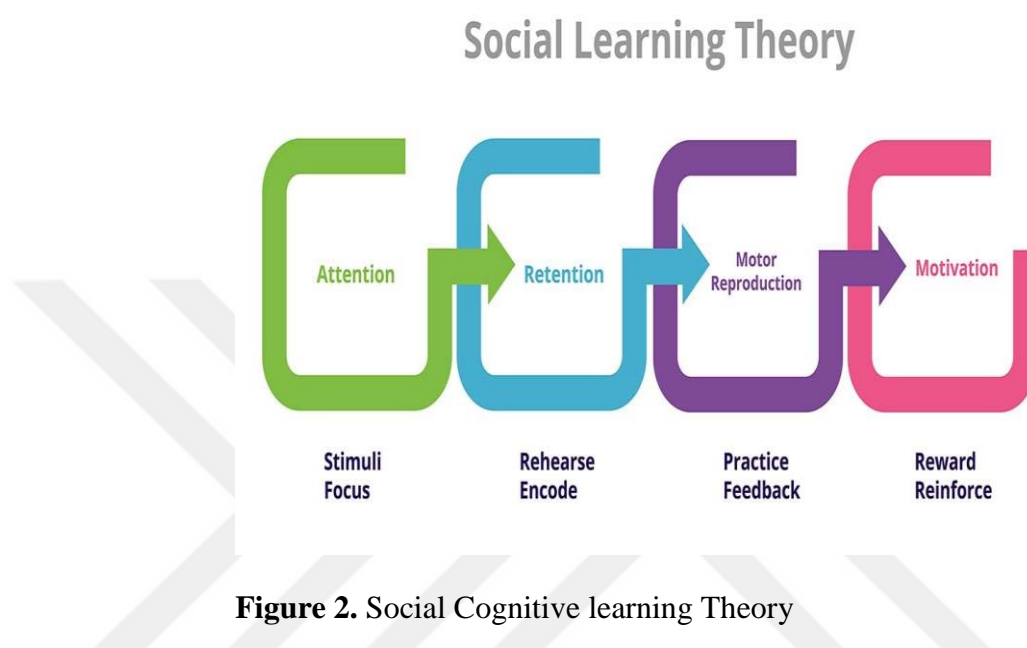


Figure 2. Social Cognitive learning Theory

Sources (Nickerson, 2022)

gained through inquiry is applied, the conceptions guiding the social practices have even vaster implications. They affect which human potentialities are cultivated, which are underdeveloped, and whether efforts at change are directed mainly at psychosocial, biological or sociostructurally factors. This chapter addresses the personal determinants and mechanisms of human functioning from the perspective of social cognitive theory for increasing resiliency behavior (Nickerson, 2022).

As Resiliency is the human behavior. Social cognitive theory emphasizes the learning that occurs within a social context. In this view, people are active agents who can both influence and are influenced by their environment. The theory was founded most prominently by Albert Bandura, who is also known for his work on observational learning, self-efficacy, and reciprocal determinism. One assumption of social learning is that we learn new behaviors by observing the behavior of others and the consequences of their behavior. If the behavior is rewarded (positive or negative

reinforcement), we are likely to imitate it; however, if the behavior is punished, imitation is less likely. Social cognitive theory has been used to explain a wide range of human behavior, ranging from positive to negative social behaviors such as aggression, substance abuse, and mental health problems (Nickerson, 2022). The theory is an extension of social learning that includes the effects of cognitive processes — such as conceptions, judgment, and motivation — on an individual's behavior and on the environment that influences them.

Rather than passively absorbing knowledge from environmental inputs, social cognitive theory argues that people actively influence their learning by interpreting the outcomes of their actions, which, in turn, affects their environments and personal factors, informing and altering subsequent behavior in the work of Nickerson (transferring Schunk, 2012).

One must distinguish between the physical basis of thought and its functional properties. Cognitive processes are not only emergent brain activities; they also exert determinative influence. The human mind is generative, creative, proactive, and self-reflective not just reactive. The dignified burial of the dualistic Descartes, brings to the fore the more formidable explanatory challenge for a physicalistic theory of human agency. It must explain how people operate as thinkers of the thoughts that serve determinative functions. They construct thoughts about future courses of action to suit ever changing situations, assess their likely functional value, organize and deploy strategically the selected options and evaluate the adequacy of their thinking based on the effects their actions produce., cognitive agents regulate their actions by cognitive downward causation as well as undergo upward activation by sensory stimulation. In the exercise of personal agency people actuate the brain processes for realizing selected intentions, (Wipfler and Vorbach, 2014). Theorists seeking explanations of human behavior at the neurophysiological level must address such agentic activities as forethought, intention, aspiration, proaction, creativity, self-appraisal and self-reflection and their functional neural circuitry to adapt and learn new behavior. Mental events are brain activities not immaterial entities existing apart from neural systems, in the work of Nickerson (transferring Sperry, 1993).

2.6.1.2 Self-Efficacy and Reinforcements

Reinforcements refer to the internal or external responses to a person's behavior that affect the likelihood of continuing or discontinuing the behavior.

These reinforcements can be self-initiated or in one's environment either positive or negative. Positive reinforcements increase the likelihood of a behavior being repeated, while negative reinforces decrease the likelihood of a behavior being repeated and refers to the level of a person's confidence in their ability to successfully perform a behavior. Self-efficacy is influenced by a person's own capabilities as well as other individual and environmental factors.

These factors are called barriers and facilitators in the work of Nickerson (transferring Bandura, 1989). Self-efficacy is often said to be task-specific, meaning that people can feel confident in their ability to perform one task but not another (Nickerson, 2022)

2.6.1.3 Behavioral Capability

Behavioral capability, meanwhile, refers to a person's ability to perform a behavior by means of using their own knowledge and skills.

That is to say, in order to carry out any behavior, a person must know what to do and how to do it. People learn from the consequences of their behavior, further affecting the environment in which they live in the work of Nickerson (transferring Bandura, 1989).

Emotional intelligence and Physiological States

The emotional, physical, and psychological well-being of a person can influence how they feel about their personal abilities in a particular situation.

For example, if you are struggling with depression or anxiety, you might find it harder to have a healthy level of well-being. Is it impossible to build self-efficacy while suffering from some of these struggles? Of course not, but boosting your self-efficacy

is much easier when one feels healthy and well in the work of Nickerson (transferring Bandura, 1982).

However, “Bandura (1977) states, it is not the sheer intensity of emotional and physical reactions that is important but rather how they are perceived and interpreted. People who have a high sense of efficacy are likely to view their state of affective arousal as an energizing facilitator of performance, whereas those who are beset by self-doubts regard their arousal as a debilitator.” (Nickerson, 2022).

2.6.2 Dave Ulrich Model Of Change management theory

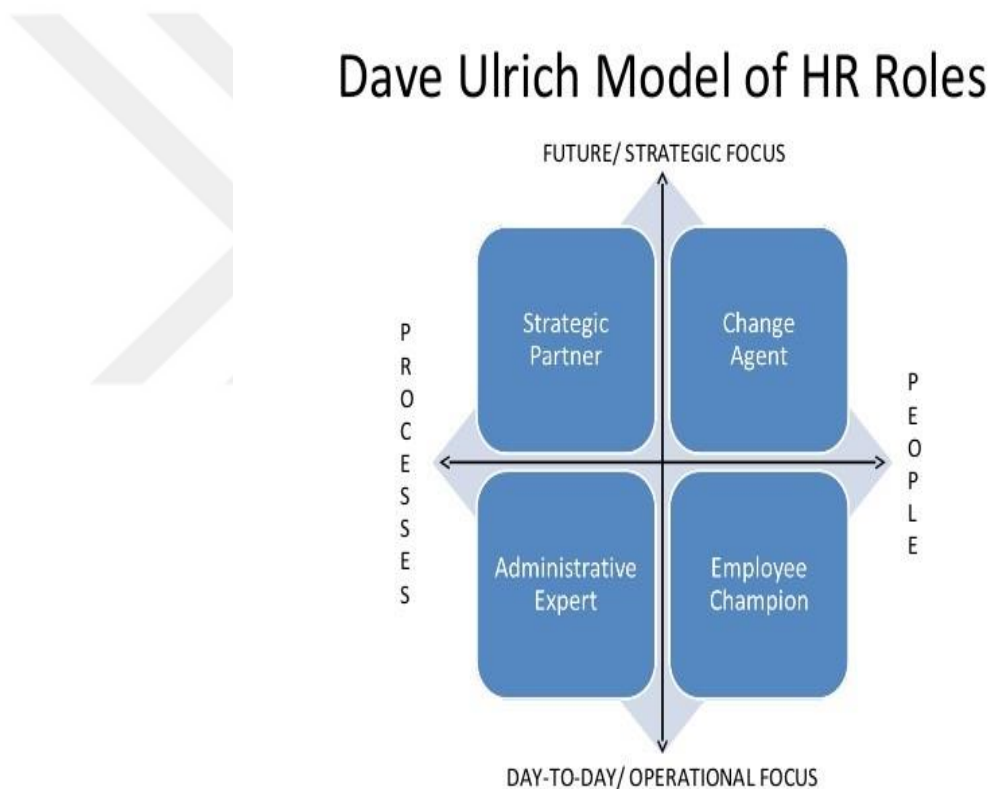


Figure 3. Dave Ulrich model of Change

Sources ([Ulrich, 2016](#))

Dave Ulrich four models of change which employees can adapt resiliency in their behavior by coping up through change agent, employee champion, strategic partner& by taking expertise from administrative tasks, (Ulrich, 2016). This will help out to increase resiliency in employee’s behavior by approaching towards these four

models. The first reflects the continuum from an operational (present) focus to a strategic (future) focus, while the second reflects the conflicting demands of people and processes states that HR can help deliver organizational excellence by means of four methods. First, HR should become a partner with the management of the firm in helping with strategy execution. Second, HR should contribute expertise in the efficient and effective performance of work, so that costs are cut and quality is maintained. Third, HR should represent the concerns of the employees to senior management as well as working with employees to increase and ensure their ability to contribute to the organization through their competence and commitment. Finally, HR professionals should continually contribute to the process of change and help improve the organization's capacity to do so. The four roles that emerge from this quadrant and four ways HR professionals can contribute, based on two continual axes, and are shown in above Figure 1.

It correlates from the role of strategic partner (Ulrich, 2016), the key to the HR role as a strategic partner is the participation of HR in the process of defining business strategy, not merely responding to the strategy edicts presented by “senior management”. HR professionals become strategic partners by asking questions and designing HR practices that effectively and efficiently align themselves with the strategy of the business. In this capacity, HR professionals must be capable of identifying and implementing those practices that facilitate strategic business success defines strategic human resources as the process of linking HR practices to business strategy. That is to say, strategic HR is owned, directed, and used by line managers to make effective HR strategies happen. Strategic HR enables the transition from business strategy to organizational capability to HR practice that are capable of creating a new culture. (Forbes human resources council, 2022).

According to Ulrich by David creel man (Society of Human Resources Council, 2019),

Why HR Professionals need to bring resiliency in their behavior & is important by change management process

HR Professionals need to bring resiliency according to Ulrich model four factors are needed to be implemented in employees behavior as change agents are necessary & works as a catalyst for building resiliency in employees behavior, third administrative expertise have needed to bring resiliency by learning new technological advancement tools, fourth employee champion are really very important that employees are strongest in their relationships & what are those factors which create relationship management stronger to strongest day by day.



Figure: 1: 'HR Professional' as different role players

Figure 4. Roles of HR Professionals

Sources. (Wehrich and Koontz, 2019)image from Harold Koontz “management a global perspective Tenth edition”.

While talking about resiliency HR is pretty complex in early days & consider very difficult. The process of change agents are also very complex so resiliency factors aren't getting in practice in early days. Employees haven't the tendency to cope up with resiliency or bring resiliency in their behavior. Resistance to change has long been recognized as a barrier to organizational change. (Mishra, Shukla, and Sujatha, 2021).

It encompasses from passive resistance to active resistance or even aggressive resistance. Their roles aren't confined & conceptualized through latest technological advancement so behavior of resiliency isn't easy to create urgency in employee's

behavior. (Forbes, 2022)

2.6.3 Lewin Change Model

Lewin's Change Model



Figure 5. Kurt Lewin Change management model

Sources. (Hussain, Akram and Haider, 2018)

2.7 Steps for effective change Management Using Lewin Model

Using Lewin model developed an understanding of planned change in combination with unintentional or accidental change, and stated that the continuous process of change includes mainly three stages: unfreeze, change and refreeze. The leader plays a necessary role in the first stage: the unfreezing stage. In this stage, disposition in the business with regard to the necessary changes is needed and it includes diminishing the present situation to improve the future situation. This is a complex time for the leader because challenging the present beliefs, behavior, and status while designing the future can lead to opposition by the employees. During this unfreezing stage, the leader should develop readiness and motivation to change among the actors by displaying new opinions, and a common direction for what could be done to reach the second stage. (Burnes, 2020) and (Lauby, 2019)

To guide the business through this unfreezing stage, the leader should generate respect and trust from the employees to learn and motivate them to change, and to create a common view about the need to change. Trust is an important aspect in leadership, because receiving the trust of a team of employees could contribute to improve the general performance and engagement of the team or employees described the next stage as ‘change’, in which the actors move to another level of behavior and develop another perspective on the change itself. Learning is important in the second stage of change. It is namely not only the employees that should improve but also all leadership levels of the business. This is necessary because these levels motivate the employees to learn. Change leaders should participate in training programs to empower their leadership knowledge and skills, which makes them more successful in their strategy implementation. This holds also for employees, because trained employees will strengthen their power to do their work and facilitate the effective execution of the predefined changes. This contributes to the productivity and performance of the employees (Lauby, 2019). Finally, the refreezing stage presents where the change is associated into the value systems of the change actors. To have sustainable change, the leader should have a major role during this stage by intensify the new behaviors with encouragement, positive feedback, rewards, and recognition. Otherwise the change will be not sustainable and the employees will go back to their

old behaviors (Lauby, 2019). The whole process is shown in figure above, steps in the change process.

2.8 The Nature of Resilient Human Resources behavior

In this paragraph, the traditional supportive role of HR, the human resource practices, and the new strategic role of human resources is described to answer the second sub-question: ‘What are the roles and practices of human resource employees within an organization?’

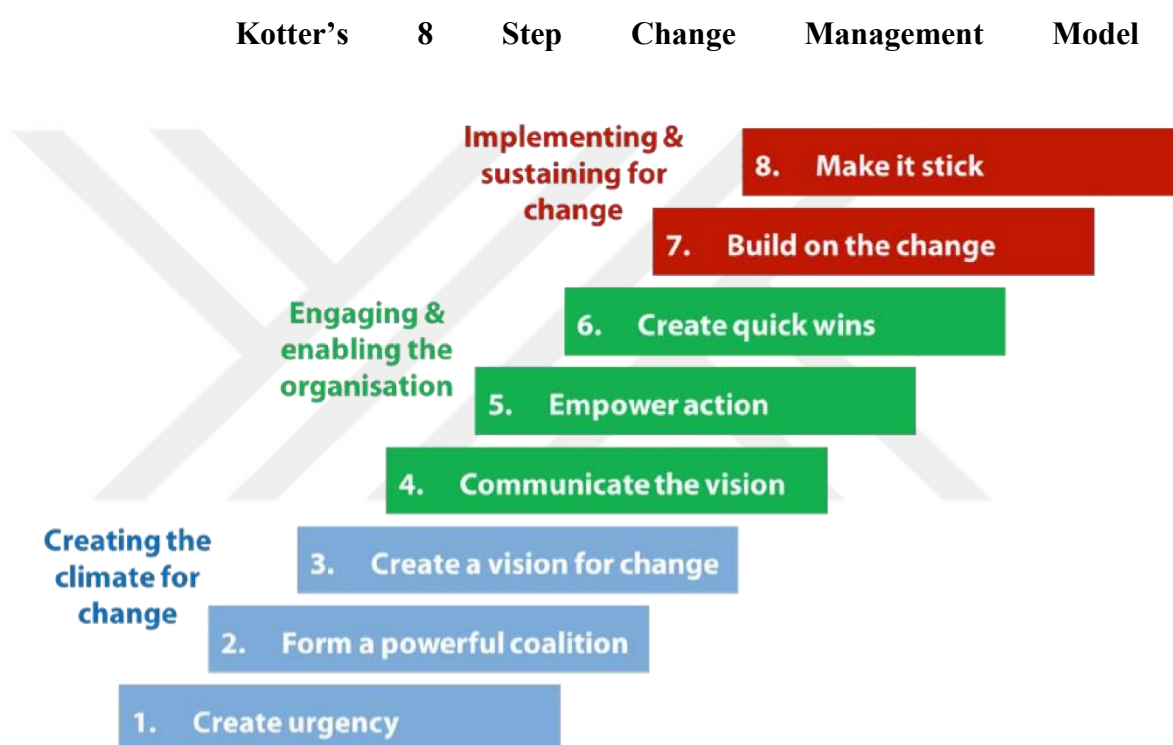


Figure 6. Kotter's Change management model

Sources image from Google

2.8.1 Traditional Supportive Roles of Human Resources by Exploring the Factors Kotter's

Before developing resiliency in their behavior workforce followed these traditional supportive roles as Kotter's described create urgency when it's needed in employees behavior. Form a powerful coalition like when it's strategically applicable to changing climate& zone then employees need to do. Create a vision for change to

bring resiliency (Mouazen, Hernández-Lara, Abdallah, Ramadan, Chahine, Baydoun, and Bou Zakhem, 2023). Communicate the vision accurately & precisely. Empower employee's actions which steadily leads to long term wins. Build resiliency in employee's behavior (Hussain et al, 2018)

2.8.2 Objectives of Research

The purpose of research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has been discovering as yet. Though each research study has its own specific purpose, we may think of research objectives as falling into a number of following broad groupings: As constructed a grounded theory, as resiliency is the human behavior & resilience is closely linked to mental health & wellbeing and work life balance of an employee's. HR initiatives that prioritize mental health, work-life balance, and a positive work culture contribute to the development of a resilient workforce by change management process. To gain familiarity with a phenomenon or to achieve new insights into it (studies with this object in view are termed as exploratory or formulated research studies), To portray accurately the characteristics of a particular individual, situation or a group (studies with this object in view are known as descriptive research studies), To determine the range through interviews with which something occurs or with which it is associated with something else (studies with this object in view are known as diagnostic research studies), To test organizational psychological factors as change management process by exploring factors of resilient HR.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Purpose And General Aim Of The Study

In this competitive global era, where resiliency is needed in employees behavior, the roles of human factors constantly changing. HR Professionals are facing more or less new difficulty in managing resiliency. So the main purpose of this research is to evaluate how professionals must be resilient to remain competitive for successful leverage, they must play new roles which are closely linked to the success or failure of organizational change. The main intent of researcher is to evaluate how to be resilient for better growth and enhancements by change management process.

