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The strategic role of human resource management in developing organizational resilience

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Abstract
The study examines at the influence of Strategic Human Resource Management (SHRM) on organizational resilience, focusing on the mediating roles of organizational culture, employee resilience, and self-efficacy, as well as the moderating effect of AI adoption. The data was statistically examined using Partial Least Squares Structural Equation Modelling, with 376 valid replies from diverse businesses. The findings show that SHRM has a beneficial influence on organizational resilience, with mediators enhancing the connection and AI adoption improving the effectiveness of strategic HR practices. This study combines HR practices, psychological factors, and technological capabilities to develop a framework for understanding resilience, as well as practical insights for implementing strategic HR policies and AI technologies to enhance organizational resilience and sustainability.

Keywords: Organization resilience, strategic human resource management, organization culture, AI adoption, employee resilience, self-efficacy

Introduction

Strategic Human Resource Management (SHRM) is critical for increasing organizational performance in today's fast-paced and competitive industrial world. SHRM contains approaches and procedures that prioritize long-term employee well-being, organizational growth, and wider social and environmental impact above short-term objectives. Strategic HRM ensures that HR activities align with the company's purpose, vision, values, and overall goals by aligning them with those of other corporate divisions (Hina *et al*., 2025) [10].. Strategic human resource management promotes organizational resilience by developing individual talents that raise total capabilities. HR may greatly improve resilience by integrating individual ambitions with company goals and taking into consideration external influences (Chanodkar & Mandal, 2024) [4]. Strategic human resource management techniques are essential for building employee resilience, which in turn enhances an organization's overall resilience (Rehman *et al*., 2021). According to Georgescu *et al*. (2024) [8, 20], organizational culture and SHRM practices are intentionally matched to enhance organizational resilience and achieve long-term performance in a situation that is rapidly changing. Furthermore, SHRM affects company culture by integrating ideals like innovation throughout HR practices (Tangkealo *et al*., 2025) [22]. For example, digital training initiatives may promote a culture of adaptability (Elshifa *et al*., 2024) [5]. Organizational resilience is critical for companies to deal with adversity effectively, and it is influenced by executive traits, according to Upper Echelon Theory. This theory emphasizes executives' critical role in improving organizational capabilities and decision-making to foster resilience (Aljuaid, 2025; Kunz & Sonnenholzner, 2023) [11, 12]. While organizational resilience is frequently investigated in relation to agility and maturity, there is little research linking it specifically to employee coping mechanisms (Liang & Li, 2024; Rahi, 2022) [13, 19]. Although resilience policies help organizations manage difficult circumstances and maintain operations, there is still little research on how supportive HR procedures and employee coping mechanisms contribute to organizational resilience (Aljuaid, 2025) [9]. By establishing realistic goals, reducing anxiety, and reallocating resources in response to situational demands, self-efficacy enables workers to effectively manage their tasks (Carter *et al*., 2018; Puente-Díaz, 2016) [3, 18]. High self-efficacy workers are capable of creativity and unorthodox problem-solving, which strengthens an organization's ability to withstand adversity (Yu *et al*., 2022). In general, it encourages confidence in their ability to overcome obstacles and put forth effort in challenging tasks. Due to a lack of data and management experience with computer applications, organizations are reluctant to embrace digitalization for improving resilience (Hanif *et al*., 2025) [9]. Therefore, having access to training and professional advice is essential to learning important lessons about the digitalization process. AI technologies are improving productivity, creativity, and adaptability in the workplace, but integrating them presents difficulties like moral conundrums, resistance to change, and the requirement for new HR practice models (Joshi, 2025) [11]. HR departments can use AI technologies to broaden their candidate sourcing initiatives beyond conventional approaches (Maota & Naidoo, 2025) [15]. The aim of this study is to examine how strategic HRM directly affects organizational resilience. After that, the relationship between independent and dependent factors and mediation effects of organizational culture, employee resilience, and self-efficacy mediate. An intriguing aspect of this research study is the moderating effect of AI adoption on organizational resilience and strategic adoption.