Furthermore, the researcher is analyzing to develop resiliency in employees behaviour & exploring the factors of resilient HR to improve employees efficiency.

As change is necessary in this competitive world to become more productive so the main intent of this study for a researcher is to identify those factors which become HR to be resilient and explore more human behavior factors for successful leverage. the main purpose of this thesis research is to conduct research from different sector organizations experiences, work load problems, nature of systems process & people.

What are the failures in both sectors (if from pharmaceuticals medicine, if from healthcare, if from hospitals, if from banking, if from software, production houses, if from educational institutions) if from food sectors, nestle, unilever, Apparel brands/textiles, which factors your administration are not meeting criteria upto mark for successful leverage for better productivity and enhancements?

Why your organisation lack the skills to succeed due to resiliency?

Why resiliency is needed in your organisation?

Which HR organisation frameworks for resiliency you are currently using In your organisation for successful leverage to meet up today's competency level?

If it's traditional don't you think it require changes to bring resiliency?

And highlight those factors one by one so that I can analyse my thesis results acc to those factors.

3.1.1 Data Collection Method & Tool Of The Research

In this exploratory Qualitative research, semi structured interviews are being conducted to collect data & the procedures of grounded theory is being applicable to analyzed the data results. To achieve the objectives of this thesis research a survey of Corporate World organizations and Public sector organizations are being selected i.e health care professionals HR Specialist/hospital sectors/Doctors, pharmaceutical medicine sectors, international Software production houses,banking sectors, Aviation Authorities,educational institutions/Lecturer,Food Sectors, nestle,unilever,brands manufacturers,Apparel brand/textiles manufacturers, to the corporate world entities and public sector as well,Grounded theory will be used, and many more Organizational professionals would be kept into consideration.

Moreover, The data is collected through semi structured interviews based by a Qualitative research method and is analyzed by grounded theories and MAXQDA licensed software tool manually by the researcher. The expected sample size for semi structured interviews are 20 to 25 interviewees. But at reaching the 21 particiapnts by in depth interviews researcher found the saturation point as constant repeating themes & results are generating,

As Correlated from the literature this statement “What saturating meant, and how to assess saturation. Examining 25 in-depth interviews,we found that code saturation was reached at nine interviews, whereby the range of thematic issues was identified, However, 16 to 24 interviews were needed to reach meaning saturation where we developed a richly textured understanding of issues. Thus, code saturation may indicate when researchers have "heard it all," but meaning saturation is needed to "understand it all."”(Hennink, Kaiser, and Marconi, 2017)

In the work of Bekele (p. 48) transferring Creswell (1998)’ it is seen that "*Creswell (1998) recommended a minimum of 20 participants for interviews in the study for generation of a results. Creswell recommendation about the participant number is based on data saturation, which is to find information and continue to add*

until no more new themes emerge (Creswell, 1998).", so in this research 21 participants has been interviewed also taking into consideration the saturation of the data.

“In which the researcher studies an intact cultural group in a natural setting over a prolonged period of time by collecting, primarily, observational data and Two primary characteristics of this design are the constant comparison of data with emerging categories and theoretical sampling of different groups to achieve maximize the similarities and the differences of information of the data” (Creswell, 1998 & 2017).

Furthermore, each interview is transcribed in transcripts & texts form by MAXQDA Software tool by the researcher manually, Transcripts are being controlled by MAXQDA Software tool manually by researcher. After each interview, similar & contrasting opinions, thoughts, perceptions & lively experiences & experiencing of Professionals were being examined & codes were being generated & controlled. In this way the main categories and themes were structured by applying grounded theories by the researcher manually through MAXQDA. After generating & controlling codes, Themes & sub themes constant analyzing were being kept into consideration at reaching up-to saturation point.

“Transferability is an important criteria for trustworthiness in qualitative researches. In discussing strategies to support transferability, most writers discuss the need for thick description (Geertz, 1973; Lincoln and Guba, 1985). Thick description refers to rich, thorough descriptive information about the research setting, study participants, and observed transactions and processes. Readers can make good judgments about the proximal similarity of study contexts and their own environments only if researchers provide high-quality descriptive information. As Firestone (1990) noted, thick description is not restricted to prose, as the name implies, but involves all forms of critical information (including demographic information) that helps readers to understand the study’s context and participants.” (Polit & Beck, 2010, p. 1453-1454) So in order to serve for the transferability of the study the descriptive information of the data is presented as follows:

3.1.2 General information of the participants in the scope of the research

Participants	Occupation/position	Gender	Experience& Sector of the organization	Education Level	Age
P1	HR(Health Care) Psychologist	Male	10/Hospital/Healthcare	Masters	37
P2	HR Director	Male	22/Banking Sector	PhD	50
P3	Head of HR Manager	Male	11/Pharmaceuticals	Masters	35
P4	HR Manager	Female	06/Aviation sector	Masters	29
P5	HR Psychologist	Female	12/Hospital	Masters	38
P6	HR Assistant Director	Male	25/Childhood Protection	Masters	53
P7	HR Manager	Male	18/Software House	Masters	45
P8	Psychiatrist/HR Professor	Male	18/Educational Sector(university)	MD	48
P9	HR Professional	Male	06/ISO Certified Food Sector	Masters	28
P10	Behavioral Analyst	Female	10/Hospital/University/Educational	PhD	34
P11	HR Manager	Male	7/Production Sector	Masters	33
P12	HR Officer	Male	10/Educational Sector	Masters	32
P13	HR Supervisor	Male	05/Pharmaceuticals medicine projects	PHD(In Progress)	28
P14	HR Manager	Female	10/Production Sector	Masters	38
P15	Behavior Analyst	Male	11/Pharmaceuticals/Tel e Medicine	Masters	37
P16	HR Trainee	Male	03/Manufacturer	Bachelors	25
P17	HR Officer	Female	05/Educational	Masters	26
P18	HR Psychologist	Male	06/Health Insurance& banking sector	Masters	28
P19	HR Administrative Assistant	Female	05/Educational Sector	Bachelors	27
P20	HR(Health care) Medical Officer	Male	10/Hospital	MD, Mcps	38
P21	HR Director	Female	15/Banking	Masters	45

Table 1. Demographic Information About The Participants

Sources (Shams, A. 2024)

3.1.3 Demographic Information About The Participant

Over the demographic table to evaluate the categories and employee's perceptions to underrate the cases through interviews in deep from Top Management till middle & lower management are kept under considerations. To include people from different perceptions was given importance from different sectors experiences& lively purposes. Demographic information's of participants which comments& considerations were kept into importance for data analysis are as follows in the table1.

As this is a Qualitative studies 21 interviews were being conducted,& 2 pilot interviews. Among them 3 are Human Resources directors, 5 are HR Managers from Healthcare/Hospital/pharmaceuticals, aviation& others, 3 are HR Officers from Health& Educational University sector, 5 are Psychologist& Behavioral Analyst &Middle managers from public health/hospital sectors &pharmaceuticals medicine sectors, 4 are HR Specialist(Mental health &Well-being specialist)& Professionals & trainees from production, software& health/hospitals sectors, 3 are lower management, Line Managers, Supervisors from public health sectors,2 supervisor are in pilot interviews, &remaining MHRM student (master's in human resources Health care management),whereas mentioned on the above table 1 HR professionals MSc &PhD Student from food sectors& all qualifications mentioned in demographic table,2 is Psychiatrist& Medical Officer HR Professor from Educational University/Hospital/Health sector. As the main purpose of this thesis research is to conduct research from different sector organizations experiences, work load problems, nature of systems, process& people of employees related issues of mental health & well-being , work life balance of resilient HR by change management process so What are the failures in both sectors (if from pharmaceuticals medicine, if from healthcare, if from hospitals, if from banking, if from software production houses, if from educational institutions), if from food sectors,nestle, unilever, Apparel brands/textiles,which factors why your administration are not meeting criterias upto mark for successful leverage for better productivity and enhancements?

How do you cope up the resilient HR?

Why your organisation lack the skills to succeed for being resilient?

Why change is needed in your organisation in terms of resiliency?

Which Resilient HR organisation frameworks you are currently using In your organisation for successful leverage to meet up today's competency level?

If it's traditional don't you think it require changes for modernization?

And highlight those factors one by one so that I can analyse my thesis results according to those factors.

After being transcribed the interviews of 10 respondents researcher analyzed the first grounded theory which is being presented like this,

3.1.4 Sampling Method

Purposive sampling methods & snowball sampling were used in the selection of participants in the interviews.

In order to look at the research from both sides, to obtain multidimensional and rich data, to evaluate the categories from positive and negative perspectives, and to understand whether there is a noticeable differences of interviewees were being kept into consideration from different sectors organizations.

In order to look at the research from both sides, to evaluate multiple categories from positive and negative perspectives, and to understand whether there is; employees reached from organizations with national/international, domestic and foreign organizations,

- workforces of different genders,
- Employees who are happy to participate in the interviews are kept into considerations,
- Employees in as many different positions/Occupations as possible,
- Full-time and part-time professionals with doing education are being kept into consideration,
- Married or single, remote workers with or without children, and
- Employees who can be reached in international and other organizations in public& private different sectors.

Importance was given to being included in the sample, taking their perceptions and

evaluations, and interpreting the perceptions of opposing groups.

Demographic information about the participants in the study is given in Table 3.1.2

Table 1

3.1.5 Reliability & Validity of the research

Reliability & Validity of this research are assessed & analyzed by Data triangulation method by the researcher through collecting & gathering data through different sector lively experiences & purposes of life. Triangulation refers to the use of multiple methods or data sources in qualitative research to develop a comprehensive understanding of phenomena, in the work of Triangulation (transferring Patton, 1999). Triangulation also has been viewed as a qualitative research strategy to test validity through the convergence of information from different sources and in-depth individual (IDI) interviews as an example of data source triangulation in qualitative inquiry. As researcher conducted in depth interviews from multiple sources of different sectors experiences for validation of the data.

Second, Denzin defined *data triangulation* as collecting data from multiple sources (i.e., people/stakeholders), across time, space, and person is involved in the process of collecting, analyzing, and/or interpreting data to assess the extent to which the investigators reach similar conclusions. Finally, Validity in qualitative research is whether the research fits with the reality in the outside world, In the work of Sevilmiş, Çevik, and García-Fernández (transferring Silverman, 2020). In the work of Sevilmiş, attention was paid to the correct execution of the data collection process, and sufficient participation was achieved. Saturation point has been taken into account while continuing to observe the research. The saturation point is where the codes appear to repeat the same things (transferring Sim et al., 2018). So in this research participant's repeatedly commented on CBT (Cognitively Behavioral Therapies), Cognitive behavioral skills & mental health & Well-being & Work-life balance are effective & most salient factors for resilience of HR.

Furthermore, a renaming of Denzin's data triangulation, to reflect the practice of collecting the data from multiple individuals within and across stakeholder groups. As researchers/evaluators could employ narrowly defined data triangulation designs, such

as within methodology (all qualitative), across data collection methods (interviews), (Denzin) and within stakeholder group (one stakeholder group), here stakeholders are HR professional's directors& managers,

In this example, researcher conducted in-depth interviews with participants to understand their subjective experiences. At the same time, researcher immerse herself in the community by engaging in participants lively experiences through in-depth interviews from different sector organizations internationally. This involves actively being present in the community, attending events, and interacting with participants to gain a more contextual understanding& analyzed& assessed& evaluated final results by the licensed Software tool of MAXQDA 24.2 by the researcher manually through coding's & generating themes, it's got 100% as calculated several times by shuffling the data in a back& forth manner.

3.1.6 Grounded theory

As constructed a grounded theory, as resiliency is the human behavior& resilience is closely linked to mental health& wellbeing and work life balance of an employees. HR initiatives that prioritize mental health, work-life balance, and a positive work culture contribute to the development of a resilient workforce by change management process.

After being analyzed by the grounded theory generated this theory researcher further evaluate the interviews of other's remaining professionals respondents further move towards.

3.1.7 Theory perspectives

3.1.7.1 Mental Health and Resilience

Resilience is a protective factor against psychological distress in adverse situations involving loss or trauma. It can help in the management of stress levels and depressive symptoms. Psychological resilience refers to the mental fortitude to handle challenges and adversity.

“According to me resiliency is all about mental health & amplitude; wellbeing of an employee's so HR must need to change culture first and

then hire a psychologist who can identify skills & amplitude; gaps of their employees and work on the mental health & amplitude; physical health of an employees for modernization there are several psychometric session therapies are recognized Psychoanalysis & psychodynamics therapies ,Behavior therapy, Cognitive Behavior therapy, Cognitive therapy, Humanistic therapy Integrative or holistic therapy”

“Well, in our Public Sector being HR Professional or occupational health psychologist i suggest to first build resiliency which is the ability to bounce back from challenges, so CBT cognitive Behavioral Therapy helps individual to develop cognitive skills & adapt to changes more effectively contributing to increased resilience in the face of workplace stressors”.(P 8&9)

Physical health is an important component of employee well-being and productivity. This includes factors such as exercise, nutrition, and sleep. Employers can support employee physical health by providing access to fitness facilities, healthy food options, and flexible work schedules that allow for adequate rest and recovery time.

Mental health is another important component of employee well-being. This includes factors such as stress management, emotional regulation, and access to mental health resources. Employers can support employee mental health by providing access to counseling services, mental health days, and resources for stress management and emotional regulation. When you fulfilled all physical and mental health requirements of an employee’s then automatically employees become more productive and more beneficial. (P5, Pos. 9-10)

Well according to me an employee be efficient when they carry factors of better Worklife balance, when employees are capable of healthy mental health& wellbeing and good catering healthy work-life balance in their professional & personal life in family relationships then

*automatically an employee bring productivity when they have a good family relationships with spouse & children, parents as well.
(participant 9, Pos. 4)*

Building Resilience in Employees behavior through interventions

As constructed through grounded theory resilience is the ability & skills which employees build & cope up through drastic situations, while analyzing & evaluating the results CBT (Cognitive Behavioral Therapy) helps individual to adapt & bring resiliency in their behavior to cope up through workplace stressors

CBT for anxiety therapy & examines individuals behavioral patterns to overcome negative thoughts & perceptions & helps individual to control over workplace stressors. When employees get exhausted from their tasks & can't handle their tasks effectively then it would be more powerful for employees to undergo with several therapies & interventions.

Some of the techniques explored by researcher after in depth interviews in which CBT & several techniques can improve workplace mental well-being.

Workplace stressors

Workplace stressors can overcome by baskets, seminars & simulations for HR which need to be implemented by the experienced psychologist to reduce emotional & behavioral work-related stress.

Clinical Depression

Anxiety & Depression is considered are two main factors of resilient HR employees in mental health & well-being issues and can affect the employees in the workplace. As CBT is the recommended therapy for employees to being resilient.

Workplace Performance to improve efficiency in the workplace

Negative Self perceptions & low self-esteem are considered most hindrance factor arise in the employees. CBT helps individual to cope up with better productivity & enhancement to be efficient for being resilient in the workplace.

Work life balance

It's incredibly important that work life balance are the main factor for resilient HR. As employee's self-efficacy, coaching & and fully satisfied with amount of time & work are addressing for ideal work life balance. Coping with difficult situations & workload are highlighting for unhealthy work life balance.

As researcher try to distinguish & worked on exploring those factors which can make employees resilient & adapt by behavior.

Well-being Assessment

Employee's wellbeing is duly accomplished by satisfying their needs& demands with ideal work life separation on which researcher currently explored those factors which make the employees resilient for successful leverage.

3.2 Preliminary Studies Scope of the research

According to the researcher, Anum Binte SHAMS, after the preliminary research the resilience is defined as "*A cognitive skill& trait that anyone can learn in the workplace stressors*" taking into consideration the experiences and feedbacks transferred by the participants.

The process of adapting employees' resilience in their adverse need to be focused on like there are several factors which creates resiliency in employee's behavior are as follows. In the scope preliminary studies of this research researcher correlates from the old literature& gives comparison from the researcher's own evaluated analyzed results which enhance researcher's validity ratio that resiliency is the biological trait which needs to be inherited in their childhood era at infant age (Brown N, 2024).

3.2.1 Factors which creates resiliency

3.2.1.1 Active coping

Active coping is a stress management related activity which employees need to overcome their trauma & stress. When employees are capable of enhancing their capability of overcome quickly in a thoughtful manner then it would be more resilient for employees to be efficient (Jeni, and Reddy, 2024).

3.2.1.2 Cognitive Flexibility

Cognitive flexibility is more trending & correlating from the literature that how capable of employees cognitive skills are having to implement in the workplace culture. How employees cognitively smart enough or being flexible to overcome their adverse effects (Reddy and Alfonso, 2024).

3.2.1.3 Social Support

As man is consider socially addicted by the nature so it's been correlated from literature that employees need to tend socially strong enough to capable of build relationship management. When employees have their strongest bonding towards their assigned subordinates then automatically mental health would be strong enough too capable of adverse situations for capable of Workplace Stressors (Ghosh and Kumar, 2024).

3.2.1.4 Neurological basis of resilience

As resilience is a human trait so employees need to create biologically through neuroplasticity of urgency in their behavior through resilience. One study published in literature of Boseovski and Kim, in (2018) on mental health of an employee's their psycho social needs & its relationship through positive effects. HR experts can refine the mental capacities, character qualities and authority abilities by assessing and creating neuroscientific measurers of an employees for better productivity and well-being (Shenoy and Kachhi, 2024).

Then the researcher examined through neuroimaging on the employees in the workplace & it's been explored as neurological behavior of resilience must be created in the infants of the childhood era of an employees & now researcher examined & explored that cognitive behavioral & skills are being adapted by neuroplasticity in the employees behavior in the workplace.

3.3 Data Analysis Method

The data was analyzed by the grounded theory. The survey of Semi structured interview was being conducted of professionals in the workplace within the perspectives of grounded theory approach. The interviews included all professionals.

To achieve the objectives of this thesis research a survey of Corporate World organizations and Public sector organizations are being selected i.e health care professionals HR Specialist/hospital sectors/Doctors, pharmaceutical medicine sectors, international Software production houses, banking sectors, Aviation Authorities, educational institutions/Lecturer, Food Sectors, nestle, unilever, Apparel brand/textiles manufacturers, to the corporate world entities and public sector as well, Grounded theory will be used, and many more Organizational professionals would be kept into consideration.