Literature review and hypothesis generation

Impact of SHRM and organizational resilience

HRM is acknowledged as a purposeful and unified approach to managing an organization's most precious asset the workers who enable it to accomplish its objectives (Fahim, 2018) [6]. Organizations have recently grown more and more interested in the idea of "strategic management." The

development of the abilities and information required for successful team integration depends on employee training (Hina *et al*., 2025) [10]. In addition to pertinent job-related education and training, successful employee development depends on interactions with managers and co-workers. Bouaziz and Hachicha (2018) [2] defines organizational resilience as an organization's ability to recover from crises and return to its original performance level. However, this definition is expanded by the rebound with overtake viewpoint to encompass not just recovery but also the creation of new skills and growth prospects. According to Bouaziz and Hachicha's research, SHRM practices have a beneficial effect on organizational resilience, which is a dynamic and flexible capacity that enables companies to endure, adapt, and prosper under trying conditions. Rehman *et al*., (2021) [20] found a strong positive correlation between the development of resilient organizational behavior and strategic human resource management (SHRM) approaches. According to Yu *et al*. (2022) and Okuwa *et al*., (2016) [16], oorganizational resilience is a crucial skill for contemporary businesses to endure and prosper in a complicated, ambiguous, uncertain, and unexpected environment. Investigating how strategic HRM affects organizational resilience is the aim of this study. Hence below hypothesis proposed.

Hypothesis (H1): Strategic HRM has significant impact on organizational resilience

Mediating effect

Organizational culture

According to Tangkealo *et al*. (2025) [22], strategic HRM strengthens transformation initiatives by promoting a creative and cooperative culture. These findings highlight how organizational culture and strategic HRM work together to speed up digital transformation in the local government of North Toraja. According to a research by Georgescu *et al*., (2024) [8], organizational culture mediates the relationship between SHRM practices and resilience in addition to having direct impacts on organizational resilience. Hence following second hypothesis proposed:

Hypothesis (H2): The relationship between SHRM and organizational resilience is meditated by organization culture

Employee resilience

Rehman *et al*. (2021b) [20] stated that the relationship between resilient organizational behavior and strategic HRM practices is partially mediated by employee resilient behavior. Because it allows organizations to maintain resilience themselves, such individual resilience is essential during crises, reconstruction, transformations, and unfavorable circumstances. Aljuaid (2025) [1] emphasized that improving organizational resilience needs to be addressed employee resilience, psychological safety, problem-focused coping, emotion-focused coping, and supportive HR procedures. Hence following second mediation impact hypothesis proposed.

Hypothesis (H3): Employee resilience mediates the relationship between SHRM and organizational resilience

Self-efficacy

Self-efficacy is a person's subjective evaluation of their own abilities, which influences their effort levels, beliefs about success, and behavioral decisions. It can change as a result of increased experience, knowledge and skill acquisition, or resource access (Yu *et al*., 2022) [24]. Organizations may boost employee self-efficacy by putting human resource principles like training, communication, sharing successful experiences, and providing opportunity for success into practice (Ma *et al*., 2017). The purpose of this study is to examine the relationship between strategic HRM and organizational resilience as mediated by self-efficacy. This is because self-efficacy is an important perspective for the study of organizational resilience that can explain how strategic HRM can affect organizational resilience capabilities. Hence fourth hypothesis proposed.

Hypothesis-4: The relationship between SHRM and organizational resilience is meditated by self-efficacy.

Moderating effect

AI adoption

The use of artificial intelligence (AI) in HRM has been steadily growing, with several significant developments arising as the primary factors transforming HR practices (Pandey & Mishra, 2025) [17]. AI has significant effects on HR's hiring, training, performance management, and retention processes. According to Maota and Naidoo (2025) [15], AI is transformative and advantageous, emphasizing the significance of taking contextual factors into account and resolving integration-related issues. The study's conclusions form the basis for maximizing AI's contribution to improving HR operations. Hence following hypothesis proposed. AI facilitates crisis management and adaptable tactics, which increase organization resilience (Joshi, 2025) [11]. Thus, the last hypothesis was formulated to test that in the present scenario.

Hypothesis-5: AI adoption moderates the relationship between SHRM and organizational resilience

Conceptual model

Figure 1 presents the conceptual model for the research project. In this instance, the independent variable is strategic HRM and the dependent variable is organizational resilience. Organizational culture, employee resilience, and self-efficacy are the three mediating factors that mediate the link between independent and dependent variables. The only moderating factor that can improve the link between the independent and dependent variables is AI adoption.