Moreover, the data is collected through semi structured interview based by a Qualitative research method and was analyzed by grounded theories and licensed MAXQDA software tool manually by the researcher. The expected sample size for semi structured interviews are 20 to 25 interviewees. For up-to receiving the saturation of the data the researcher conducted the interviews. As of reaching at participant 21 researcher came up to the saturation level of the data. As of Validity and reliability some precautions were taken regarding the validity and reliability of the study. Validity in qualitative research is whether the research fits with the reality in the outside world (Silverman, 2020). In the work of Sevilmiş, attention was paid to the correct execution of the data collection process, and sufficient participation was achieved. Saturation point has been taken into account while continuing to observe the research. The saturation point is where the codes appear to repeat the same things (transferring Sim et al., 2018).

“According to the cresswell (1998) “using the constant comparative approach, the researcher attempts to saturate the categories, to look for instances that represent the category and to continue looking until the new information obtained does not further provide insight into the category” in the work of Ozcan (transferring Disbennet-Lee, 2005, p. 54). “What saturating meant, and how to assess saturation. This statement is taken from the cited literature Examining 25 in-depth interviews, we found that code saturation was reached at nine interviews, whereby the range of thematic issues was identified, However, 16 to 24 interviews were needed to reach meaning saturation where we developed a richly textured understanding of issues. Thus, code saturation may indicate when researchers have “heard it all,” but meaning

saturation is needed to "understand it all."”(Hennink et al, 2017)

So it has been determined by the researcher 21 interviews were conducted until the saturation and the relations between the data were achieved. By the end of the 21 interviews the data were saturated and the deep analysis was conducted by the researcher. So then the interviews were completed. While during the interviews the deep constant analysis was also carried on. The Qualitative analysis program licensed MAXQDA 24.2 software tool was used to analyze and coded the data & codes, themes & sub-themes were generated manually by the researcher. While during the interview and after each interview the dialogues were transcribed and saved it to the MAXQDA Qualitative research Software tool and constantly analyzed manually in a back& forth manner by the researcher until the saturation was being achieved up-to 21 respondents i.e Professionals/Employees were selected in the scope by the survey of semi structured in-depth interviews.

3.4 Analysis and Findings

Respondents commented many suggestions& recommendations about exploring the factors of resilient HR in bringing organizational change. Qualitative content analysis was processed as textual based on the semi structured in-depth interviews and major themes were defined how the work force become resilient to meet up this competitive world for successful leverage. Semi structured interviews were analyzed by grounded theory, Constant analysis were applied. Codes, Themes & subthemes were determined manually by the researcher by licensed MAXQDA Software tool 24.2.

2 main themes& factors are explored first is Cognitive Behavioral& Skills for resilience HR which relates to neuroplasticity as neuroimaging& rewiring& reshaping in organizational change perspectives on employee’s creating resiliency in behavior Unleashing the Power of Cognitive-Behavioral Neuroscience Assessments in HR Functions to bring resiliency

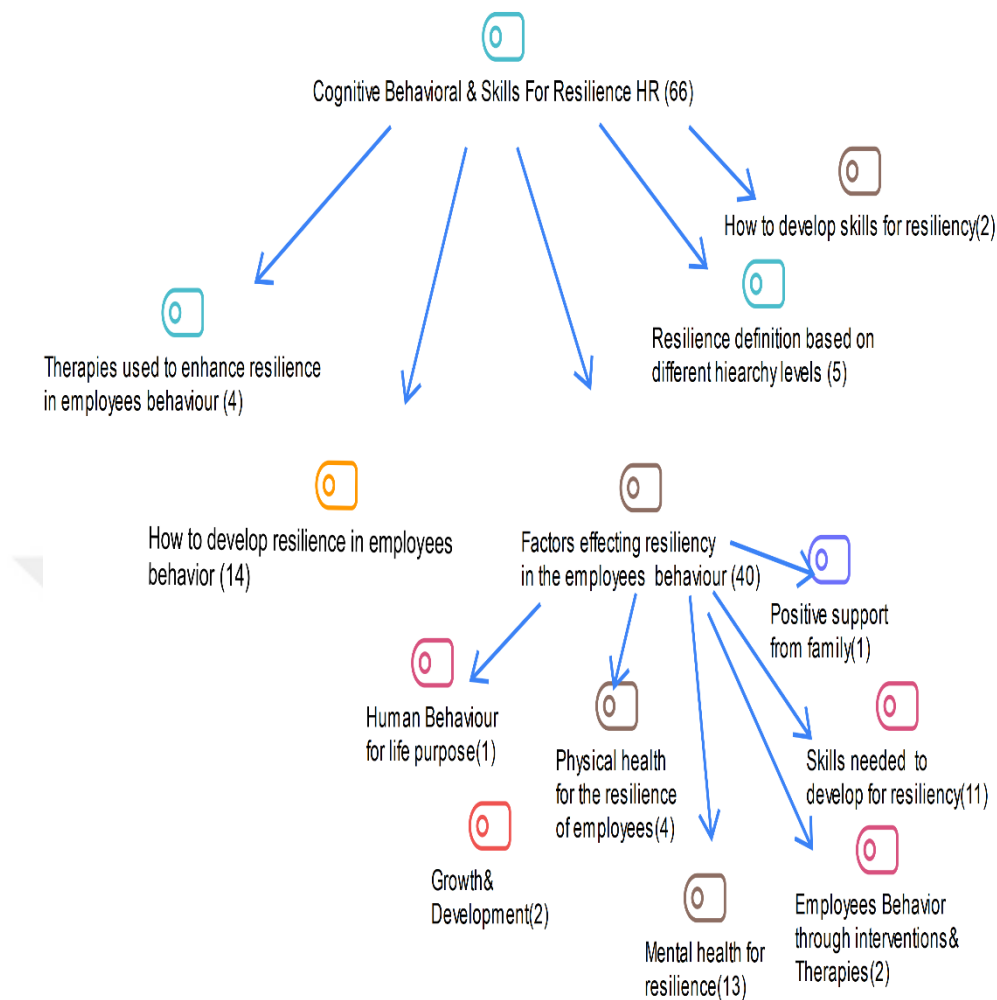
The interdisciplinary factor & theme explored by the researcher of cognitive behavioral neuroscience (CBN) and its implications for human resources (HR) by neuroplasticity, rewiring& reimagining &reshaping in transformation process for

developing resiliency in employee's behavior are explored in this chapter. The researcher in this chapter highlights the potential of CBN to improve employee well-being and organizational success by delving into the complex interactions between neurological, emotional, and cognitive processes of the employees. The researcher in this chapter offers guidance to the whole work-force & HR experts on how to incorporate CBN ideas into HR procedures, stressing the critical role that cognitive and behavioral tests play in this process for resiliency. The researcher explored the methodical progression addresses the core concepts of CBN, their intricate relationships, and real-world applications in areas like mental health & wellbeing to bring resiliency for successful leverage. The chapter also touches on ethical issues, technology developments, and the revolutionary possibilities of combining CBN with HR resiliency procedures.

Furthermore, Work-life balance ideal & non-ideal Work-life balance represent that how professionals manage their personal & professional quality lives on the balancing zone to bring resiliency in their keen behavior so as follows started with first factor.

3.4.1 Cognitive Behavioral & Skills for Resilience HR

While commenting on the analysis results from the eyes of the professionals & from top management to upper, middle & lower management in the in-depth interviews conducted to define the Cognitive behavioral skills for HR Resilience, 2 main sub themes that were emphasized and discussed were obtained. These were Resilience definition based on different hierarchy levels and factors effecting resiliency in the employees behavior. The sub-dimensions identified as Resilience definition based on different hierarchy levels in the research are generally in line with the sources examined in the literature on resilience or Cognitive Behavioral & Skills for Resilience HR and the views of various academics working on this subject. However, in this research where grounded theory structuring was used, new depths of meaning embedded in the data were reached through research coding, questioning the codes, themes & sub themes are generated, and constantly questioning the data patterns in the qualitative analysis method by the researcher manually.



Map 1. Pictorial Relationship of more frequently codes assigned together Cognitive Behavioral & Skills for Human Resources Resilience Category, Subcategories, Codes and Expression Frequencies Explored (Shams, A. 2024)

Main themes are given in the graphical representation while on codes, sub codes are mentioned on the given table 1 of Cognitive behavioral and skills. Further elaboration & Codes, sub codes & themes, sub themes are explained step by step below in theoretical, tabular & graphical manner with participant's most striking comments entails as follows. Above mentioned map is a colourful pictorial graphical representation of relationships for important correlated some of codes & frequencies & some of themes not all which are intersecting parallel to each others in a display. The

more frequently two codes have been assigned together, the closer they will be on the map according to MAXQDA.

Unleashing Human Potential: Integrating Cognitive Behavioral Neuroscience Into HR Strategies.

The world of work is transforming, driven by insights from the frontiers of science. Human resource (HR) practices are no longer limited to traditional methods and increasingly incorporate knowledge from disciplines like cognitive behavioral neuroscience (CBN). By understanding how our brains work, we can design HR practices that enhance employee well-being, engagement, and, ultimately, performance (Jeni and Reddy, 2024). Drawing from neuroscientific research on decision-making, communication, stress, learning, motivation, and workplace design, this chapter delves into the intersection of CBN and HR, offering evidence-based practices that support a thriving workforce.

In This interdisciplinary approach holds promise for maximizing human potential in the context of the modern workplace.

Resilience of the employees & sub categories are How to develop resilience in employees behavior has 14 frequencies, Resilience definition based on different hierarchy levels have 5 frequencies, Factors effecting resiliency in the employees behavior which have sub codes are physical health for HR resilience of the employees, Mental health for resilience, Employees behavior through interventions & therapies, Growth & development, Human Behavior for life purpose has 2 sub themes are Skills needed to develop for resiliency which has 5 sub themes are adaptation skills, Communication skills, problem solving skills, Latest technological enhancement skills & Emotional intelligence & 2 major sub themes are How to develop skills for resiliency which has 2 frequencies so as perspectives overall frequencies percentage are following entails as 48.52% in Cognitive Behavioral & Skills for Resilience HR. The ratio of percentages of overall Cognitive Behavioral & skills for resilience HR. To calculate overall frequencies of participants $fp=66$, then sum with another factor's frequency which is 70 n (total) (136) then fp is i.e 66 is divided by fp/n n is i.e $66/136=0.48$ then multiply by 100, $p/n * 100 = 48.52\%$.

As shown below in the table 2.

3.4.1.1. Cognitive Behavioral & Skills For Resilience HR

There are 2 main codes which are therapies & Cognitive Behavioral therapies (CBT) & interventions needed to enhance employee's resiliency are Therapies used to enhance resilience in employee's behavior & How to develop resilience in employees' behavior. In perspectives of participants the results entail the most striking comments & assessments are as follows.

3.4.1.2 Therapies used to enhance resilience in employees behavior

Stress Management and Resilience Training for Optimal Performance (SMART-OP) is a resilience training program originally developed for NASA of employees & then being implemented on workforce. It is a self-guided, multimedia, CBT-based stress management and resilience training program in the workplace (Brown and Shelly, 2024).

- Thought activities teach the user cognitive flexibility and a structured approach to realistic/logical thinking with personally relevant stress content. Activities include compartmentalization and weighting evidence.

Category & Codes	Frequency	Percentages%
How to develop resilience in employees behavior	14	21.21%
Resilience definition based on different hierarchy levels	5	7.57%
Cognitive Behavioral definitions from the eyes of the employees	2	3.03%
Cognitive Behavioral Definition based on HR Manager's view	3	4.54%
Factors effecting resiliency in the employees behavior	6	9.09%
Mental health For Resilience	11	21.21%
Growth and Development	2	3.03%
Physical health for the resilience of the employees	4	6.06 %
Employees Behavior through interventions& Therapies	2	3.03 %
Positive Mental health and well-being	2	3.03%
Positive support from family	1	1.51%
Human Behavior For Life Purpose	1	1.51%
Skills needed to develop for resiliency	11	16.66%
Communication skills for managers	3	4.54%
Problem solving skills	2	3.03%
Latest Technological enhancement skills	2	3.03%
Adaptation skills	2	3.03 %
Emotional Intelligence	2	3.03%
Therapies used to enhance resilience in employees behavior	4	6.06%
How to develop skills for resiliency	2	3.03%
Cognitive Behavioral& skills for resilience HR	1	1.51%
Total	66	100%

Table 2. Cognitive Behavioral & Skills For Resilience Human Resources Category, Subcategories, Codes and Expression Frequencies Explored (Shams, A. 2024)

- Activities teach the user to take effective actions to manage stress in their lives, including effective communication, strategic problem-solving and resilience through writing.

- Users are encouraged to practice and apply these skills through homework assignments in occupational health and perspectives. (Tetrick et al, 2024)

In perspectives of participant's comments entails the most striking comments & assessments are as follows.

Participant 18:

“CBT, psychointerventions, cognitive therapies for Employees Behavior through interventions & Therapies.”

When there's lack of understanding & employees aren't supposed to be intellectually smart enough to understand their tasks then HR must identify to fulfill employees' lacknesses through such kind of therapies & interventions such as CBT & Competency based training which can boost employee's resiliency skills to cope up with workplace challenges.

Participant 16:

“According to me as a participant factors that influence resilience are health & wellness framework developed for employee's behavior & attitude like to identify individual stressors by CBT (Cognitive Behavioral Theory)”.

Participant 8:

“Well, in our Public Sector being HR Professional or occupational health psychologist I suggest to first build resiliency which is the ability to bounce back from challenges, so CBT cognitive Behavioral Therapy helps individual to develop cognitive skills & adapt to changes more effectively contributing to increased resilience in the face of workplace stressors”.

Participant 18:

“HR Professional at Office in banking sector, Right. whether it banking or any other sector resiliency is something beyond like it, behavior attitude whatever you perceive from your adverse time, so resilient HR is like we must create a cliché in which we'll work on Employees behavior through therapy like several therapies CBT, psychointerventions & amplitude; cognitive therapies etc etc..”.

Participant 9

“According to me resiliency is all about mental health & amplitude; wellbeing of an employee's so HR must need to change culture first and then hire a psychologist who can identify skills & amplitude; gaps of their employees and work on the mental & amplitude; physical health of an employees for modernization there are several psychometric session therapies are recognized Psychoanalysis & psychodynamics therapies ,Behavior therapy, Cognitive Behavior therapy, Cognitive therapy, Humanistic therapy Integrative or holistic therapy”

Cognitive Behavioral and Skills leads to Neuroplasticity (Brain's flexibility) For Healthy Workplace Culture by change management process.

As above explored therapies by the researcher to bring resiliency in employees behavior one of the main function is Cognitive behavior and skills in employees brain's ability to change which keenly adapt resiliency. The structure of the brain can change physically to such an extent that it shows up on fMRI (Functional magnetic resonance imaging) images. Because of the documented proof of the relationship between Cognitive Behavioral Therapy and brain's flexibility, CBT is considered an evidence-based therapy that works on employees at workplace stressors. First, researcher analyzed regarding brain's ability to bounce back so it's neuroplasticity and second deeply analyzed on above explored therapies to bring resiliency which is also neuroplasticity then researcher again deeply analyzed to adapt to change more effectively which is also neuroplasticity and explored interventions to bring resiliency are also neuroplasticity and the participant 4 again emphasizing on

employees brain are thrive to change adapt, recover and grow which is also called neuroplasticity. Comparing this explored analysis with past published scientific research done by Dr. Truitt on neuroplasticity to bring resiliency in human mind in both personal and professional lives. In the early 1900s, people believed that the brain was a black box and that our human behaviors were simply a manifestation of learned responses to our environment. In this framework all symptoms tied to trauma and other mental health considerations were simply “learned” and thus could be “unlearned.” Gradually, understanding in the scientific community evolved into a realization that during our younger years our brain was malleable and developing. Young people were the lucky ones, but after that early period of development our brain became concrete and unchangeable. Once our brain was fully formed that’s who you we were for life (Vivolo, Owen and Fisher, 2024)

Today we still accept that the brains of children are more flexible, and excitingly we also know that changes happen in our brains throughout our lives. They can be caused by learning, psychological stress, injury, and even good, old-fashioned practice—giving us opportunities to grow, overcome challenges, and learn new skills. Did you know that resilience is a skill? Because of that, the possibilities of building resilience in our brains come alive through harnessing the power of neuroplasticity!

Noted neuroscientist Dr. Louis Cozolino, who coined the term “neurofluency,” which we instill in human mind, provides this definition of neuroplasticity in his book, *Why Therapy Works*:

“Neuroplasticity is a general term that refers to any changes among, between, and within neurons as a result of learning or the natural processes of healthy development. It is the ability of the nervous system to change in response to experience and to encode that experience into its structure to learn and adapt anything” (Cozolino, 2020).

Comparing the analysis with previous published scientific research how to enhance resiliency (Hutnik et al, 2016), In the Australian centenarian study, in the work of Hutnik (Power, 2016) observed that centenarians seemed to embody positive attitudes and values but most importantly they had learnt to deal with stress in their

lives. Similarly the UK centenarian cohort had experienced two world wars, societal upheaval, numerous life events, personal adversity and loss of close family and friends. By the literature, it had been heard many stories of hardship, poverty and from our perspective, oppression. Longevity appeared not to be a result of avoiding stress rather it was responding to it efficiently and effectively. However, when talking about the stress and upheavals they had survived they said: 'Accept whatever life brings', don't worry about the past', 'take each day as it comes', 'do what you can to make things better and then forget it', 'give it time' and 'wait for things to change'. These findings were presented in previous publications, in describing the centenarians' ability to 'move on' from difficult situations, we recognized this response as 'resilience' which required further analysis. The purpose of the current paper therefore is to make an effort to understand and explore the centenarians' stories in relation to 'resilience' by using a new lens, cognitive behavioral therapy (CBT), to re-examine their stories (Hutnik et al, 2016).

By exploring the results in the lens of Cognitive Behavioural Therapy (CBT), using by the researcher a psychologist and registered practitioner CBT therapist. This analysis provides an alternative view of researcher explored data, helping us explore how resilience is portrayed in the narratives of employees, as guided by CBT approach.

To gain a new perspective on researcher explored data, HR need to applied a Cognitive Behavioral Therapy (CBT) framework, through a psychologist and accredited CBT therapist within organizations work-force team. This examination allows them to offer a different interpretation of resilience in the life of the employees, as explored in this research CBT methodology.

Participant 4

"As change of work place effects mental health of an employee by changing we effects the new developments, new enhancements so employees avoid to be come in a newly created zone, everybody wants to live in a cliché like in a comfort zone which they're enjoying. Support can come in various forms, such as acknowledging the stress employees may be experiencing and providing them with a platform to be heard.