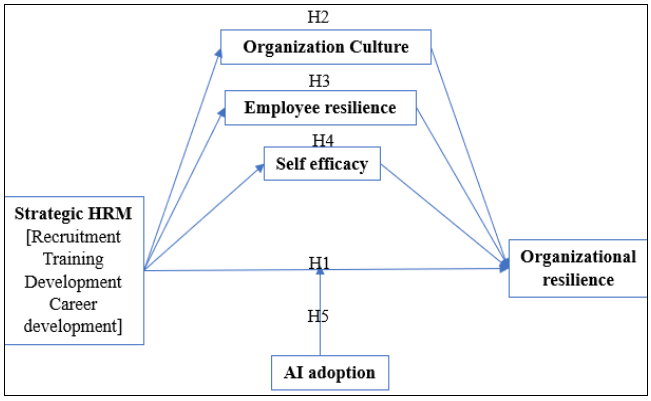

Fig 1: Conceptual model

Research method

Research Design: The proposed study examines the connection between organizational resilience and strategic HRM using a quantitative research approach. The Statistical Package for Social Survey (SPSS-V.18) and Analysis of Moment Structures (AMOS) were used to collect and handle the data for this investigation. The Pearson correlation coefficient, descriptive analysis, structural equation modeling, and simple linear regression were among the statistical methods used for data analysis. SmartPLS was mostly employed to analyze the data using PLS-SEM since it was better suitable for the predicted purpose of the current investigation. PLS-SEM is a complete statistical analysis tool that includes validity, reliability, and hypothesis testing on the foundations of regression, moderation, and mediation analysis. Furthermore, discriminant validity was evaluated using the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT). The results of these tests demonstrated that each concept was empirically distinct from the others, offering strong evidence for the discriminant validity of the model.

Sample selection and data collection: The study employed descriptive quantitative research based on survey questions from workers in the HR department. The statistical analysis of data obtained from survey questionnaires is the main focus of quantitative research methods. Confidentiality and response anonymity were guaranteed to participants. 376 valid and complete questionnaires were received out of 400.

Measurement of variables: The survey questionnaire uses a five-point Likert scale, with 1 denoting "strongly-disagree" and 5 denoting "strongly-agree." Cronbach's alpha test was also used to assess the measures' reliability and the questionnaire's stability. All coefficients were found to be above 0.50, suggesting that the study variables seem to be valid, consistent, stable, and reliable.

Results

Demographics

Demographic profile of the respondents (n = 376) showed in Table 1. The gender distribution data show that there is little gender bias in the opinions given because male participants exceed female responders by a margin of 53.7%. The age distribution reveals that elder demographics are heavily represented and that 56% of respondents are under 40 in an effort to foster generational diversity. The frequency distribution of education shows that 59% of respondents have at least a bachelor's degree, and 41% have postgraduate degrees or above. This implies that the sample is aware of AI deployment and strategic HR strategies. The job level distribution, which shows that entry/middle-level (41.7%) and senior/managerial roles make up the majority, helps shed light on strategic HRM. Experience levels are noteworthy, with 41.7% having more than 11 years of professional experience and 51.3% having more than 5 years, giving comments on organizational resilience a greater importance. The study's relevance in strategic HRM contexts is further supported by the fact that the majority of respondents who were taken into consideration came from the private sector (64.4%), followed by multinational sectors (25%). Last but not least, an organization's size indicates the necessity and efficacy of HRM. With 58.8% from medium-sized and large organizations and 41.2% from small organizations, a thorough analysis of resilience in various structural contexts is made possible.

Table 1: Demographic characteristics of the respondents

Demographics	Frequency (%)
Gender	
Male	202 (53.7%)
Female	174 (46.3%)
Age (years)	
21–30	111 (29.5%)
31–40	101 (26.9%)
41–50	86 (22.9%)
> 50 years	78 (20.7%)
Education	
Diploma / Certificate	35 (9.3%)
Bachelor’s Degree	187 (49.7%)
Master’s Degree	141 (37.5%)
Doctorate	13 (3.5%)
Designation / Job Level	
Entry-level	104 (27.7%)
Middle-level	115 (30.6%)
Senior-level	79 (21%)
Managerial / Leadership	78 (20.7%)
Total Work Experience	
< 5 years	104 (27.7%)
5–10 years	115 (30.6%)
11–20 years	79 (21%)
More than 20 years	78 (20.7%)
Nature of organization	
Public Sector	40 (10.6%)
Private Sector	242 (64.4%)
Multinational Corporation	94 (25%)
Size of organization	
0-30	155 (41.2%)
31-70	64 (17%)
71-100	109 (29%)
101-above	48 (12.8%)

Descriptive statistics

The descriptive statistics used to measure the research variables, including organizational culture, employee resilience, self-efficacy, adoption of AI, organizational resilience, and strategic HRM, are illustrated in Table 2. Variance from the mean is described by the mean and standard deviation. Data points that have a low standard deviation are more likely to be near the mean, while those with a high standard deviation are more widely distributed across a wide range of values. On a five-point Likert scale, the mean scores generally show moderate levels of agreement across most constructs, ranging from 2.80 to 3.56. Moderate implementation is seen in the recruitment and selection items within SHRM practices. The highest level of agreement is found when applicants' knowledge, skills, and talents are highlighted (M = 3.28, SD = 0.85). Particularly in relation to the use of formalized training needs analysis, perceptions of training and development are relatively stronger (M = 3.56, SD = 0.89). A high career development score (M = 3.50, SD = 0.93) was obtained for internal experience-based career growth. This implies that planned professional development processes have a good effect on resilience-building, even though consistency might be enhanced. The rating that encouraged career progress scored highly (M = 3.32, SD = 0.81). These results imply that although appraisal systems are in use, they may not be fully optimized to promote employee growth and flexibility.

Organizational culture is often seen favorably, particularly in relation to collaboration and teamwork. Cooperative work orientation obtained the highest score in this category (M=3.56, SD=0.89). These findings suggest that a collaborative culture may play an important role in fostering resilience. Moderate levels are indicated by employee resilience scores, which range from 2.92 to 3.28. The employee is rated highly for "knowing whom to contact for expertise" (M=3.28, SD=0.85). With the highest agreement for maintaining composure under pressure (M=3.41, SD=0.95), self-efficacy scores are likewise moderate. Adoption of AI is a reflection of its evolving but immature implementation. However, appraisal accuracy (M=3.23, SD=0.83) and AI-supported digital training (M = 3.28, SD=0.85) are viewed favorably. This implies that while AI is being used, it is still in its infancy. Operational benefits are more strongly perceived by employees than cultural or emotional ones. Lastly, the results on organizational resilience reveal that the most important elements are collective problem-solving (M = 3.28, SD = 0.85), which is followed by a commitment to problem-solving (M = 3.07, SD = 0.96). This suggests that organizations behave in a responsive and cooperative manner.

Strategic HRM practices, organizational culture, psychological resources, and AI adoption is all strongly correlated with organizational resilience, according to the Pearson correlation results, which offer preliminary support for the hypothesized relationships. Strong relationships between the study variables are indicated by Table 3, which displays all correlations as positive and statistically substantial at the 0.01 level. There is a perfect relationship ($r = 1.000$, $p < 0.01$) between employee and organizational resilience. It is strongly positively correlated with AI adoption ($r = 0.975$, $p < 0.01$) and recruiting ($r = 0.955$, $p < 0.01$). There are also moderate to high connections with training and development ($r = 0.562$, $p < 0.01$), performance assessment ($r = 0.526$, $p < 0.01$), organizational culture ($r = 0.675$, $p < 0.01$), and self-efficacy ($r = 0.574$, $p < 0.01$). The least correlation ($r = 0.499$, $p < 0.01$) is seen with career advancement. These results imply that higher levels of organizational resilience are linked to psychological strengths, a supportive culture, better application of SHRM practices, and AI integration. Recruitment has a strong correlation with both AI adoption ($r = 0.938$, $p < 0.01$) and employee resilience ($r = 0.955$, $p < 0.01$) among the SHRM dimensions. Organizational culture ($r = 0.824$, $p < 0.01$) and self-efficacy ($r = 0.819$, $p < 0.01$) have a strong correlation with training and development. Self-efficacy is especially strongly correlated with career development ($r = 0.875$, $p < 0.01$), performance evaluation ($r = 0.830$, $p < 0.01$), and organizational culture ($r = 0.900$, $p < 0.01$), underscoring the significance of a supportive work environment in enhancing employees' psychological capacities. Adoption of AI is strongly correlated with recruiting ($r = 0.938$, $p < 0.01$) and employee resilience ($r = 0.975$, $p < 0.01$), suggesting that technology-driven HR procedures may be important for resilience building. Nonetheless, a number of correlations are incredibly high (above 0.90), such as the perfect correlation ($r = 1.000$) between employee and organizational resilience. Unusual high coefficients could be a sign of conceptual overlap or possible multicollinearity between constructs. This implies that in order to guarantee construct distinctiveness, additional analysis (such as confirmatory factor analysis, VIF, or multicollinearity diagnostics) is required.