Additionally, offering guidance and techniques to manage stress and enhance resilience, along with coaching and opportunities to boost confidence and mindset, can make a significant difference. The good news is that our brains are wired to adapt and thrive, even in adverse circumstances” which is called Neuroplasticity (Brain’s ability to change). (participant 4, Pos. 8-10)

In an era characterized by rapid change, geopolitical tensions, escalating work demands, mounting pressure and increased cost of living, the notion of resilience has emerged as a central theme in contemporary workplace wellbeing. Human Resources resilience, encompassing the ability to endure and recover from inherent personal and professional challenges, is highly sought after by individuals, organizations, and society at large. This research provides an exploration into the neuroscience of workplace resilience and reveals the pivotal role of the human brain. Specifically, this analysis examines with past published literature the dynamic interplay of cognitive functions and emotional processing within the context of the brain's stress response system, with a particular focus on key structures such as the amygdala and prefrontal cortex. It will also explain chronic stress, an ever-present issue in modern workplaces that wields a substantial impact on the brain, inducing structural and functional changes that compromise resilience and magnify cognitive and emotional difficulties (Ting, 2022). However, a more optimistic perspective arises when delving into the concept of neuroplasticity, where the brain's innate capacity for adaptation, growth, and rewiring presents a promising avenue to enhance resilience. The exploration of the neurobiological landscape of resilience paves the way for the development of strategies, interventions and resilience-building programmes to foster resilience in the workplace, benefitting not only individual employees but entire organizations (Wyatt, 2023).

This research analysis are consistent with past published scientific literature

As Resilience is one of the most remarkable features of the brain is its capacity for neuroplasticity, the ability to adapt, rewire, and reorganize itself in response to experiences and environmental changes. Neuroplasticity underscores the brain’s

inherent potential to evolve, even in the face of adversity. This concept plays a pivotal role in understanding how resilience can be nurtured and strengthened (Wyatt, 2023)

Consistent from the literature as Applying a Cognitive Behavioral Therapy (CBT) approach to re-examine stories in the data in previous paper Researcher deliver an alternative correlation of this explored data, by subjecting them to the specialist gaze of Nimmi Hutnik the psychologist and accredited cognitive behavioral (CB) therapist with the past published literature research team. Accordingly, to understand resilience as it is portrayed in the stories told by centenarians re-examined data using a CBT approach in the work of Hutnik (transferring Bannink, 2016).

By reviewing current study with literature on resilience. Psychological resilience is conceptualized as the ability to confront adversity and still find hope and meaning in life, in the work of Hutnik et al (transferring Padesky and Mooney, 2016). Resilience is not just a ‘bouncing back’; it essentially incorporates ‘moving forward’ to make life better. This struggling from the pain of adversity towards ‘forward movement’ tends to place people who are resilient in touch with their own strongly held values and encourages positive movement in this direction despite difficulties and obstacles (Robertson, 2016). In a comprehensive review of resilience and ageing research and practice suggests that spirituality, yoga, meditation, dance and movement therapies are effective interventions to increase resilience in the older population, in the work of Hutnik et al (Lavretsky, 2016). Neenan and Dryden, advocates of CBT, point out that retraining the older person's attributional style in the face of adversity can facilitate the emergence of resilience, in the work of Hutnik et al (Neenan, 2009).

Enhancing Cognition in the Behavior of the Employees and To Remove Stress & Anxiety For Healthy Workplace Stressors.

This research study explored Cognitive Behavioral Therapy & increase cognition in employees to be resilient being treated for hectic work load. In this study, participants with social anxiety disorder received one of two treatments – CBT (Cognitive Behavioral Therapy)

Comparing from the literature This meta-analysis aimed to determine whether CBT-based interventions are effective to increase resiliency in the number of people

who return to work, reduce sick leave days, and improve mood symptoms, working ability, and physical function in employees with sick leave. Our results confirm that CBT-based intervention significantly increased the number of people who RTW and improved physical function (Xu et al, 2024). The intervention group also had a reduced amount of sick leave time (days) as well as reduced mental illness, depression, stress, and fatigue symptoms. While previous studies mainly focused on the ability of CBT to treat certain conditions, this is one of the first meta-analyses to comprehensively examine the effectiveness that CBT has on multiple outcomes (Xu et al, 2024).

Literature study found that CBT-based interventions significantly increased the number of participants who RTW and reduced the number of days spent on sick leave. Previous studies have also showcased the ability of CBT to facilitate RTW. The improvements in sick leave duration and willingness to RTW seen in this study may be due to the enhanced mental health of participants (Xu et al, 2024).

This investigation into Cognitive Behavioral Therapy seemed to show that the reason for the improvements was that employee's thoughts and actions learned through CBT changed their brains' structure. In addition, it changed the function of how their brains naturally responded to perceived threats to bring resiliency.

Enhancing Cognition and Employees Attitude & Mood

The structure of your brain can also affect your mood, leading to depression or its reversal due to work load. While no one knows precisely why some people get depressed, and others don't, the stress model of depression has often been used. This model says that depression happens when chronic stress negatively alters the brain in the workplace.

Workload stressors would be alter by neuroimaging & reimagining the employees skill sets for organizational change (Reddy and Alfonso, 2024).

Cognitive Behavioral Therapy and brain flexibility can work together to alter employees brain but in a different way. With Occupational Health psychotherapist, HR can practice changing employee's thoughts and behaviors. Over a short treatment period, Human brain begins to change, now tending toward neutral thoughts rather than negative ones.

The commitment to a deeper understanding of human psychology and behavior in the workplace is at the core of this turning point. HR professionals can now interpret the brain components underlying various aspects of worker execution, inspiration, autonomous direction, and relational elements with remarkable clarity thanks to mental conduct neuroscience (Shenoy and Kachhi, 2024). For example, experiences from neuroscientific concentrates on pressure guideline, the capacity to understand people on a deeper level, and growing experiences might possibly illuminate HR mediations pointed toward encouraging a better workplace and upgrading worker commitment, in the work of Shenoy and Kachhi (transferring Rutherford et al., 2020)

A previous systematic review on this topic suggested that factors such as self-efficacy and coping skills can be considered intermediary variables in the causal path of addiction treatment using CBT methods (Mhaidat, Taherian, Nazari, Mosavi-Jarrahi, Yeganeh, Al-Yateem, Rahman, 2023). In depression, CBT can cause brain changes like improved connectivity between various parts of the brain, increased activity in certain parts of the brain, and reduced threat responses in the amygdala. What that means is that your brain becomes more active in helpful ways and less over reactive to minor threats. These changes allow your mood to shift away from depression to make a successful & healthy and confined work culture.

3.4.1.3 How to develop resilience in employee's behavior

Being a psychologist first HR must create 45 mins to one hour sessions to create resiliency in employees' behavior through Psychological Capital (Psy-Cap) Involves building four capacities described as independent and malleable to change: resilience, self-efficacy, optimism and hope which enhance & boost motivational factors to cope up the challenges in the workplace.

Participant 6

“According to me a life purpose that needs to be develop scientifically and we need to bring it in our culture, if there is not adaption then there is no resilience, when I am conducting my research in childhood protection then I came across that the child is one should be more resistance to cognitively developed their mind to be more resilient, if

this behavior comes in our childhood days so it would be more vulnerable to be adaptive by nature & culture. So according to me cognitive changes is the behavior which needs to be more resistance in resilience factor. Cortisol is the hormone which needs to be more resistance to release for stress related factors so how we're cognitively strong depends upon behavior and mind set. So HR must be cognitively intellectually strong to adapt resilient in their behavior”.

Participant 7

“If talking towards people then HR must be resilient to cope up challenges and introducing training, seminars, baskets for latest enhancing skills and identify gaps of their employees”.

Participant 5

“First we need to identify an employee’s skills gaps then train and guide them by counselling through psychological testing by experienced psychologist then I must definitely be sure that employees would be most effective one for successful Leverage”.

Participant 2

“Employees skills & gaps must be train by required Job Analysis”.

Participant 2

“According to me first HR must identify the skills and gaps of an individual via psychometric tools/Questionnaire and then consult to a psychologist whether whatever treatments, psychometric sessions trainings are require and then train them according to a require job analysis so this make an individual better productive & healthy”.

Participant 12

“Time for me. I would like to do a little bit of sport to have a physical outlet for the stress to increase my resilience. I think through physical exercise, whether it's endurance running or jogging, maybe a game sport with friends, it is easier to relieve a bit of stress so that I don't

have to take it into my private life”.

Participant 20

“But at an organizational perspectives in terms of resiliency we need to develop employee self-efficacy & to identify their worth first & would be satisfied whatever they are taking in their lives”.

3.4.1.4 Resilience definition based on different hierarchy levels

Resiliency in terms of Cognition in Social Understanding in the workplace

Comprehending human behavior and interactions requires an understanding of the social mind. Social cognitive behavioral neuroscience provides a lens to understand these complexities to create resiliency in workplace culture. This chapter explores the core brain mechanisms that control social conduct by exploring the field of social cognitive neuroscience behavioral skills in the employee’s perspectives by the literature findings of (Shenoy and Kachhi, 2024). It examines from the literature aspects of social cognition, like the theory of mind, social perception, empathy, and decision-making. It explains how the brain helps navigate complex social contexts by looking at quickly learn through complex interactions between neurological processes and social behaviors. Important subjects include the function of the mirror neuron system, flexibility junction and prefrontal cortex in mediating social cognition (Thacker and Reddy, 2024). It discusses the implications of social cognitive neuroscience for understanding HR operating procedures that optimizes local action, high degrees of expertise, cross functional teams to cope up diseases such as schizophrenia and autism spectrum disorder, which are characterized by social deficiencies in the employees. Through this research, Researcher learn about the social mind and its brain foundations, and it opens the door to novel interventions that improve interpersonal relationships and social well-being to develop resiliency in the employee’s behavior.

Participant 4

“Resilience is somewhat kind of quickly learn something and understand the environment and assessed workforce is one that

demonstrates agility, flexibility, innovative thinking and a stubborn capacity to bounce back from a setback”.

Participant 3

“Resilient HR is based on an HR operating procedures that optimizes local action, high degrees of expertise, cross-functional teams, and real-time shared data.

Second, Resilient HR rewards fast, cross-functional solutions that can be built, launched, monitored, and continually improved in days or weeks”.

3.4.1.4.1 Cognitive Behavioral Definitions from the eyes of the employees

Cognitive Behavioral Neuroscience

In a world characterized by constant changes, organizations grapple with the complex task of understanding and enhancing human behavior within their workplace zone. The burgeoning interest in cognitive behavioral neuroscience (CBN) for unraveling the intricacies of organizational dynamics has paved the way for a groundbreaking shift. However the application of CBN in Human resources development (HRD) remain in its infancy, creating a void between scientific inquiry and practical implementation. As organizations yearn for evidence-based strategies to enhance talent identification, management activities, environmental and engage in training and overall performance facing challenges in the workplace to be resilient.

Participant 2

“In view of this employees who believe that they have the ability to deal with stressful, environmental and engage in management activities will be able to better build resilience, convey a resilient attitude towards employees and guide employees to build and exert resilience by sharing knowledge, motivation and common vision”.

Participant 21

“According to me resilience in terms of that strength from extensively bounce back or coping focused definitions to richer

constraints involving elements constructing to facing challenges in the workplace, to cope up mentally cognitive behavioral issues of the employees”.

Stress Management and Resilience Building Programs On Employees

Components of Effective Stress Management and Resilience Programs. Effective stress management and resilience-building programs encompass several critical elements. Foremost among Employee Assistance Quarterly in 2018 which found that the stigma associated with EAPs(Employee Assistance Programme) is particularly strong among men. The study found that men were less likely than women to use EAPs and that they were more likely to report feeling ashamed or embarrassed about seeking help from an EAP. Cultural factors also play a vital role in determining whether individuals feel comfortable reaching out for support. In some cultures, openly discussing mental health concerns may be stigmatized or viewed as a sign of weakness, which can deter individuals from seeking help, even when they are struggling. For example, a study published in the journal Asian Journal of Psychiatry in 2019 which found that people in Japan are more likely to view mental health problems as a sign of weakness than in America. This cultural influence can be particularly pronounced in regions where stoicism and self-reliance are highly valued. Another study published in the Journal of Consulting and Clinical Psychology in 2020 found that people in China are more likely to use traditional Chinese medicine to treat mental health problems than people in the United States for workplace Resilience (Wyatt, 2023).

3.4.1.4.2 Cognitive Behavioral Definition based on HR Manager’s view
Shaping the future of work, How to harness Cognitive Skills for Organizational Change on the employees to bring resiliency

What is Cognitive Behavioral neuroscience in organizational change. It is time how to rewire employee’s brain for 2024, No matter how long employees have been thinking in a certain possibly way to change. Neuroplasticity or brain flexibility, is one

of the key principles we teach & is a transformational element in the workplace. Neuroplasticity, also known as brain plasticity or neural plasticity, refers to the brain's ability to reorganize itself by forming new neural connections. "Brain flexibility." This term reflects the brain's ability to adapt, reorganize, and change its structure and function in response to experiences, learning, or injury. Both terms highlight the brain's dynamic nature and its capacity to modify itself throughout an individual's life.

Cognitive Behavioral neuroscience in organizational settings is groundbreaking image that illuminates the factors of resiliency of (CBN) Cognitive Behavioral neuroscience in HRDM (Reddy and Alfonso, 2024). Positioned as a catalyst for change, this comprehensive guide serves as the linchpin connecting theoretical; foundations with real world applications. Seamlessly navigating through the basis of cognitive behavioral skills of neurosciences, the anatomy and functions of the brain, and the role of neurosciences in occupational health& safety & organizational behavior, establishes the groundwork for a new workplace Robertson and colleagues (2017) conducted a review of resilience training interventions implemented in workplaces. Their review identified 14 studies that investigated the impact of resilience training on personal resilience and four broad categories of outcomes: mental health and subjective wellbeing, psychosocial, physical/biological, and performance. Overall, their findings indicated that resilience training can improve personal resilience and is a useful means of developing mental health and subjective wellbeing outcomes in employees (Sarkar, and Fletcher, 2017).

The human brain and its underlying cognitive processes are the subject of intense research within the field of neuroscience to increase resiliency in the work of Chatterjee (transferring Kandel et al., 2013). Resilience research offers valuable insights into how the brain functions, ultimately leading to developing solutions that optimize its performance (Colombo & Knauff, 2020). Cognitive behavioral for enhancing resiliency, a subfield that integrates the study of brain function with cognition, provides a comprehensive understanding of human behavior and sheds light on vital psychological concepts (Gazzaniga et al., 2019). Its long-term goal is to establish core principles that explain the relationship between neural computations and cognitive processes in the brain to increase resiliency and employees productivity

(Reddy and Alfonso, 2024), ultimately revealing how these interactions manifest as observable behavior. This introduces from the literature to Cognitive Behavioral Neuroscience (CBN) and its relevance in designing effective human resource (HR) practices, encompassing implications for decision-making, communication and feedback, stress management, learning and development, employee motivation and engagement, and workplace design (Chatterjee et al, 2024)

By acknowledging & exploring the inherent cognitive diversity within the workforce in this research, human resource (HR) practices can move beyond a one-size-fits-all approach toward fostering an inclusive work culture that capitalizes on the collective strengths of its employees. The concept of cognitive diversity suggests that organizations benefit from valuing their employees' varied life experiences and skill sets. This fosters richer interactions and creates a more inclusive work environment.

By delving into higher cognitive processes, artificial intelligence integration, neuroscience methods and CBN based interventions, to revolutionize how organizations understand, manage and enhance their human assets.

Participant 9

“According to me resiliency is all about mental health & wellbeing of an employee”

Participant 9

“So HR must need to change culture first and then hire a psychologist who can identify skills & gaps of their employees and work on the mental & physical health of an employees for modernization there are several psychometric session therapies are recognized: Psychoanalysis & psychodynamics therapies; Behavior therapy; Cognitive Behavior therapy; Cognitive therapy; Humanistic therapy; Integrative or holistic therapy”

3.4.1.5 Factors effecting resilience in the employees behavior

In this research explored factors are provided outlines focus on understanding human behavior and interactions within the workplace through the lens of social cognitive behavioral neuroscience. Here's a breakdown of the key points:

1. **Social Mind:** To comprehend human behavior and interactions, it's essential to understand the "social mind"—the mental processes and brain mechanisms involved in social behavior.

2. **Social Cognitive Behavioral Neuroscience:** This field integrates social cognition, behavioral science, and neuroscience to provide insights into how people think, feel, and behave in social contexts.

3. **Resiliency in Workplace Culture:** By applying knowledge from social cognitive behavioral neuroscience, organizations can foster a resilient workplace culture, improving how employees interact and respond to challenges.

4. **Core Brain Mechanisms:** The chapter explores the fundamental brain mechanisms that underpin social conduct, shedding light on how these mechanisms influence employee perspectives and behavior.

In this research, the chapter aims to delve into the neural and cognitive processes that drive social behavior, using this understanding to enhance workplace culture and resilience.

Participant 5

“Physical health is an important component of employee well-being and productivity. This includes factors such as exercise, nutrition, and sleep. Employers can support employee physical health by providing access to fitness facilities, healthy food options, and flexible work schedules that allow for adequate rest and recovery time”.

Participant 6

“Employees needs to be scientifically develop their skills; resistance to cognitively develop their mind to be more resilient”.

Participant 21

“When we talk about resiliency it’s human psyche to develop first resiliency in our attitude nobody born resilient we create resiliency so resilient HR is like proactively work on their employees cognitive skills &litude; talents”.

Participant 8

“According to me being a psychiatrist & HR Dr. Professor in Public Sector University & Hospital defining within an organization that there are severe psychiatric illnesses related to stress related illnesses such as clinical depression in an employee’s so if we’re not capable of adapting resilience in our behavior we don’t be resilient”.

Participant 3

“The Psychology Behind Resilience in the Workplace

From a psychological perspective, resilience involves a combination of emotional intelligence, stress management, positive attitude, and the ability to maintain a balance between personal and professional life. It also encompasses the capacity to rebound from setbacks and view challenges as opportunities for growth”.

Participant 10

“Employees sense of self is disrupted and they have inner experiences such as loss of self-esteem, loss of feelings of security”.

“Communicating effectively with employees

Confronting performance problems

Making the right hiring decisions

Managing conflicts within your team”

Participant 9

“Well, HR Professional in ISO Certified Food Sector, agile is the human psychology factors pertaining to Leadership Style, Organization Structure, HR Practices and Stakeholder Engagement and the dependent variable - Agile team autonomy is explained through multiple linear regression”.