Table 2: Role of strategic HRM in developing organizational resilience

Strategic HRM	Mean±SD
Recruitment	
SR1	3.28±0.85
SR2	3.00±0.82
SR2	3.07±0.96
Training and development	
STD1	3.56±0.89
STD2	3.26±0.98
STD3	2.8±1.04
Career development	
SCD1	3.41±0.95
SCD2	3.5±0.93
SCD3	3.16±0.88
Performance appraisal	
SPA1	3.16±0.88
SPA2	3.01±0.85
SPA3	3.32±0.81
Organizational culture	
OC1	3.25±0.98
OC2	2.9±0.99
OC3	3.32±0.82
OC4	3.56±0.89
OC5	3.28±0.85
Employee resilience	
ER1	3.28±0.85
ER2	3.00±0.82
ER3	2.92±0.91
ER4	3.07±0.96
ER5	2.93±0.84
Self-efficacy	
SE1	3.41±0.95
SE2	3.26±0.98
SE3	3.25±0.98
SE4	2.9±0.99
SE5	3.16±0.88
SE6	3.32±0.82
SE7	3.16±0.88
AI adoption	
AI1	3.28±0.85
AI2	3.00±0.82
AI3	3.07±0.96
AI4	2.93±0.84
AI5	2.92±0.91
AI6	3.23±0.83
AI7	3.01±0.83
AI8	3.02±0.93
AI9	2.95±0.85
AI10	2.92±0.91
AI11	3.06±0.87
AI12	2.98±0.80
Organization resilience	
OR1	3.28±0.85
OR2	3.00±0.82
OR3	3.07±0.96
OR4	2.93±0.84
OR5	2.92±0.91

Table 3: Correlation between strategic HRM in developing among organizational resilience

	OR (1)	SR (2)	STD (3)	SCD (4)	SPA (5)	OC (6)	ER (7)	SE (8)	AI (9)
OR (1)	1								
SR (2)	.955**	1							
STD (3)	.562**	.582**	1						
SCD (4)	.499**	.522**	.763**	1					
SPA (5)	.526**	.532**	.706**	.751**	1				
OC (6)	.675**	.711**	.824**	.733**	.709**	1			
ER(7)	1.000**	.955**	.562**	.499**	.526**	.675**	1		
SE (8)	.574**	.602**	.819**	.875**	.830**	.900**	.574**	1	
AI (9)	.975**	.938**	.582**	.545**	.562**	.690**	.975**	.613**	1

**. Significant value of Correlation at the 0.01 level

Structural Equation Model (SEM)

Figure 2 presents the structural model analyzing the link between Strategic HRM (SHRM) and Organizational Resilience, highlighting mediating roles of organizational culture, employee resilience, and self-efficacy, along with a minor moderating role of AI adoption. The SEM model's loadings, which range from 0.703 to 0.866, show high levels of reliability. Organizational Resilience's R2(0.980) value of indicates a very high explanatory power, with SHRM, all three mediators, and moderator AI adoption accounting for 98% of the variance. When mediators are taken into account, the direct path coefficient from SHRM to Organizational Resilience is β = 0.093, suggesting a weak but positive direct effect. This implies that rather than directly influencing resilience, SHRM mostly does so indirectly through mediating mechanisms. Strategic HRM has a strong impact on mediators, organizational culture (β=0.884), employee resilience (β=0.760), and self-efficacy (β=0.903). These results demonstrate that SHRM significantly improves both organizational culture and workers' psychological capacities. However, there is a minor impact of organizational culture (β = 0.055) as a mediator on organizational resilience. However, there is a moderate to strong positive effect from employee resilience (β = 0.540). Partial mediation is indicated by the significant contribution of employee resilience to organizational resilience. Surprisingly, self-efficacy and organizational resilience have a somewhat negative direct association (β = -0.085). This needs more statistical validation because it might point to suppression effects or multicollinearity among mediators. In general, the most effective mediator between SHRM and organizational resilience seems to be employee resilience. Organizational resilience is directly impacted by the moderating role of AI adoption (β ≈ 0.024). A weak moderating influence is suggested by the small effect size. Adoption of AI increases resilience, but it has little moderating power in this model.

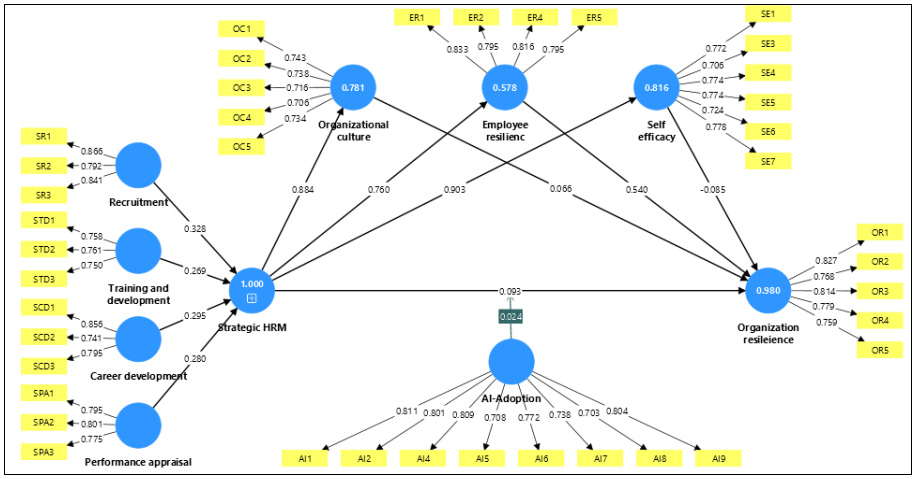

Fig 2: Measurement model

Measurement model

The measurement model evaluation findings are displayed in Table 4. This includes indicator loadings ≥ 0.70, composite reliability (CR) ≥ 0.70, Cronbach's alpha (CA) ≥ 0.70, and average variance extracted (AVE) ≥ 0.50, and inner variance inflation factor (VIF) < 5. All loadings exceed the threshold of 0.70, according to indicator reliability, with specific ranges: recruitment (0.792 to 0.866), training and development (0.750 to 0.761), career development (0.741 to 0.856), performance appraisal (0.775 to 0.801), organizational culture (0.706 to 0.743), employee resilience (0.795 to 0.833), self-efficacy (0.706 to 0.778), AI adoption (0.703 to 0.811), and organizational resilience (0.759 to 0.827). Internal consistency reliability is indicated by CA values ranging from 0.627 to 0.901. Training and development maintain an average CR of 0.800 despite having a lower CA of 0.627. The overall CR values, which fall between 0.800 and 0.920, are strong. All AVE values recruitment (0.695), training and development (0.572), career development (0.638), performance appraisal (0.625), organizational culture (0.529), employee resilience (0.656), self-efficacy (0.570), AI adoption (0.592), and organizational resilience (0.624) exceed the 0.50 threshold, demonstrating convergent validity. While AI adoption indicators show VIF values between 3.7 and 4.47 that need careful interpretation, the multicollinearity assessment

shows that the majority of inner VIF values are below 5, indicating minimal multicollinearity issues. The items ER3, SE2, and AI3 is neglected for further consideration due the reliability and validity issue.

Table 4: Indicator reliability and convergent validity

	Loadings	Cronbach's alpha (CA)	Composite reliability (CR)	Average variance extracted (AVE)	Variance inflation factor (VIF)
Strategic HRM					
Recruitment		0.781	0.872	0.695	
SR1	0.866				1.775
SR2	0.792				1.741
SR3	0.841				1.897
Training and development		0.627	0.800	0.572	
STD1	0.758				1.285
STD2	0.761				1.199
STD3	0.750				1.637
Career development		0.715	0.841	0.638	
SCD1	0.856				2.273
SCD2	0.741				1.319
SCD3	0.795				1.426
Performance appraisal		0.700	0.833	0.625	
SPA1	0.795				1.856
SPA2	0.801				1.660
SPA3	0.775				1.372
Organizational culture		0.781	0.849	0.529	
OC1	0.743				1.568
OC2	0.738				1.607
OC3	0.716				1.486
OC4	0.706				1.446
OC5	0.734				1.325
Employee resilience		0.825	0.884	0.656	
ER1	0.833				1.832
ER2	0.795				1.718
ER4	0.816				1.749
ER5	0.795				1.742
Self-efficacy		0.849	0.888	0.570	
SE1	0.772				1.734
SE3	0.706				1.664
SE4	0.774				1.904
SE5	0.774				2.012
SE6	0.724				1.616
SE7	0.778				1.796
AI adoption		0.901	0.920	0.592	
AI1	0.811				4.377
AI2	0.801				4.470
AI4	0.809				4.166
AI5	0.708				1.683
AI6	0.772				3.898
AI7	0.738				3.766
AI8	0.703				1.672
AI9	0.804				4.000
Organization resilience		0.849	0.892	0.624	
OR1	0.827				1.943
OR2	0.768				1.723
OR3	0.814				1.923
OR4	0.779				1.782
OR5	0.759				1.725

The Fornell-Larcker criteria is a useful method for assessing discriminant validity in R, notably in SEM. Alternative approaches for assessing discriminant validity, such as the Hetero-Trait-Mono-Trait (HTMT) correlation ratio, should be investigated. If the square root of the AVE exceeds the correlation, the constructs are distinct and legitimate, according to the Fornell-Larcker criteria. Table 5 reveals that acceptable average variance values were retrieved, which confirms the constructs' discriminant validity. The HTMT analysis findings in Table 6 reveal that none of the HTMT values exceeded the threshold value of 0.85, demonstrating the discriminant validity of the variables.