Participant 8

“According to me the resilient factors that act to maintain and uphold resilience are active coping, Cognitive flexibility & social support which is vulnerable is being needed in the employees to cope up the challenges of stress & trauma and behavioral resources by change management process”.

Participant 5

“Well, i am HR Psychologist in big renowned Hospital of Pakistan, As resilience is a human behavior so its upon having mentally, physically and emotionally challenges to tackle overall situation in having a worsen scenarios, so The 7 Cs are: competence, confidence, connection, character, contribution, coping, and control”.

Resilience in employee behavior is influenced by a variety of factors that span individual traits, workplace environment, and broader organizational culture. Here are some key factors that affect resilience in employees are **Individual Traits:**

Personality: Traits such as optimism, self-efficacy, and emotional stability contribute to an employee’s resilience. People with a positive outlook and strong belief in their abilities tend to handle stress and setbacks more effectively. **Coping Skills:** The ability to use effective coping strategies, such as problem-solving and seeking social support, plays a crucial role in resilience. **Emotional Intelligence:** High emotional intelligence helps employees manage their emotions and understand the emotions of others, facilitating better responses to stress and adversity. **Health and Well-Being. Physical Health:** Good physical health, including regular exercise and proper nutrition, supports mental resilience and stress management. **Mental Health Resources:** Access to mental health resources and support, such as counseling services and stress management programs, is vital for building resilience.

3.4.1.5.1 Physical health for resilience of the employees

Participant 5

“Physical health is an important component of employee well-being and productivity. This includes factors such as exercise, nutrition, and sleep. Employers can support employee physical health by providing access to fitness facilities, healthy food options, and flexible work schedules that allow for adequate rest and recovery time”.

When physical & biological health of an employee like Antithrombin, Cortisol, Heart Rate, Fatigue are stable it enhances work Performance Outcomes, Life/Job Satisfaction, Optimism, Self-Efficacy, Sense of Control, Workplace Satisfaction, Interpersonal Relations, Purpose, Self-Compassion, Gross Margin, Product Sold, Observed Performance, Goal Attainment, Successful Task Completion, Self-Rated Performance, Productivity these factors can enhance & boost resiliency in the employees behavior.

3.4.1.5.2 Mental health for resilience of the employees

Participant 5

“Mental health is another important component of employee well-being. This includes factors such as stress management, emotional regulation, and access to mental health resources. Employers can support employee mental health by providing access to counseling services, mental health days, and resources for stress management and emotional regulation. When you fulfilled all physical and mental health requirements of an employee's then automatically employees become more productive and more beneficial”.

Participant 3

“Well, according to me an employee be beneficial when he carries a good health, education & experience besides this he must be more productive when he is capable of good mental health and cognitively very strong”.

Participant 9

“HR must need to change the culture first & then hire a psychologist who need to identify the skills & gaps of their employees who can work on mental health wellbeing of an employee’s.

Participant 8

“Some people have behavioral issues of laziness, attitude problems so they’re not capable of adapting resilience in their behavior. (participant 8, Pos. 3). Hence it has been proved laziness and attitude problem are the main factors of to provoke resilient HR. So HR needs to hire a psychologist who can diagnose, treat & train and work for employee’s mental health & wellbeing”.

Mental health is an important core components which eagerly relates to resilient factors of employees so when HR is cooperating employee’s needs to fulfill satisfy their demands then automatically employees must be productive & efficient.

3.4.1.6 Skills needed to develop for resiliency

3.4.1.5.1 Adaptation skills

Participant 8

“According to me being a psychiatrist & HR Dr. Professor in public sector University & Hospital defining within an organization that there are severe psychiatric illnesses related to stress related illnesses such as clinical depression in an employee’s so if we’re not capable of adapting resilience in our behavior we don’t be resilient”. Some people have behavioral issues of laziness, attitude problems so they’re not capable of adapting resilience in their behavior”.

Being a Psychologist we must come out of our comfort zone & being flexible is an excellent trait if we carry it in our personality to be more adaptable in the workplace or in an organization to create resiliency in our behavior.

3.4.1.5.2 Problem Solving Skills

The nice HR with people & Culture, problem solvers the nice Workforce developers reproduce. It means when our Human Resources professionals are attitude friendly & people centered then our whole work-force are friendly culture oriented.

1. Listening skills

Active listeners are generally great problem solvers.

They can listen to those around them to gather the information needed to solve the problem at hand. They also recognize the importance of valuing others' opinions and experiences to help understand why the problem occurred and define the best course of action to remedy it.

2. Analytical thinking skills

Analytical thinkers can identify the logical reasons why a problem occurred, what the long-term effects of the issue could be, and identify how effective different solutions might be to select the most practical one.

That's why it's essential For HR to assess employee's analytical thinking skills during recruitment. While on assessment right person for the right job is applicable & assigned by the Human Resources.

3. Creative thinking skills

Creative thinkers can balance their analytical skills with creative approaches to challenges. Creative thinking skills enable individuals to uncover innovative and progressive solutions to problems.

In this way, they're able to provide new perspectives and provide imaginative and experimental solutions to all kinds of problems.

4. Communication skills

Problem solvers should also possess effective communication skills while completion on tasks. The ability to effectively relay complex information thoroughly yet succinctly is a huge benefit for employers working in fast-paced environments.

5. Decision-making skills

Those with problem-solving skills will also possess the ability to make decisions and be confident in them. This is important, because most problem-solving involves making firm decisions to reach a successful outcome.

6. Teamwork

Although problem-solvers need to be independent thinkers, it's also vital for them to work efficiently as a team members.

Determining the best solution often requires collaboration, so it's important that candidates can demonstrate how they can motivate others to come up with the best solutions and work with them to help develop and implement solutions.

For example, A study published in the journal *Frontiers in Psychology* found that a mindfulness-based stress management program was effective in reducing stress and improving resilience in employees. The program included education about the neurobiology of stress, the effects of stress to creature skills on the brain, and the pathways to cultivate resilience. By providing this knowledge and support, organizations may empower their employees to better navigate stress and develop resilience. The programs also encompass skill-building sessions, which equip individuals with practical tools for stress reduction, emotional regulation, and adaptive coping. Techniques may include mindfulness training, cognitive-behavioral therapy, and relaxation exercises. A study published in the journal *Work & Stress* found that a resilience training program was effective in increasing resilience and reducing stress in employees. The program included education about the neurobiology of stress, the effects of stress on the brain, and the pathways to cultivate resilience (Wyatt, 2023).

The benefits of problem solving skills: Why are problem solving skills important?

Problem-solving skills enable you to find candidates who are cognitively equipped to handle anything in their jobs throw at them.

Problem solvers can observe, judge, and act quickly when difficulties arise when they inevitably do. Moreover, they are not afraid of the unknown, which is invaluable to employers who rely on their employees to identify and solve problems.

Participant 7

“First of all identify the skills& gaps then communicate effectively, schedule a meeting with your immediate boss for problems solving skills, Create daily to-do lists

You might find that creating daily to-do lists or dividing your larger tasks into smaller tasks helps get everything done. If you are still struggling, you might ask your coworkers for help and advice. This will increase the behavior of resiliency”.

3.4.1.5.3 Communication skills

Participant 7

“HR must communicate effectively, schedule a meeting &create daily to do lists”

Participant 3

“Communicating effectively with employees

Confronting performance problems

Making the right hiring decisions

Managing conflicts within your team”

Resilience counselling behavior programs are likely to have a wide range of perceived positive individual outcomes for employees by communicating effectively to listen to problems & hindrances of employee’s needs.

3.4.1.5.4 Emotional Intelligence

Participant 3

“The Psychology behind Resilience in the Workplace From a psychological perspective, resilience involves a combination of

emotional intelligence, stress management, positive attitude, and the ability to maintain a balance between personal and professional life. It also encompasses the capacity to rebound from setbacks and view challenges as opportunities for growth”.

Participant 5

“According to me employees are human being first so first their needs require to satisfy their demands so Employee well-being refers to the physical, mental, and emotional health of employees. It encompasses a range of factors, including physical health, mental health, engagement, and job satisfaction. In essence, employee well-being is a measure of how an employee is feeling about their job and their workplace environment”.

First create resiliency emotionally, when we're consider to be emotionally strong then it enhances our strength to cope up through all factors& challenges in adversity for successful leverage.

3.4.1.6 How to develop skills for resiliency

Participant 7

“First of all identify the skills amp; gaps then communicate effectively, schedule a meeting with your immediate boss for problems solving skills, Create daily to-do lists. You might find that creating daily to-do lists or dividing your larger tasks into smaller tasks helps get everything done. If you are still struggling, you might ask your coworkers for help and advice”.

Participant 5

“First we need to identify an employee's skills gaps then train and guide them by counselling through psychological testing by experienced psychologist then I must definitely be sure that employees would be most effective one for successful leverage”.

Participant 6

“According to me an employee is consider a bright star of an organization being HR Specialist HR is the backbone of an organization so HR must highlight the flaws of an employee and identify the skills sets and by the help of occupational health psychologist assess the employees skills, talents via assessment center and train them to be more efficient and productive”.

Nobody born resilient, skills & traits are those factor which we carry in our personality so in the workplace skills are being adaptive quickly learn from our environment to be efficient for successful leverage.

In today's fast-paced business environment, the ability to adapt and evolve is paramount. Enter the realm of **neuroplasticity**, a groundbreaking concept in neuroscience that holds the key to unlocking our brain's potential in the workplace. Neuroplasticity refers to the brain's innate capacity to reorganize and form new neural connections throughout life, influenced by experiences, behaviors, and environment. This adaptability is not limited to our early years but continues throughout our professional lives, playing a pivotal role in our mental wellness and emotional intelligence.

Understanding the foundations of neuroplasticity is essential for professionals. Contrary to previous beliefs, our brains are far more malleable than once thought. This adaptability allows us to learn new skills, adapt to changing business landscapes, and overcome professional challenges. In the context of the workplace, neuroplasticity can be harnessed to foster innovation, enhance problem-solving abilities, and improve team dynamics.

The symbiotic relationship between neuroplasticity and mental health is evident in the workplace. Employees who understand and leverage their brain's adaptability are better equipped to handle stress, manage conflicts, and adapt to organizational changes. Furthermore, embracing the principles of neuroplasticity can lead to improved cognitive functions, sharper decision-making skills, and a more resilient mindset (Ceruto, 2023).

3.4.2 Work life Balance and HR Resilience

While constructing through Grounded theory participant's most highlighting comments are under kept onto consideration.

Well according to me an employee be efficient when they carry factors of better work-life balance, when employees are capable of healthy mental health& wellbeing and good catering healthy work-life balance in their professional & personal life in family relationships then automatically an employee bring productivity when they have a good family relationships with spouse& children, parents as well. (participant 9, Pos. 4)

In the in-depth interviews conducted to define the Work life Balance of Resilience HR, 2 main sub themes that were emphasized and discussed were obtained. These were Non Ideal Work life Balance and Ideal Work life Balance. The sub-dimensions identified as Non Ideal Work life Balance& ideal work-life balance in the research are generally in line with the sources examined in the literature on resilience or work life balance and the views of various academics working on this subject. However, in this research where grounded theory structuring was used, new depths of meaning embedded in the data were reached through research coding, questioning the codes, themes& sub themes are generated, and constantly questioning the data patterns in the process of creating categories by the researcher manually. Unforeseen subheadings were identified during the coding process. These dimensions are presented in the table below. As showing in the table as follows the 2 main themes which has their codes, sub codes& themes are in the Non ideal Work-life balance has 28 frequency which has their codes, sub codes& themes are time problems, working hours, overtime working hours, flexible working hours & themes are insufficient time for families & friends& hobbies which has 14 frequency. The other main themes are Work load& extra tasks at home have 6 frequency. Another main theme are Workaholicness of the employees have 3 & low level of employees mental health have 4 frequency while on another main theme in non-ideal work-life balance has coping with difficult situations of time& overall frequencies entails in non-ideal have 28.

On contrary, Ideal work-life balance have codes, sub codes& themes& sub themes are fully satisfied with amount of time have 13 frequency, ideal work-life separation based on time have 5 frequency, working schedule have 4 frequency, flexible schedule have 2& four days working schedule& balanced schedule effect on mental peace has 1 frequency. Work-life balance another themes are perfect ideal work-life balance of HR Resilience has 5 frequency, ways to create work-life balance has 15 frequency, coaching has 4 & another sub themes are Free time for family & friends & hobbies have 4 frequency. The ratio of percentages of overall Work-life balance for resilience HR. To calculate overall frequencies of participants $f_p=70$, then sum with another factor's frequency which is 66 n (total) (136) then f_p is i.e 70 is divided by n f_p/n is i.e $70/136=0.51$ then multiply by 100, $p/n * 100 = 51.4\%$.

Further elaboration & Codes, sub codes& themes, sub themes are explained step by step below in theoretical, tabular & graphical manner with participant's most striking comments entails as follows. Below mentioned map is a colourful pictorial graphical representation of relationships for important correlated some of codes& frequencies& some of themes not all which are intersecting parallel to each others in a display. The more frequently two codes have been assigned together, the closer they will be on the map according to MAXQDA.

CATEGORY& CODES	Frequency	Percentages%
Ideal Work-life balance	42	60%
Ways to create work-life balance	15	21.42%
Perfect ideal work-life balance	5	7.14%
Fully satisfied with amount of time	4	5.71%
Ideal work-life separation based on time	5	7.14%
Coaching	4	5.71%
Free time for family and friends& hobbies	4	5.71%
Working Schedule	4	5.71%
Flexible Schedule	2	2.85%
Four days working schedule	1	1.42%
Balanced schedule effect on mental peace	1	1.42%
NON IDEAL WORK LIFE BALANCE	28	40%
Time Problems	14	20%
Working hours		
Overtime working hours	1	1.42%
Flexible working	3	4.28%
Insufficient time for families & friends & hobbies	5	7.14%
Dissatisfaction with the amount of time	2	2.85%
Dissatisfied with Working Hours	2	2.85%
Work Load& Extra Tasks At Home	6	8.57%
Low level of Employees Mental health	4	5.71%
Workaholicness of the employees	3	4.28%
Coping with Difficult situations	1	1.42%
TOTAL	70	100%

Table 3. Work-life Balance and Resilience Human Resources Category, Subcategories, Codes and Expression Frequencies Explored (Shams, A. 2024)

3.4.2.1 Non ideal work life balance

Starting from Non ideal work-life balance which has lower frequency than ideal Work-life balance. Through in depth interviews in the category of work life balance and HR Resilience total frequency arise 70 where 28 frequency arise in non-ideal work

life balance main theme & their sub themes are time problems which has 14 frequencies, their sub themes are Working hours, overtime working hours, flexible working hours & in non-ideal work-life balance's sub theme time problems have their main themes which are insufficient time for families, friends & hobbies which has 5 frequencies & dissatisfaction with the amount of time has 2 frequencies. In Non-ideal work life balance another sub themes are achievable by the researcher which entails are work load & extra tasks at home which has 6 frequency, workaholicness of the employees have 3 frequencies, another main themes arise are low level of employee mental health which has 4 frequency & coping with difficult situations have 1 frequency.

3.4.2.1.1 Time Problems

The time-related underemployment rate (TRU) is a measure of labor underutilization that provides information on the share of employed persons who are willing and available to increase their working time (for production within the SNA production boundary) and who have worked fewer hours than a specified time threshold during the reference period. TRU signals inadequate employment (ILO, 2022). Long hours of work can be defined as regularly working more than 48 hours per week. This definition is consistent with the relevant international labor standards, Convention No. 1 and the Hours of Work (Commerce and Offices) Convention, 1930 (No. 30), which limit normal working hours to 48 per week. As Shown Below in the table with having 14 frequency.

It is also consistent with the relevant literature on the negative effects of long hours of work on occupational safety and health, work-life balance, and productivity and performance for an in-depth discussion of the effects of hours of work on these outcomes & its effect employee's mental & physical health worsen & their whole work-life balance got rupture.

Participant 17

"It is too much. I think that if I could choose, I would like to work only four days a week for the same salary".

Participant 17

“Of course I spend a lot of time with my child and my husband. I often feel bad that I work so much, and I only get to see my daughter so rarely. So at least for the time when I am at home, spending time with her is really important to me. And then I have almost no time for myself or alone with my husband due to work load”.

Participant 19

“Well I have to say that I have little time for family or friends. But in this, let's just say, not-so-great-situation I am lucky again. Namely, my friends and also my parents don't live far, so they not only live in the same city but also in the same district. And I just know, okay, I can rely on this network. Both my parents and my friends, many of my friends are also mothers and have children of a similar age and of course, if something important is coming up, the obligatory dentist appointment every year or something like that, I can always ask a friend: “Will you go to the playground with the little one for an hour? I have to go to the dentist.” That is possible. Sure, there's not much time, but we're close to each other and that makes me feel very happy and satisfied”.

Participant 14

“I would say I am not fully satisfied. I feel that right now, I'm not really using my free time efficiently. I would wish to use my free time more for my hobbies and to take better care of myself”.

Overtime Working Hours

Participant 17

“I mentioned that I work a relatively large amount of overtime. I would say 45 quite often, not always, sometimes it's 50, sometimes it's 40, but 45 on average, that's pretty a good estimated overtime working hours”.

Among the negative consequences of low work–life balance are worsening physical and mental health of an employee’s due to overtime working hours. There are two probable factors that cause low work–life balance to contribute to worsening health: stress and poor time management. Conflicting demands of occupational work and personal roles lead to stress as they disrupt the balance between the individual and his or her environment due to overtime working hours (Borowiec, 2022).

In turn, long-term stress leads to physiological processes damaging particular parts of the body or systems and, consequently, promoting physical disorders and diseases. People with a higher conflict or lower balance between work and life are more likely to report worse mental and physical health, to suffer from health ailments and to have worse health parameters.

According to the job demand–resources theory, employee stress and adverse health result from a lack of balance between high job demands and low job resources. Additionally, it can be accompanied by attempts to reduce the high level of strain by unhealthy behaviors such as tobacco smoking or eating sweets or salty snacks. Poor time management can be a consequence of lack of time for/or lack of involvement in doing healthy or avoiding unhealthy behavior (Borowiec and Drygas, 2022).

Flexible Working hours

Participant 15

“Mostly reading, a lot of reading and I also study a lot. Apart from that sometimes I meet with friends or go out for dinner with them. The possibility to arrange my working hours flexibly or they always from 08:00 to 16:00, Between 08:00 and 09:00 or 08:00 and 08:30 I can practically get in. That is flexible. That is the frame”.