Table 5: Discriminant validity – Fornell–Larcker criterion

	1	2	3	4	5	6	7	8	9
AI adoption (1)	0.769								
Career development (2)	0.483	0.799							
Employee resilience (3)	0.672	0.510	0.810						
Organization resilience (4)	0.678	0.507	0.785	0.790					
Organizational culture (5)	0.680	0.636	0.722	0.622	0.728				
Performance appraisal (6)	0.500	0.749	0.505	0.523	0.700	0.790			
Recruitment (7)	0.635	0.527	0.777	0.764	0.659	0.528	0.833		
Self-efficacy (8)	0.557	0.682	0.586	0.586	0.689	0.629	0.603	0.755	
Training and development (9)	0.519	0.669	0.546	0.560	0.682	0.603	0.582	0.684	0.756

Table 6: Discriminant validity – HTMT ratio

	1	2	3	4	5	6	7	8	9
AI adoption (1)									
Career development (2)	0.598								
Employee resilience (3)	0.128	0.655							
Organization resilience (4)	0.117	0.641	0.171						
Organizational culture (5)	0.761	0.788	0.841	0.831					
Performance appraisal (6)	0.622	0.054	0.651	0.670	0.751				
Recruitment (7)	0.118	0.698	0.211	0.174	0.714	0.705			
Self-efficacy (8)	0.634	0.118	0.692	0.683	0.112	0.062	0.736		
Training and development (9)	0.687	0.139	0.748	0.760	0.184	0.051	0.822	0.069	

For a structural model, Table 7 displays the coefficient of determination (R2), adjusted R2, and global model fit indices, such as SRMR, Q^2, and NFI. The R2 values show that organizational culture has significant explanatory power (0.781), employee resilience has moderate explanatory power (0.578), and self-efficacy has very strong explanatory power (0.816). The values of predictive relevance (Q^2) indicate moderate (0.231) and strong (0.451) predictive abilities. The Standardized Root Mean Square Residual (SRMR) values of 0.071 and 0.072 exceed the permitted standards, indicating that further model improvement may be required. With values of 0.912 and 0.932, the Normed Fit Index (NFI) indicates a good fit. Although better model fit is advised, the model exhibits strong explanatory and predictive capabilities.

Table 7: Coefficient of determination and model fitness results

Variables	Coefficient of Determination (R^2)	
	R^2	Adj. R^2
Organizational culture	0.781	0.778
Employee resilience	0.578	0.573
Self-efficacy	0.816	0.814
Model fit summary	Saturated model	Estimated model
SRMR	0.071	0.072
Q^2	0.231	0.451
NFI	0.912	0.932

Structural model

The bootstrapping results for the hypothesis test on the direct, mediating, and moderating effects of strategic HRM on organizational resilience are presented in Table 8 and Figure 3. All direct paths of SHRM are positive and significantly increases organizational resilience (t = 3.432, p = 0.000), organizational culture (t = 5.594, p = 0.000), employee resilience (t = 3.163, p = 0.000), and self-efficacy (t = 4.038, p = 0.000). According to mediation analyses, the association between organizational resilience and SHRM is significantly mediated by organizational culture (t = 1.923, p = 0.027), employee resilience (t = 2.175, p = 0.015), and self-efficacy (t= 2.620, p = 0.004). The association between organizational resilience and SHRM is notably moderated by AI adoption, suggesting that greater AI integration enhances organization resilience outcomes (t = 2.511, p = 0.006). Overall, the results imply that SHRM uses psychological and cultural pathways to directly and indirectly support organizational resilience. Hence all proposed hypotheses are acceptable.