Flexible working hours can benefit work-life balance, businesses and productivity. According to a new ILO report, innovative working time arrangements, such as those introduced during and after the COVID-19 crisis, can bring benefits for economies, businesses and workers, including greater productivity and improved work-life balance. Previous literature study, which is focus on work-life balance, found that a

substantial portion globally are working either scheduled hours when compared to a standard eight-hour day/40 hour working week. More than one-third of all workers are regularly working 48 hours per week. While having fifth globally whole work-force is working part time less than 35 hours per week. This dimension represent informal economy work-force (International Labor Organization-ILO, 2023).

Participant 18

“30 hours per week. I also have the possibility to flexibly organize my time. Somewhat so. We have flextime with us anyway. That means I can come an hour later or earlier in the morning, as I like. Which I don't really use because I usually come at the same time, it's just a rhythm thing. But I can also say that, as I said, 30 hours is also four days, that I somehow do seven hours in one day instead of eight, and then I just put it back on another day. Exactly, I can schedule it a bit, yes”.

Participant 12

“So... on an average day, nine to ten hours, unfortunately, because of the external appointments. I wish I could make them more flexible. Unfortunately, these are sometimes arranged at very short notice. It is so unpredictable sometimes. So, I wish that this would be more flexible, that I could plan them better”.

3.4.2.1.2 Insufficient time for families, friends& hobbies

Participant 17

“Dissatisfied. So my core family would still be all right, even though I could spend more time with them too, but if I want to visit my extended family who lives a little further away, I actually have to take a vacation. Because if we only visited for a weekend it would be too stressful, going on Fridays after work and back again on Sunday evening. And there is definitely not enough time for friends”.

If there are a lot of tasks to do for employees with extra working hours & no break than definitely there're no time for families, friends & others hobbies so it's the responsibility of the HR in an organizations need to hire, recruit more talented skillful people & would make a proper management team which can measure employees & organization's productivity levels & work-life balance & it's enhance & develop resilience factor in employees behavior.

A recent review indicated that a Non ideal work-life balance fosters not only job satisfaction, job performance, and organizational commitment but also life and family Dis-satisfaction. The work-life balance also reduces stress-related outcomes such as psychological distress, emotional exhaustion, anxiety, and depression among the family relationships & trauma management (Gragnano, Simbula, and Miglioretti, 2020)

Researchers have highlighted that the field of research about the work-life balance with related to insufficient time for families is itself "unbalanced." The majority of studies on the work-life balance have focused only on work and family roles, that is, on the work-family balance. For example, Casper et al. reviewed the conceptual framework of the balance in the academic literature and found that 66% of the ratio focused only on work and family. In their review, Chang et al. Found that the WLB was studied specifically, not in the form of the work family Balance, in only 9% and 26% of the quantitative and qualitative studies reviewed, respectively. As a result, the knowledge acquired over time about the predictors and consequences of the balance with work is based mainly on the work-family balance is not consider ideal (Gragnano et al, 2020).

Different types of the work-family balance have been studied in the literature. A general classification distinguished four types of influence that can occur between work and family based on their direction and valence. When the effect is negative from the family domain to the work domain, it is called the family-to-work conflict. When the effect is still negative but from the work domain to the family domain, it is called work-to-family conflict (Gragnano et al, 2020). When the effect is positive, it is called enrichment and can have the same two directions; therefore, there is family-to-work enrichment and work-to-family enrichment. The work-family balance has been

extensively studied in its negative form, work–family conflict. However, since the 2000s, the scientific community has begun to focus on its positive form, work–family enrichment (Gragano et al, 2020).

Participant 17

“Of course I spend a lot of time with my child and my husband. I often feel bad that I work so much, and I only get to see my daughter so rarely. So at least for the time when I am at home, spending time with her is really important to me. And then I have almost no time for myself or alone with my husband due to work load”.

Participant 19

“Well I have to say that I have little time for family or friends”.

3.4.2.1.3 Work load & extra tasks at home

Participant 17

“No time for myself or alone with my husband due to work load”.

Participant 11

“And if I had an option, I’d reduce my working hours even if it’s meant a decrease in my salary & rewards”.

Participant 19

“Yes, you have to say that you have to be a very big enthusiast for this profession so to feel comfortable in it, you can only do it with enthusiasm. Because if it were only for the money nobody would work in a day-care as a HR Administrative assistant. So, as I already mentioned, I have a full-time job, but it actually entails even more hours. And at the end of the workday itself, you still have a lot of tasks to do. And then there are also further trainings we have to participate in. So, I can say yes, I would like to have clearer boundaries, but in

reality, this is not always possible”.

Extra workload make an employee eagerly mentally unhealthy& stressful so HR must create a cliché in which HR bifurcate their working policy which is properly aligned by governmental strategies policy of labor laws& follow the standard & sops of international labor organization to bring resiliency in their whole workforce in occupational health perspectives.

Comparing explored analysis from the past published literature on Nursing Working Employees. Resilience and quality of work-life balance are protective variables against burnout in nursing professionals. Nursing managers can increase resilience and decrease burnout among nursing professionals by adopting policies that can improve the quality of work life balance (Zahednezhad, 2021). With the spread of the coronavirus (COVID-19) on 9 May 2020 globally, the health sectors of all countries have suffered extreme psychological and physical pressures. The challenges faced by the health sector staff are not only limited to increased workload; they frequently experience issues such as the fear of infection and disease transmission to their families, dealing with the new treatment protocols that are constantly changing, lack of personal protective equipment, care of patients with severe diseases whose condition deteriorates momentarily, and care of the co-workers diagnosed with the COVID-19 in the work of Zahednezhad et al (transferring Ho et al., 2020; Permarupan et al., 2020). In addition, the continuation of the current pandemic may increase the risk of burnout among the nurses on the frontline in fighting against the disease worldwide in the work of Zahednezhad et al (transferring Yildirim & Solmaz, 2020; Marzilli, 2021).

Burnout occurs when the individual is chronically exposed to excessive occupational stress beyond their adaptability level (Maslach et al., 2001). In research performed by Giusti et al. (2020) in Italy during the coronaviruses pandemic, 35.7% and 31.9% of healthcare employees had moderate and severe emotional exhaustion, respectively. In addition, 40.1% and 34.3% of the subjects had moderate and severe levels of decreased work performance, respectively (Giusti et al., 2020). Burnout and excessive work-load are a significant cause of increased turnover intentions and reduced job satisfaction in nurses (Permarupan et al., 2020; Yildirim & Solmaz, 2020).

On the other hand, during the current global crisis, resilience could remarkably decrease stress and burnout potentially (Connor, 2006; Yildirim & Solmaz, 2020). Previous research has shown that professional protective factors like positive attitude toward the job and intimate relationships with colleagues can influence resilience at work (Cam & Büyükbayram, 2017). It is also shown that nurses are encouraged to engage in high-resilience activities without regard for the workplace and environmental factors. However, resilience-enhancing activities will not be effective if environmental factors in the workplace are not taken into account (Zhang et al., 2021). In addition, Quality of Work-Life (QWL) is one of the variables recently considered in burnout research, in the work of Zahednezhad et al transferring (Jo et al, 2021).

In past study, was designed based on the Health Service Workplace Environmental Resilience Model. According to Health Service Workplace Resilience, a supportive and developmental workplace empowers nursing professionals and enables them to withstand workplace pressures that contribute to their psychological resilience in the work of Uansin 2023 (transferring Zhang & Liang, 2021). In other words, the perception of high-quality work-life can build and maintain resilience in nursing professionals and have major potential to increase workplace outcomes like patient safety, quality of care, job satisfaction, and decrease job burnout.

3.4.2.1.4 Workaholicness of the employees

Workaholism is considered to be long working hours, hectic work routines, related to obsession to work and sometimes overtime working schedules also can related to workaholism of work-life Balance. Most Scholars have related to Workaholism to negative entity health related disorders in the workplace stressors. Low job, not fully satisfied with working hours, extra working hours and work-family conflict arise in terms relate to Workaholism. In this research as explored this factor by the researcher also put this entity in non-ideal work-life balance.

The term Workaholism is characterized by the constitution of two dimensional entities first one is behavioral one that is characterized by investing extra energy and extra work in the working schedules, Second is cognitive investing and incurred a lot

of mindfulness activities to be involved in work-related matters.

Participant 20

“As I said, I would very much enjoy spending more time with the children. Sometimes I think, maybe you miss something in life if you only work all the time. Sometimes I think about it. Shouldn't you maybe sometimes do more with your family or friends? But that's just not possible in my line of work, between the constant emergencies and last-minute calls. It's often just not possible. It's just the way it is. The focus of my life right now is my work, but I do wish that I could spend more time with my family. I would like to be able to take more time off, go on vacation more often or something like that”.

Participant 20

“Most of my friends I know from work. If you work so much... It is also hard to connect with other people I have so little in common with... What is there to talk about? You just talk a lot about work. Just like that”.

Hence it's proven that if employees are crazy regarding their work& managing their work load non effectively then automatically they're considering & catering the title of workaholicness & when employees are meeting with friends& extra outsiders they always keep talking on work, work& work pressures& there's always an exertions.

“Comparing and consistent with the literature review results showed that the effect of quality of work-life on resilience of workaholicness study done by the author Zahednezhad in 2021 on nursing health care professionals seeking out the resiliency on quality work-life balance of workaholicness. Early resilience researches focused on personal characteristics, but recent studies have emphasized the quality of work-life and support systems to promote resilience, in the work of Zahednezhad et al (transferring Hietapakka et al., 2013). A supportive work environment and culture can moderate stressors and increase the adaptability of nurses in stressful conditions, in the work of Zahednezhad et al (transferring Jose et al., 2020). QWL is the main

requirement for the empowerment and performance of nursing professionals in healthcare systems, in the work of Zahednezhad et al (transferring Dehghan Nayeri et al., 2011; Hemsworth et al., 2020). Lack of opportunities for professional advancement, inadequate work-force, inadequate salaries, poor communication with colleagues, and an unsuitable work environment are the main reasons for poor QWL in nursing, in the work of Zahednezhad et al (transferring Hemsworth et al., 2020) which leads to excessive exertions. In addition, studies have shown that low QWL has been related to extremely high levels of turnover and mental workload, which also leads to the significant reduction of performance and quality of care (Brooks & Anderson, 2005). Most researchers consider the quality of work-life to be the attitude and perception of individuals towards work, organization, and employers (Vagharseyyedin et al., 2011)”, (Zahednezhad et al, 2021).

As explored analysis and findings with the researcher on this study emphasize QWL (Quality Work-life or Workaholicness) are defined as the ability of employees to satisfy their important personal needs while also achieving the goals of the organization. Implementing effective working environment with reduction of excessive work load so managing time with family and friends. Reduce of employee turnover rate can effectively deal with quality work-life balance of workaholicness.

Comparing and consistent with the past published literature regarding workaholicness of non-ideal worklife Balance. Workaholism which is related to physical health of an employee's leads to certain clinical & chronic diseases hypertension, fatigue, dementia, insomnia, gastritis, alopecia and vascular certain heart problems by loss of exercise, meditation & excessive work-loads. Furthermore these symptoms did not express a possible work- addictions which is the term of Workaholicness. Supplementary initials diagnoses in the employees by prescribe Occupational Health Physician must analyze and lead to quality woklife of employees for better productivity and enhancement. It will also analyze the employee's social and psychological aspects of life. It effects employees life-style based on Workaholism can lead to high level of anxiety and depression, having a negative impact on quality of life (Vedoato, Pedro, Garcia, Galdino, Aroni, and Haddad, 2021).

The World Health Organization (WHO) Quality of Life Group characterized quality of life by which employees can perceive their way of thinking and thoughts to live life in a healthy manner to be resilient, in the work of Vedoato et al (transferring Saraceno and Almeida, 2022). The employees carrying unhealthy life and diseases lead to unproductive organizations. The diseases which effects their mental and physical health needs to be proper monetized on time by the Occupational Health Physician measuring the consequences of life and diffulties in relating to perform in multiple dimensions of their life to be resilient (Vedoato et al, 2021).

Workplace stressors leads to occupational diseases and accidents have negative consequences of organizational productivity, such as increased lack of interest in their work activities, absenteeism, reduced productivity, occupational accidents, apathy, acupuncture, muscular fatigue, tachycardia arrest, depression, anxiety, ansomnia, poor sleep, loss of fatigue, sleep disorders, in addition to other physical and psychological distress. This will lead to poor working hours and mismanagement in having quality and healthy work-life balance.

3.4.2.1.5 Low level of employee's mental health

Participant 12

“Not happy, I would say. Mainly because of all the appointments that limit the time with my family. My work with the external appointments causes a lot of stress. I lack the balance now. I only have little private time and I have to divide it up. And it is a difficult balancing act for me between being an employee, a dad, a husband and having time for myself. My family notices that too, because I'm a bit depressed tense at home because I don't have the time to come down a bit for myself. Yes, that's why two’.

Participant 12

“ I am not so satisfied with the time i spend with my family. I don't have enough time to spend with my friends and families. This has decreased since we had our children, because I have to prioritize a little bit. The free time I have, I have to decide whether I spend it with my family or

with friends. And then my children and also my wife are more important to me. So, I would like to have more time to be able to divide it up better, because just... I've known my friends since I was a student. But if I have to make a decision then it's for my family. So it's bring Psychological effects when we're hectic & more committed and bound towards work, study & can't manage time for family& friends”.

Participant 17

“Because I have many things in my life that are important to me, and that already makes me happy. But at the same time, I sometimes have the feeling that this is such an eternal cycle because it is difficult for me sometimes i feel stress anxiety or depressed due to irregular management. I would like to take a year off or something, without consequences. It would be nice to travel again”. (participant 17, Pos. 2)

Participant 19

“I would say a I am on three level scale of mental health, because... I'll start with the not-so-nice things. I had the feeling that I missed a lot from my son, because especially in this age they make a lot of important steps in their development. To give you a concrete example, I missed him learning to ride a bike, without training wheels, I mean. I was just told by the teachers at his daycare, that today, he rode without training wheels for the first time. And I must honestly say that it hurts me to hear that, because these are important moments that I, as a mother, do not experience. Yes, now once again to the well-being. Sometimes I also felt myself shortly before a... So, I had phases of exhaustion, because after work there was so much housekeeping and shopping to do. And I don't have anybody to support me. And that is a multiple burden, which often pushes me to the limit”. (Participant 19, Pos. 2)

When employees aren't fulfilling their valuable time with family& others leisure so their mind and behavior sciences doesn't work in proper peaceful manner as it

contains many factor such as clinical depression, anxiety, frustration which employees need to cater to balance their work-life balance for mental peace to maintain their workplace stressors. The present study aimed to expand the knowledge about the nonworking life domain other than family, specifically the mental health domain. Despite the importance of the life domain of health, the literature has not offered many studies that consider health in the WLB process or measurement instruments that are specifically designed for the purpose. In the WHB, a good balance generates job satisfaction because the work role is not a threat to the management of health. A low level of work-to-family conflict generates job satisfaction because the work role is not a threat to the family domain. Because the two domains at risk are different, the proportion of the job satisfaction variance that is explained by the WHB is expected to not overlap, to a great extent, with the proportion that is explained by the work-to-family conflict.

Considering the literature about job retention and the quality of working life among workers with an LSHPD long-standing health problem or disability (LSHPD), Gragnano et al. Conceptualized the work–health balance (WHB) as a state in which the worker feels able to effectively balance health and work needs, arising from the perception of how much the characteristics of one’s work are a barrier to health needs and counterbalanced by the evaluation of the helpfulness of the working environment to meet health needs.

Health needs are understood here in a broad sense, covering not only the care needs of workers with chronic illnesses or conditions but all the needs that a worker considers necessary to adequately care for his or her health. From the definition, a measure of the WHB has been developed. The WHB questionnaire measures three distinct constructs: work–health incompatibility, health climate and external support. The first construct measures how much work commitments hamper the desired management of health. The last two constructs measure the helpfulness of the working environment for health needs. The health climate detects the extent to which workers perceive that management is truly interested in their employees’ health, whereas external support identifies the perception of the level of help available for health

problems in the workplace in the form of support from the supervisor and work flexibility.

Studies have shown that elderly workers and workers with an LSHPD have more difficulties in reaching a good WHB. In addition, it has been shown that among workers who stop working for cardiovascular diseases, the process of returning to work is faster for those who have a good WHB. With low levels of the WHB, the rates of presenteeism, emotional exhaustion, workaholism and general psychological distress increase. In contrast, a good WHB is associated with greater work autonomy, job engagement, and job satisfaction (Gagnano, 2020).

3.4.2.1.6 Coping with difficult situations

Participant 19

“Clearer boundaries regarding the amount of work I’ve to do Yes, I would prefer that when I officially get off work, I would really get off work, but unfortunately this is not always possible. And there are also the additional training courses. So, one must educate oneself further in our field in HR Administration, because it is just rapidly changing. Now when we talk about resiliency so resiliency is coping with something difficult so HR need to hire a psychologist to analyze& assess for mental health of an employee whether an employee’s cope up with drastic situations or not”.

Adversity or challenges are sometimes part of our lives whether it’s in our professional lives or personal lives so it’s human behavior first develop resiliency in their behavior afterwards it would be beneficial for both at an organizational & personal lives perspectives for successful leverage.

Comparing and consistent with active coping and building resiliency in health care professional, nurses, working professionals providing mental health care a empirical qualitative research was done by (Ramalisa, Koen and Du Plessis, 2018) the conclusion of past published research is parallel by current explored factors.

Nurses caring for involuntary mental health care users are faced with challenging situations while employees themselves experience internal conflict and have limited choices available to be assertive. To strengthen employee's resilience, the following factors should be taken into account: support, trained staff, security measures and safety, teamwork and in-service training and education.

Trained staff

Resilience factor can be strengthening by giving and educating trained staffs. In the work of Ramalisa et al transferring Labonte et al (2015) suggested that hectic work-load with non trained personnel lead to non ideal work-life balance in professional and personal lives both. Staffs must be trained specifically in psychiatric and mental health care.

The past published research is consistent with this research that the factor of mental health for resilience will lead and strengthening coping mechanism to enhance resiliency factors. Finding depicts that when nurses use the mechanism of brain stimuli and coping strategies will strengthen resilience factor in their behavior (Ramalisa et al, 2018).

In-service training and education

Constant training sessions with latest developments and learning opportunities will lead resiliency behavior in the nurses. The participants expressed the following (Participant 15).

'Education or in-service on [the] Mental Health Act and latest development ...'(Participant 16)

'... The necessary facilities to teach those who don't understand how to care for such a patient ...'