Table 8: Results of direct, mediation and moderation effects

	t value	p value
Direct effects		
Strategic HRM -> Organization resilience	3.432	0.000
Strategic HRM -> Organizational culture	5.594	0.000
Strategic HRM -> Employee resilience	3.163	0.000
Strategic HRM -> Self efficacy	4.038	0.000
Organizational culture -> Organization resilience	1.945	0.026
Employee resilience -> Organization resilience	2.174	0.015
Self-efficacy -> Organization resilience	2.712	0.003
Mediation effects		
Strategic HRM -> Organizational culture -> Organization resilience	1.923	0.027
Strategic HRM -> Employee resilience -> Organization resilience	2.175	0.015
Strategic HRM -> Self efficacy -> Organization resilience	2.62	0.004
Moderation effects		
AI adoption × Strategic HRM -> Organization resilience	2.511	0.006

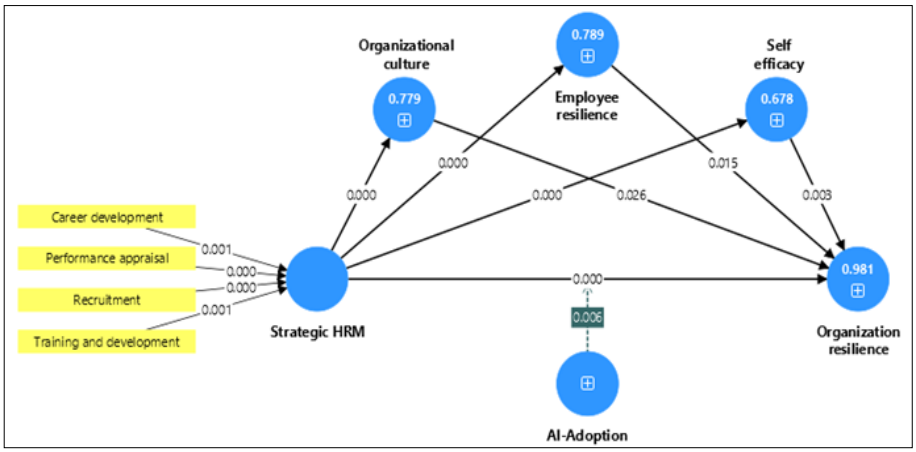

Fig 3: Structural model for mediation and moderation effects

Discussion

The findings show that SHRM significantly improves organizational resilience. According to this research, companies that strategically match HR procedures such as hiring, performance appraisal, training and development, and career development with long-term organizational objectives are better able to handle ambiguities and emergencies. Strategic HR methods help organizations to develop an employee base that is competent and adaptable enough to deal with difficult circumstances. This result is consistent with previous research showing how important strategic HR systems are for improving organizational adaptation (Bouaziz & Hachicha, 2018; Georgescu *et al*., 2024; Rehman *et al*., 2021b[2, 8, 20]; Yu *et al*., 2022. The mediation study shows that organizational culture, employee resilience, and self-efficacy all play a role in mediating the relationship between strategic HRM and organizational resilience. This implies that SHRM develops supportive environments and enhances workers' psychological skills to boost resilience. The results emphasize that the psychological and cultural characteristics of the workforce have an impact on resilience in addition to structural factors. Organizations with supportive cultures and resilient people are better at managing disturbances and ensuring operational continuity because resilient individuals are more proactive and innovative, which promotes organizational adaptability. The present study results is also supported by earlier research (Aljuaid, 2025; Georgescu *et al*., 2024; Rehman *et al*., 2021b; Tangkealo *et al*., 2025[1, 8, 20, 22]; Yu *et al*., 2022). Adoption of AI emphasizes the critical role that technology plays in HR and improves the connection between strategic HRM and organizational resilience. By assisting with personnel acquisition, performance assessments, and training, AI enhances productivity and decision-making. However, for implementation to be successful, corporate support, training, and alignment with current HR practices are required. it is relevant to earlier research (Feng & Ahn, 2024; Joshi, 2025; Maota & Naidoo, 2025; Pandey & Mishra, 2025; Tunde Toyese & Ishola, 2025) [7, 11, 15, 17, 23].

Conclusion

This study investigated the association between strategic HRM and organizational resilience, focusing on the mediating roles of organizational culture, employee resilience, and self-efficacy as well as the moderating effect of AI adoption. It was shown that SHRM enhances organizational resilience through effective HR practices, such as recruiting, training, career development, and performance evaluations, all of which combine to produce a skilled staff that can overcome challenges and uncertainties. The study found that organizational culture and employee-related factors significantly mediate the relationship between SHRM and resilience, indicating that supportive HR practices boost organizational culture, enhance employee adaptability, and boost self-confidence in handling complexities. AI adoption has also been shown to strengthen the association between SHRM and resilience by enhancing decision-making and increasing the efficacy of personnel management, which ultimately aids companies in creating flexible strategies. The findings emphasize the significance of integrating strategic HR practices with technology and staff development programs in order to foster long-term resilience and sustainability in a firm.

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