In the work in Ramalisa et al transferring Cameron and Brownie (2010) relate resilience to overcome challenges, tasks, complex skills and to manage effective and efficient time among workplace stressors. Koen et al (2011) suggested that relevant knowledge and skills will enhance resilient behavior among work-force. Consistent with this research of factor of resiliency latest technological and to find skills &

identify gaps to improve employees efficiency by training for better productivity in the work of Ramalisa et al (transferring Brennan, 2017).

Employees spiritual and exercises of skills and talent are need to be under kept consideration whom can able to cope up with challenges in the workplace stressors and resiliency is strengthened. Nurses are being allowed to relocate their mindfulness and tendency to be resilient.

Suggestions are being kept into considerations that providing mental health care to all employees and trained staffs to strengthen resilient factor.

3.4.3 Ideal work life balance

On contrary 42 frequencies of participants are in ideal work life balance as shown in the table above owes the category of perfect ideal work life balance of HR Resilience which has main themes are fully satisfied with amount of time which has 4 frequencies, ideal work life separation based on time has 5 frequencies whereas working schedule has 4 frequencies where as flexible schedule has 2 frequencies, four days working schedule has 1 frequency & balanced schedule effect on mental peace has 1 frequency, another main themes are perfect ideal work life balance for HR resilience has 5 frequency, other main theme are ways to create work life balance has 15 frequency whereas coaching has 4 frequency& free time for family& friends& hobbies have 4 frequencies. So overall analysis& assessments are being received & overall percentage analyzed in the data in the depth interviews Of Work life balance for resilience HR are 51.47%.

As of Participants Commented on Most majors factors of HR Resilience are as Follows:

Participant 5

“Physical health is an important component of employee well-being and productivity. This includes factors such as exercise, nutrition, and sleep. Employers can support employee physical health by providing access to fitness facilities, healthy food options, and flexible work schedules that allow for adequate rest and recovery time”

Participant 5

“Mental health is another important component of employee well-being. This includes factors such as stress management, emotional regulation, and access to mental health resources. Employers can support employee mental health by providing access to counseling services, mental health days, and resources for stress management and emotional regulation. When you fulfilled all physical and mental health requirements of an employee’s then automatically employees become more productive and more beneficial”.

Participant 20

“Sometimes I feel that my life is one continuous education. It starts in the morning, continues through noon and ends in the evening. On the one hand, I feel I have a good handle on what I need to do, I think I am good at it; on the other hand of course, I have to be up to date, especially when it comes to technology. There is always a lot going on. I also attend many conferences on the subject. You’re always continuing your education in this regard. But I haven’t taken part in any other kind of training for a long time now still further training would enhance our resiliency skills in workplace stressors”.

3.4.3.1 Fully satisfied the amount of time.

Participant 11

“Depends. In the middle of the day after my work, i took off from my boss, I like to go to cafes. I like to spend time out in the sun if the sun happens to be shining. In the evenings, my girlfriend is home so most of the time, we spend our time together and you know, we do normal things, go to the movies, sit around at home and all that sort of stuff”

Participant 15

“Very satisfied actually. But due to the fact that there was this after

Corona time, it was a little bit more difficult to study. Still we're now hybrid both physical & Online. Let's put it this way. But overall, I feel satisfied”

When we're fully satisfied with the amount spent in the workplace then it would be enhancing for our work life balance consider to be healthy & very much stable in all manners.

Working-time arrangements and their effects on ideal work–life balance

Related to hours of work so its dimensions referred to organization working-time arrangements or work- schedules. Labor market of working schedules which lead to healthy work-life Balance cover in this factor. Comparing international data on working- time arrangements is consider solid source from the literature. The Members States the European Union, The United States and the Republic Of Korea have data in 2008 in its 18th international Conference of labour Statisticians considered a Formal international definition of working-time arrangements. That Formal Document presented by the officials in which it has been clearly mentioned that how hours of works are arranged and organized which influence workers and employees Work-life Balance. Which in lead to health and non-health work-life balance by reorganizing schedules and shifts (International Labour Organization - ILO, 2022. P. 51).

This Chapter Of working Time Of Work-life balance covers most prominent factors which is consistent with the literature. Working time flexibility and wage flexibility such as numerical and contractual based can lead to ideal work-life Balance. The working time must be made more flexible by a variation in one or more four elements, How many number of hours employees incurred during a day, How many hours of work employees incurred each week, How many working days in a week, How many specific hours work in each specific day.

The Standard working scheduled which is organized by official gazette for a fixed number of days typically Monday to Friday for five work days, Traditionally In all Asia, Europe & Northern/Latin America fixed number of hours From 8 or 9 am to 5 or 6 pm, Sunday to Thursday in the Arab States this is being originated and traced

by ILO Hours of Work(Industry)Convention, 1919(No.1), which established eight hours of working schedule lead to healthy and ideal work-life balance.

Consistent with the past literature that whose employees have constant and fixed working schedules are consider and leading non-ideal work-life Balance, compared to employees working on non-fixed schedule working hours, such as leading to job burn out, Compassion Fatigue, anxiety, depression and emotional exhaustion in the work of ILO 2022, P. 51(Jamal, 2004). A standardized and healthy working schedules can lead to better communications and good working environment for better productivity and enhancement.

3.4.3.2 An ideal work life separation based on time

Participant 18

“An ideal separation... So, if I want to imagine the ideal separation, it would probably be best if I didn't work eight hours a day, but only work six hours a day, and maybe even have a longer lunch break at lunchtime. That practically work would be like a block. Or let's say, like two small blocks that I somehow work three hours now, and then I do something completely different in between, for example sports at lunchtime, maybe even longer than an hour break and then another three hours of work. And then it would be clear: I have to work at that time and at that time, and in between I can do something completely different. Then it would be a little better separated. Yes, I think that's probably how it would work”.

Work-life balance which is being effected shift working as well, ILO, 2022,on p. 51, employees working in the evening or at night hours have plenty of time during the day for leisure hours. However that free time is considered as the cost of sleep and hang out with friends (transferring Finn, 1981). Those employees who are working in the rotating shifts can easily manage time and relax with family and friends (transferring Finn 1981). It would enhance child care requirements as well when parent have rotating shift then other parent have flexible schedule (transferring Hattery 2001).

When it would compare by the standard work- week shift work always not offer consider to greater flexibility to spend time with family and friends sometimes it would lead to poor work-life Balance (transferring Blachowicz and Letizia 2006).

The succession rate of workers lead in “a method of organization of working time can run longer by the individuals working hours ” ILO, 2022, p 51 (ILO, 2011). Shift works is one of the productive way of generating revenues of organizations and extend their operating hours 24/7. There are two working shifts fixed shifts and rotating shifts that is overlike rotating 24 hours (For example morning to evening and evening to night)in the work done by ILO 2022 (ILO, 2018).

3.4.3.2.1 Working schedule

Participant 18

“I would say more time would always be better. But on the whole, I am actually satisfied now that I only have four days, as I said. That is definitely much better than five days. This gives you the feeling that you always have a longer weekend and on Sunday you don't have the feeling "Oh God, it's already Monday again and it's already work again". So, I am actually quite satisfied at the moment”.

Working shorter hours does not seem to resolve work-life conflict. Traditionally, child care parenting & Spouse family conflict relatively arise when there's a lack of scheduling work-life Balance. Furthermore, !5 to 20 hours per week, part time work scheduled as a on- call working time arrangements. On call workers must be divided into the groups and work as a minimum number of hours per week must be included in an employment contract. As employment Contract is consider as a official endorsed document for claiming of working schedule (ILO, 2022, P. 59).

Poor work-life balance leads to lack of proper working schedule and mis-man agreement happen to work-life conflict. Furthermore, relatively study suggested that regular working schedules is being associated and emerge to health work-life Balance ILO, 2022, Pp. 61, second para (Golden, 2015).

3.4.4 Ways to create work-life balance

Participant 1

“HR initiatives that prioritize mental health, work life balance, and a positive work culture contribute to the development of a resilient workforce”.

Participant 18

“I can actually separate that quite well. I think that is also the question of personality types a bit. Well, I have learned to separate or rather I had to learn. I go out of the office, then I am also out of work. And I also make a point of practically separating my communication channels. For example, Skype, my work Skype is not installed on my mobile phone. Things like that. And that I do not check my work emails at home”.

Participant 5

“Employers can support employee physical health by providing access to fitness facilities, healthy food options, and flexible work schedules that allow for adequate rest and recovery time”.

Participant 3

“The Psychology behind Resilience in the Workplace, from a psychological perspective, resilience involves a combination of emotional intelligence, stress management, positive attitude, and the ability to maintain a balance between personal and professional life. It also encompasses the capacity to rebound from setbacks and view challenges as opportunities for growth”.

Participant 9

“Well according to me an employee be efficient when they carry factors of better work-life balance, when employees are capable of healthy mental health& wellbeing and good catering healthy work-life balance

in their professional & personal life in family relationships then automatically an employee bring productivity when they have a good family relationships with spouse& children, parents as well”.

Participant 10

“Well resiliency is behavior or attitude which we carry in our personality so at organizational change context if we identify the ingredients so first & major coring factors are we need to develop our work-life balance & wellbeing factor like our lifestyles need to be change first then it would be implement on organizational change perspectives. so first develop work-life balance & wellbeing in our daily lives then it would be implemented on the system for better productivity& successful leverage”.

Participant 15

“I do not necessarily have any concrete plans. But I am thinking about changing my profession for example. Or yes... maybe I have already tried to think in the direction of social or charity work, perhaps, I would like to specialize in that. I would probably say that if there were seven-hour days, I would be even more efficient. But I can't complain about the eight hours, because sometimes I notice that my most efficient time among those eight hours usually comes right at the end. That I actually work in a cyclical way, but still very quickly. Exactly. Between six-hour days and eight-hour days, that would actually be ideal. More or less. Less wouldn't help much either, because in that case you can't really get into the rhythm of work. Now, for resilient HR i must say HR Professionals need to develop Self Efficacy in their behavior& they need to cope through drastic challenges & would first work on employee's mental health & wellbeing”.

Participant 18

“Typically, I get up around 8:00 am. Then I've gotten into the habit of eating at the office instead of at home, because somehow, I just get up

quickly, get on my bike and ride over here, so I ride to the office. Before I go to the office, I go to the supermarket, buy breakfast and something for lunch. Then I usually work three, three and a half hours until I have lunch with my colleagues. And then again for another four or five hours, so that I get to my eight hours. Then I usually go home, cook something and in the evening, depending on how exhausted I am or how tired I am, I either do nothing at all or somehow just watch Netflix or something like that. Or maybe I play some music... and sometimes I go out for a hangout, meet a friend, and have a wonderful evening or something”.

Participant 20

“Hmm. None really, I am actually pretty satisfied with my life in work-life balance but at an organizational perspectives in terms of resiliency we need to develop employee self-efficacy & to identify their worth first & would be satisfied whatever they are taking in their lives”..

When there’s a flexibility in our personality to maintain a healthy work-life balance then it would be more productive& efficient to be more resilient. Work-life balance is the relationship between work and other areas of life; it is personal and unique to everyone. Typically, areas of attention in our lives need continuous care to maintain a sense of work-life balance include work, social, community, private/home life, finances, and health. Work-life balance requires the ongoing assessment and evaluation of all areas of our lives to achieve well-being. Well-being – the state of being comfortable, healthy, or happy - is an outcome of work-life balance.

In this research as researcher explored there are a number of factors and ways that mentors, and mentees can apply in the context of mentoring to support the mentee’s exploration of their work-life balance. The factors and techniques can also be used by mentors to examine their own work-life balance to enhance resiliency.

Wheel of Life for Work-life Balance to enhance resiliency

The Wheel of Life is a popular visual tool or worksheet used in mentoring to help mentees and understand how balanced or fulfilled their life is in both professional

and personal lives to enhance resiliency. It can help mentees to become more self-aware and provide focus and direction for the mentee and the mentoring relationship and it is a tool that can enable insightful conversation, to address the current and desired situation.

The Wheel of Life was created by the late Paul J. Meyer who founded the Success Motivation® Institute in 1960.

- Stage 1: Identify life dimensions
- Stage 2: Exploring the current level of work-life balance and ideal
- Stage 3: Moving from current to desired work-life balance.

Four-Stage Model of Work-life Balance in the work done in NIHR of Work-life balance

The Four-Stage Model of Work-life Balance was developed by Dr Julie Haddock-Millar and Eliot Tom (2019) transferred NIHR by to provide a holistic approach to exploring work-life balance in the context of coaching and mentoring. The model focuses on four specific themes, each of which are essential in supporting mentees as they work out how they want to live their lives. The stages are interconnected and mutually beneficial:

- Stage 1: Positive view of self
- Stage 2: Success and life satisfaction
- Stage 3: Resilience and coping with setbacks
- Stage 4: Decision making and negotiation (NIHR, 2022).

3.4.5 Coaching

Consider adding a coaching or personal consultation component. From a conservation of resources theory, coaching can help participants handle stressful situations.

Coaching should be designed to be as convenient as possible for participants

who are busy managing work, health and in many cases families in the workplace.

Create a learning environment that allows participants to practice simulated challenges similar to what they might experience in the real world. However, keep in mind that there may be a point when these practices have a negative impact. For example, exposure to stressful situations in training may be harmful if participants' reactions are not carefully monitored during program delivery. Continuous evaluation can help identify negative effects (Brown and Shelly, 2024). Participant 19

“As a participant, I would very much like to take advantage of coaching in HR Resilience, because I generally have a few issues... or questions how I can better structure my everyday life or I would also like to simply learn how to deal with stress. How do I create a few small cases of relaxation within my everyday life, How can I use the time with my son more intensively? So, I would like to take advantage of coaching myself. But to train myself as a coach? I think that would be utopian”.

Participant 19

“It really always depends on what kind of training you do. Well, they are prescribed by the employer, i.e. the institution I work for. That means that I can't choose between ten things or something. I think that if I personally wanted further training, that would be something completely different. That would be something in the direction of coaching. Or mediation would interest me personally. Surely you can transfer that to the field of education, but the trainings that our institution offers are generally different”.

Participant 4

“Acknowledging the stress employees may be experiencing and providing them with a platform to be heard. Additionally, offering guidance and techniques to manage stress and enhance resilience, along with coaching and opportunities to boost confidence and mindset, can make a significant difference.

The good news is that our brains are wired to adapt and thrive, even in adverse circumstances”.

Participant 16

“So our work now includes anyway that we get further training in our professional field, also by our employer regularly. I find this very interesting and I am very happy to do so, especially regarding the fact that I might want to become a master craftsman in my field later on. That is why it is very important to me”.

Coaching enhance our HR Resiliency skills through extra training, apprenticeships& further workshops& conferences to increase employees productivity to be efficient& for successful leverage.

3.5 Overall frequencies & percentages of employees/participants explored as a results by MAXQDA 2.4.2

Overall frequencies & percentages calculated by both of the factors & detailed analysis of both factors are calculated as follows as Cognitive Behavioral& skills for resilience human resources have fp 66 which is being calculated by dividing with n total is 136 and multiply by 100 which entails as 48.52%. Whereas on contrary Work-life balance for resilience Human resources have fp 70 which is being calculated by dividing with n total is 136 and multiply by 100 which entails are 51.47% so overall percentages assessed are calculated as 100% in total with both factors carrying codes& subcodes & themes, sub themes.

So overall percentage through in depth interviews are being assessed & analyzed which is being received in the perspectives of research are as follows		
Factors of Resilience HR For organizational Change	Frequency	Percentage
Cognitive Behavioral & skills for Resilience HR	66	48.52%
Work-life balance for resilience HR	70	51.47%
Total	136	100%

Table 4. Overall frequencies & percentages of employees/participants explored as a results by MAXQDA 2.4.2 (Shams, A. 2024)

3.6 Organizational Change Analysis in the perspectives of Participants

Impose change leads to depression & anxiety & for transforming, rewiring & reshaping employee's behavior to bring resiliency

Participant 3

“I am HR Manager from aviation sector, Well resilience is somewhat kind of quickly learn something and understand the environment and assessed workforce is one that demonstrates agility, flexibility, innovative thinking and a stubborn capacity to bounce back from a setback”.

Participant 17

“For example, having my own work & study would be great and I would like to work less. I need to change division of labor policy”.

Participant 3

“First, Head of HR Manager in pharmaceuticals sector, Resilient HR is based on an HR operating procedures that optimizes local action, high degrees of expertise, cross-functional teams, and real-time shared data.

Second, Resilient HR rewards fast, cross-functional solutions that can be built, launched, monitored, and continually improved in days or weeks”.

Participant 4

“As change of work place effects mental health of an employee by changing we effects the new developments, new enhancements so employees avoid to be come in a newly created zone, everybody wants to live in a cliché like in a comfort zone which they’re enjoying.

Support can come in various forms, such as acknowledging the stress employees may be experiencing and providing them with a platform to be heard. Additionally, offering guidance and techniques to manage stress and enhance resilience, along with coaching and opportunities to boost confidence and mindset, can make a significant difference.

The good news is that our brains are wired to adapt and thrive, even in adverse circumstances”.

Participant 3

“Understanding Employee Resilience in Organizational Change

“Employee resilience refers to the stamina of individuals to adapt, recover, and grow in the face of change and challenges in the workplace. In the context of organizational change,

resilience is not just about enduring change but also leveraging it as an opportunity for personal and professional development”.

Participant 4

“As in my organization to identify and to fill the gaps and skills of an employee how to communicate effectively, managing your time well is crucial to being organized. Setting goals, Organization in the workplace also involves setting achievable goals. As according to me my final perspective is this psychological under pressure in the work place”.

Participant 1

“According to me an individual can perceive the problems and know how to tackle it and make an effective strategies after the problem analysis”.

Participant 3

“#1 Operational

#2 Cultural: Giving Teams Autonomy

#3 Structural: Arranging Teams

#4 Procession: Aligning Teams

#5 Spatial: Refurbishing Settings”

Participant 1

“Organizational change is the transformation or adjustment to the way an organizational process of altering an organizational culture, technologies, procedures, process and strategies to affect change within the entire organization”.

Participant 14

“Due to Workload & Stress I feel depressed, I can't go on my vacations but i need vacations must be paid off”.



CHAPTER FOUR

DISCUSSION AND CONCLUSION

This research concludes with the positive effect of exploring several factors of resiliency, which correlates resiliency with employees' mental health & well-being. Resiliency behavior is also analyzed and evaluated, & factors explored which entail the following: employees' cognitive behaviors and cognitive skills, work-life balance, mental health, & well-being are the main factors of resiliency for successful leverage.

Furthermore, several therapies were explored in this research, like Cognitive Behavioral therapies. Interventions are needed to enhance resiliency factors through the change management process for successful leverage in efficiency. The factors of active coping, working hours, workplace satisfaction, training, & apprenticeships are the main contributors to employees' efficiency and better productivity. Considering the skills needed for employees' productivity, the explored skills are emotional intelligence, communication skills, problem-solving skills, and adaptation skills. Thus, while analyzing this thesis & concluding, it is evident that employees are cognitively strong enough & capable of perceiving resiliency in their behavior to meet the competitive world or achieve successful leverage. Cognitive Behavioral therapies are explored to have a positive effect on employees' well-being assessment & on mental health to improve efficiency.

The findings regarding the Cognitive Behavioral therapies effect on employees' resilience is consistent with the study of Reddy and Alfonso (2024) stating that human resource (HR) practices are no longer limited to traditional methods and increasingly incorporate knowledge from disciplines like Cognitive Behavioral Neuroscience (CBN) and inserting that understanding how the brains work, open the way to design HR practices that enhance employee well-being, engagement, and, ultimately, performance to bring resiliency (Reddy and Alfonso, 2024). So as a result it can be stated that cognitive behavioral therapy enhance individuals with cognitive skills, enabling them to adapt more effectively to changes and enhance their resilience against workplace stressors.

After undergoing Cognitive Behavioral Therapy (CBT), the development of cognitive skills in this research study findings are positively impacts employees' well-being and mental health, which in turn leads to improved efficiency. This progression represents the next step in enhancing overall workplace performance. In this study, to ensure employees' productivity, key skills that have been explored include emotional intelligence, communication skills, problem-solving skills, and adaptation skills and technological advancement skills. This finding regarding the Cognitive Behavioral Therapy for development of skills are consistent with the study done in latest publication scientific journal which is also quoted in the introduction part by Chatterjee, 2024, Organizations can leverage a “neuro-informed” approach to optimize their workforce and processes, potentially gaining a sustainable competitive advantage to enhance resiliency. In the work of Chatterjee, cognitive behavioral neuroscience holds promise in predicting individual and group performance by applying basic processing models (transferring Paulus et al, 2009). This has led to a shift in organizational focus, with many adopting cognitive-behavioral frameworks informed by the principles of neuroplasticity to enhance resiliency, in the work of Chatterjee, 2024 (transferring Doidge, 2007). These frameworks emphasize the brain's ability to adapt skills and modify cognitive functions over time. For example, training programs specifically designed to enhance brain functions can target neural networks associated with critical areas like skills are focus oriented work-force, problem-solving skills to enhance resiliency in the work of Chatterjee, 2024 (Transferring Tang et al., 2015). As Cropanzano and Becker (2013) argue, neuroscience offers valuable insights that organizations can utilize to enhance effectiveness. Cognitive Behavioral Neuroscience (CBN) to develop skills in whole work-force and its relevance in designing effective human resource (HR) practices, encompassing implications for decision-making, communication and feedback, stress management, learning and development, employee motivation and engagement, and workplace design for resiliency. (Chatterjee et al, 2024).

In addition this study's findings indicated that there are significant areas, a strong well-being assessment of employees, including an ideal work-life balance, is crucial. This balance has positive effects on creating resiliency in employees' behavior

for successful leverage. Furthermore, Cognitive Behavioral skills are a more important factor in developing employees' intellectual abilities for better enhancement and leverage in future perspectives.

Moreover, in this research it is recommended for future Workforce that Neurological Cognitive behavioral & Work-life Balance & Mental health Well-being are needed to be kept under consideration for developing resiliency skills in employees' behavior for successful leverage for organizational change to improve efficiency. This finding regarding the Work-life balance of an employees is consistent with the study done in European Work-force in 2022 and in Canada in 2019 which is also quoted in the introduction part (Borowiec et al, 2022). Many studies have shown that low work–life balance (WLB) can be harmful to health which can destructs resiliency. Poland is a country with one of the lowest indicators on the WLB scale among European countries but there are only a few studies about the connection between WLB and health. This literature study aimed to answer the questions of whether the lower WLB among Warsaw's managers and employees correlate with poorer mental and physical health, and what life orientations and values typical of the middle class are related to work–life balance. Two surveys were conducted in the years 2003 and 2013 on the quota samples of 500 members of the Warsaw middle class: specialists, managers, and entrepreneurs, indicated the connection between a lower level of WLB and worse mental and physical health (Borowiec et al, 2022).

Changes taking place in the modern world have caused the problem of balance (or its lack of) between occupational work and other areas of life to become increasingly important. One of the most important consequences of low work–life balance can be worsening physical and mental health which destructs resiliency (Borowiec et al, 2022).

Poland is still a country in rapid social and economic transition, and its citizens are in worse health condition than people in the majority of European countries. Health indicators such as life expectancy, and premature mortality and morbidity are worse than in the Western Europe countries. Both objective measures and people's health self-assessment indicate a poorer health condition of Poles than people in other parts

of Europe. Although work–life balance indicators in Poland are lower than in the majority of societies in Europe, there is little research in Poland about the connection between WLB and health among work-force. Past literature findings are the confirmation of relationships between low work–life balance and poor indicators of mental and physical health in Poland which destructs resiliency. The few studies conducted to date have involved small samples and narrow populations. Therefore, the analysis to identify the correlation between the state of health and the level of work–life balance (Borowiec et al, 2022). In more complex, the following have also been pointed out: the distinction between balance and conflict that can be treated as separated dimensions as it is possible to experience both of them at the same time, the existence of various aspects/dimensions in which the conflict/balance takes place, factors are, time, behavior, involvement, satisfaction, direction of conflict: work–life conflict takes place when the professional roles interfere with non-professional roles, and life–work conflict arises when non-professional roles interfere with the professional roles, the consequences of work and life interplay that can be positive or negative (Borowiec et al, 2022).

It has been observed in this study that time problems, Coping with difficult situations, work load and low level of employees mental health are explored factors of non ideal work-life balance while on contrary perfect ideal work-life balance, coaching, training and apprenticeships and fully satisfied with the amount of time are ideal work-life balance. These findings are compared from past survey literature regarding Work-life balance, Public health measures to have led higher performance to improve efficiency after pandemic of many workplaces in Canada. Where employees work – i.e. the location for the performance of work - has changed for many who continue to work. After pandemic, Two main aspects related to work-life balance are lack of time and scheduling conflicts, and feeling overwhelmed, overloaded or stressed by the pressures of multiple roles (e.g., being a worker, caregiver, parent). Finding a healthy balance is important as poor work-life balance can result in stress, absenteeism and low productivity. Employees’ work satisfaction, initiative, motivation and morale are all likely to be improved where effective work-life balance practices and programs are implemented.

In this study explored findings are workers will indicate that the family and physical and mental health domains are more important than the other life domains in the WLB process. Consequences of work-family balance regarding Job satisfaction. Many studies have analyzed individual consequences of the different types of the work–life balance, and several meta-analyses have summarized the literature regarding resiliency about the correlates of work–family conflict and work–family enrichment. A recent review indicated that a Non ideal work–life balance fosters not only job satisfaction, job performance, and organizational commitment but also life and family Dis-satisfaction. The work–life balance also reduces stress-related outcomes such as psychological distress, emotional exhaustion, anxiety, and depression among the family relationships& trauma management (Gragnanao et al, 2020)

Researchers have highlighted that the field of research about the work–life balance with related to insufficient time for families is itself “unbalanced.” The majority of studies on the work–life balance have focused only on work and family roles, that is, on the work–family balance (Khalid, 2023). For example, Casper et al. Reviewed the conceptual framework of the balance in the academic literature on resiliency and found that 66% of the ratio focused only on work and family. In their review, Chang et al. Found that the WLB was studied specifically, not in the form of the WFB, in only 9% and 26% of the quantitative and qualitative studies reviewed, respectively. As a result, the knowledge acquired over time about the predictors and consequences of the balance with work is based mainly on the work–family balance is not consider ideal (Gragnano et al, 2020).

Different types of the work–family balance have been studied in the literature. A general classification distinguished four types of influence that can occur between work and family based on their direction and valence. When the effect is negative from the family domain to the work domain, it is called the family-to-work conflict. When the effect is still negative but from the work domain to the family domain, it is called work-to-family conflict (Gragnano et al, 2020). When the effect is positive, it is called enrichment and can have the same two directions; therefore, there is family-to-work enrichment and work-to-family enrichment. The work–family balance has been

extensively studied in its negative form, work–family conflict. However, since the 2000s, the scientific community has begun to focus on its positive form, work–family enrichment (Gragano et al, 2020).

Another finding in the study was the significant differences between the Cognitive Behavioral Therapy in the workplace for enhancing resilience first build resiliency which is the ability to bounce back from challenges, so CBT cognitive Behavioral Therapy helps individual to develop cognitive skills & adapt to changes more effectively contributing to increased resilience in the face of workplace stressors. Comparing results from past study that employees are the tenet, in the work of Hutnik, 2016 (transferring Seligman, 2011), Literature study depicts that Cognitive Behavioral Reappraisal is a positive framing of treating an employees with stress, anxiety and trauma, in the work of Hutnik, 2016 (transferring John and Grass, 2004). Many employees have existence of anxious and certain doubts to behave in ways that are provoking productivity and well-being in the workplace stressors for creating healthy occupational culture, in the work of Hutnik, 2016 (transferring Greenberger and Padesky, 1995). Findings have suggested that powerful tool to overcome negative automatic thoughts by active coping through neurological basis of stamina in the work of Hutnik (transferring Seligman, 2002).

The world of work is transforming, driven by insights from the frontiers of science. Human resource (HR) practices are no longer limited to traditional methods and increasingly incorporate knowledge from disciplines like Cognitive Behavioral Neuroscience (CBN). By understanding how our brains work, we can design HR practices that enhance employee well-being, engagement, and, ultimately, performance (Chatterjee, Parikh and Alfonso, 2024). Drawing from and comparing analysis with past published neuroscientific research. The results of the study demonstrated to enhance employee’s resiliency on decision-making, communication, stress, learning, motivation, and workplace design, this chapter delves into the intersection of CBN and HR, offering evidence-based practices that support a thriving workforce. This interdisciplinary approach holds promise for maximizing human potential in the context of the modern workplace. Decision-Making Processes: Cognitive behavioral neuroscience (CBN) offers insights into the neurological

mechanisms behind workplace decision-making. Comparing from past study that HR professionals may create decision-making frameworks that optimize organizational results by taking into account cognitive inclinations and understanding how the brain processes options, analyzes risks, and makes decisions in the work by Shenoy and Kachhi (transferring Heath et al., 2016).

By comparing with this research results as explored by this current scientific research. The interdisciplinary factor & theme explored by the researcher of cognitive behavioral neuroscience (CBN) and its implications for human resources (HR) by resiliency is all about mental health & wellbeing of an employee's so HR must need to change culture first and then hire a psychologist who can identify skills & gaps of their employees and work on the mental & physical health of an employee for modernization there are several psychometric session therapies in transformation process for developing resiliency in employee's behavior. The researcher in this study highlights the potential of CBN to improve employee well-being and organizational success by delving into the complex interactions between neurological, emotional, and cognitive processes of the employees. The researcher in this study offers guidance to the whole work-force & HR experts on how to incorporate CBN ideas into HR procedures, stressing the critical role that cognitive and behavioral tests play in this process for resiliency. The researcher explored the methodical progression addresses the core concepts of CBN, their intricate relationships, and real-world applications in areas like mental health & wellbeing to bring resiliency for successful leverage. The explored findings of this research also touches on ethical issues, technology developments, and the revolutionary possibilities of combining CBN Cognitive Behavioral neuroscience with HR resiliency procedures.

Furthermore Work-life balance ideal & non ideal Work-life balance that how professionals manage their personal & professional lives on the balancing zone to bring resiliency in their keen behavior so

By acknowledging & exploring the inherent cognitive diversity within the workforce in this research, human resource (HR) practices can move beyond a one-size-fits-all approach toward fostering an inclusive work culture that capitalizes on the collective strengths of its employees. The concept of cognitive diversity suggests that

organizations benefit from valuing their employees' varied life experiences and skill sets. This fosters richer interactions and creates a more inclusive work environment to enhance employee's resiliency by current explored factors which entails as follows mental health for Resilience, Growth and development, Physical health for resilience, Employees behavior through interventions and therapies, Positive mental health and well-being, Human behavior for life purpose. As skills needed to develop for resiliency are Communication skills for managers, Problem solving skills , Latest technological advancement skills, adaptation skills and emotional intelligence. By delving into higher cognitive processes, artificial intelligence integration, neuroscience methods and CBN (cognitive based neuroscience) based interventions, to revolutionize how organizations understand, manage and enhance their human assets.

Secondly, Researcher recommended with latest scientifically technological advancement of discovering the behavior of resiliency in the workforce so it has been suggested by the researcher what's being discovered in the study being resilient-like multitasking, sleeping less and undergoing huge lifestyle overhauls aren't beneficial to our stressed brains. Instead, researcher prescribes practical, real-world solutions for our modern –day perils that are time efficient, cost free is employee's brain's ability to change. So Cognitive Behavioral & skills for resilience HR are the main factors to develop skills for employee's productivity. Further, Therapies used to enhance resiliency in the employees behavior and several interventions. Comparing with past published literature mental health disorders including depression and (SMD) stress related mental disorders are leading cause of workplace stressors which can provoke employees resiliency. Comparing through literature in European Country mental health disorders exist in 53% of sick leaves in women and having 42% of sick leaves causes in men in the year of 2019 (Xu et al, 2024). Correlated with past published literature that effectiveness of (CBT) Cognitive Behavioral Therapy based interventions and therapies to enhance resiliency by treating physical and mental disorders(SMD) and treating of chronic psychiatric illnesses by CBT in the sick leaves of working employees (Xu et al, 2024). Furthermore CBT is explored therapy by the researcher to reducing employee's disorders and in facilitating (RTW) Return to work.

This present study is suggested by the researcher for effective usage of CBT-based interventions for treating employees to Return to Work (RTW) for better productivity.

The Both findings with this study and past study indicate that CBT-based interventions are effective in reducing the length of sick leave and facilitating the (RTW) return to work of employees in the intervention group (Xu et al, 2024).

Moreover, in this study resilience is a human behavior than in terms of that ranged from short undimensional bounce back or coping focused definitions to richer constructs involving elements relating to a growth and development, the role of employees resilience on organizational change perspectives in this competitive era, the organizational resilience is totally associated with perceived wellbeing of an employee's, As employees resilience & perceived wellbeing are associated with work engagement. In order to ensure growth & survival in today's competitive world employees must develop some of factors are personality traits, emotions, adaptability, good education, community services & cultural factors are the factors affecting resilience which affects process & people on organizational change perspectives to improve efficiency. This findings are parallel intersecting with past study that the Clinical features of depression and anxiety (e.g. insecurity, loss of job, fatigue, mind lost, neuropsychiatric illnesses and not proper concentration) and the lack nesses of psychological and behavioral characteristics exits in SMD patients can lead to poor working skills and abilities which is the official reward hindrance system in terms of long sick leave (Xu et al, 2024). The economic cost of mental health issues and disorders in Europe is around to be \$610 Billions per year, with having loss of productivity and reduced employment and turnover rate (Xu et al, 2024).

Whereas it would be kept under considerable, if workforce could change their circumstances so that life would be easier. Sometimes, that is possible, at least to some extent. However, more likely, there are many parts of your life that you change for ideal Work-life balance. Nobody life's ideal still at some extent instead, you need to become better at taking control of how you think about those things. Then, with more helpful thought patterns, you can more easily choose behaviors that improve your life & balance to bring resiliency in behavior. As this transformation takes place through Cognitive Behavioral and skills & Ideal Work-life Balance, your mood may

improve, and your anxiety may decrease and successful & healthy resilient workforce on Occupational Health perspectives.



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APPENDIX – QUESTIONNAIRE

Question 1 How can you define a resilient HR?

Question 2 How can you define the strategies which make an individual effective?

Question 3 According to your perspective what bring change whether individual or organization which affects process& people in terms of resilient HR?

Question 4 How do employees define personal resilience as resilience is a human behavior in organizational psychology so how do you define at organizational change context?

Question 5 How do you define resilience?

Question 6 As resilience is a behavior so what resilience factors do participant employees utilize when dealing with organizational change?

Question 7 What do you think Organizational change leads to mental health of an employee for better productivity?

Question 4 What are the ingredients which make an employee efficient?

Question 5 How can you define a resilience in terms of Human Resources Occupational health? (participant 1, Pos. 17)

Question 6 What are the ingredients which professionals should carry to be agile in bringing change?

Question 7 What psychosocial strategies do employees utilize when displaying resilience in the face of an organizational change?

Question 8 How an employee be beneficial and productive for their organization?

Question 9 How can you define a resilient HR in perspectives of change?

Question 10 At what extent public sector should be agile for successful leverage.

Question 11 What do you think organizational change leads to mental health of an employee for better productivity?

Question 12 How do employees define personal resilience in an organizational change context?

Question 13 Why your organization lack the skills to succeed?

Question 14 What resilience factors are necessary to cope up the change?

Question 15 How an employee be effective for successful leverage?

Question 16 How can you define resilience in human resources?

Question 17 What do you think organization should be people oriented & culture oriented?

Question 18 Why it is happen that some employees are resilient or some aren't consider to be resilient?

Question 19 How an employee cope up the challenges which they're facing in an organization?

Question 20 At what extent how you suggest the rapid and continual innovation in technology is driving resiliency mental behavior changes to organizational systems, process & people?

Question 21 How resilient we're?

Question 22 If line managers are facing hinderances to improving efficiency in the system what do you suggest the need to in an organization?

RESUME

Personal Information

Surname, name : SHAMS, Anum Binte
Nationality : Pakistani

Education

Degree	Education Unit	Graduation Date
Master	MHRM-MPH Majors(Public Health Psychology), PGD in Clinical Psychology(practiced in Clinical Psychology)UK, 18 years ISL,HAW Hamburg German State University(VPD& TestDaF) pursuing another Master's(Thesis) Istanbul Gelisim University	2018, 2019 2021 2024
Bachelor	Bachelor in Edu- Psychology	2013
High School	Pre-medical	2009

Work Experience

Year	Place	Title
2014 till to date AHMED SHAMUEEL PRODUCTIONS (International Healthcare Houses, WHO, (In-Present) NIHR) Karachi, UK Therapy-Route, 2021-till to date (In- Present)		Psychologist (Mental health& Wellbeing Specialist)/OH Physician, Public Health Practitioner, Head Of Communications

Foreign Language

English (Advance level)

German (Working Proficiency)

Turkish (Conversational)

Urdu (Advance level)

Publications

Shams, A. (2017). OHHR practices in Medical Centre of PCAA CIVIL

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