

## Employee Resilience for Organizational Development with Motivation as Mediation Variables : Mini Review

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### ABSTRACT

The purpose of this paper is to explore the relationship between employee resilience, motivation, and organizational development in the context of private organizations, by understanding the dynamics of this relationship, it is hoped that an implementation can be found in a finding in the paper and see from these findings a literature review of effective strategies to increase employee resilience and stimulate organizational development. This paper uses a qualitative method by searching the literature for findings related to the existing papers in this paper that have been implemented in the results of existing papers. The time period of the paper is ten years. Employee resilience has a central role in facing challenges and influencing organizational development, High motivation in employees can increase their resilience, which in turn supports organizational development. In this paper, the findings from dozens of literatures do not answer all of them, therefore links between variables are taken, and if for directly with three variables, no paper has stated the findings.

## **INTRODUCTION**

In a dynamic and competitive business environment, it is important for private organizations to have employees who are not only competent but also have a high level of resilience. Employee resilience not only includes the ability to cope with pressures and challenges, but also involves the ability to adapt and thrive within the organization (Lapuh, 2018). Employee motivation plays a key role in influencing their resilience and in turn, has a significant impact on organizational development (Febriyarso & Ruslan, 2021).

Employee resilience as an individual's ability to remain effective, productive, and positive in the face of stress, uncertainty, and change in the work environment (Mackey et al., 2021). Factors such as work-life balance, resilience, and the ability to manage stress are key in determining an employee's level of resilience (Rabenu & Tziner, 2016). Employee motivation encompasses a variety of factors, including job satisfaction, recognition, career development opportunities, and support from superiors. High motivation can improve employee performance and willingness to engage in organizational development (Rosa et al., 2022).

Motivation can serve as a mediating variable between employee resilience and organizational development. That is, employees' level of resilience can affect their motivation, which in turn affects the organization's ability to develop and adapt (Suhandiaha et al., 2020). Private organizations today face complex and diverse challenges in the face of ever-changing market dynamics. Rapid changes in technology, intense competition, and evolving consumer demands give rise to a phenomenon where organizations must ensure their sustainability and relevance, the role of employees becomes crucial as the main pillar in achieving organizational goals (Varma, 2017).

A key challenge faced by private organizations is how to build and maintain employee resilience amidst uncertainty (Stephen et al., 2022). Employee resilience is key in navigating the psychological and physical stresses that can arise from changes in the work environment (Näswall et al., 2019). The problem arises when a lack of resilience can result in decreased performance, increased turnover, and a negative impact on achieving organizational goals. (Christianawati & Wijono, 2023). The phenomenon of employee resilience cannot be separated from individual motivation in the organization (Toro & Psicólogo, 2014). Employee motivation is a key driver of their behavior and performance. High levels of motivation not only increase productivity but also create a positive work environment (Hajiali et al., 2022).

Therefore, in an effort to improve employee resilience, it is necessary to understand how motivation acts as a mediator in this relationship. The importance of organizational development also becomes relevant in this context. A successful organization is one that is able to adapt to change, develop the skills of its employees, and optimize its internal potential. Organizational development is a strategic key to improving organizational competitiveness and sustainability. Based on the phenomena and issues described above, this paper aims to explore the relationship between employee resilience, motivation, and organizational development in the context of private organizations.

By understanding the dynamics of this relationship, it is hoped that an implication can be found in the findings of the paper and that a review of the literature will reveal effective strategies for enhancing employee resilience and stimulating organizational development.

## **THEORETICAL REVIEW**

### ***Employee Resilience***

Employee resilience pertains to an employee's ability to progress and advance in their role, even when confronted with difficulties and setbacks, Resilience comprises a range of behaviors that assist individuals in managing and surmounting challenging circumstances in the professional setting. In contexts characterized by frequently changing and intricate job demands, such as the public sector, resilience emerges as a crucial capability (Franken, 2019). Leadership actions that promote employee resilience encompass aspects such as clear organizational structure, adaptable enhancements, mutual understanding, reciprocal dedication, and operational awareness (White et al., 2020).

Employee resilience denotes an individual employee's aptitude and potential to respond constructively to adversity, obstacles, and high-stress scenarios encountered in the workplace. This includes the skill to recover from setbacks, handle pressure, and sustain a state of effectiveness and well-being amidst constantly changing and challenging work environments (Robertson et al., 2015).

The resilience concept can be extended to organizations, indicating their ability to endure economic downturns and subsequently bounce back (Lapuh, 2018).

### ***Organizational Development***

Organizational Development (OD) is a systematic and planned process that aims to improve the overall effectiveness and health of an organization. It involves intentional efforts to enhance various aspects of the organization, including its structure, processes, culture, and people (Cummings & Worley, 2014). Organizational development strives to improve the organization's ability to adapt and respond to shifts in its environment, boost employee engagement and motivation, and enhance overall organizational performance (Mendy, 2020).

Essential elements of organizational development and change involve, The influence of changes in the organization on employee motivation and performance, along with the elements that can enhance performance motivation and mitigate demotivation (Lubis et al., 2020). implementing effective organization development and change strategies, organizations can foster a more resilient and adaptable workforce, improve employee motivation and performance, and enhance overall organizational success.

### ***Motivation***

Motivation is a psychological state or force that drives and directs behavior towards specific goals or objectives. It involves the internal and external factors that stimulate individuals to take certain actions, persist in

those actions, and achieve desired outcomes (Deci & Ryan, 2000). Motivation is a multifaceted concept characterized by diverse definitions and debates about its exact nature. It has been construed in different manners, encompassing notions of internal forces, enduring characteristics, behavioral reactions to stimuli, and collections of beliefs and emotions (Drawsheh, 2016).

Motivation holds immense importance across diverse contexts, including education, organizational effectiveness, and pro-environmental conduct. Extensive research has been conducted on motivation, exploring its implications on teacher motivation, organizational performance, and employee engagement in pro-environmental actions. Studies indicate that motivation significantly contributes to improving the effectiveness and growth of organizations, influencing the behavior and performance of employees (Budzanowska-Drzewiecka & Tutko, 2021; Oncioiu et al., 2018).

Motivation is a complex concept that impacts individuals' conduct, achievements, and involvement in diverse contexts, such as education, workplaces, and environmentally friendly initiatives. It is crucial for comprehending and enhancing both individual and organizational results.

## **METHODOLOGY**

This paper uses a qualitative method by looking for literature findings related to the existing papers in this paper that have been implemented in the existing paper results. The time period of the paper is within ten years.

## **RESULTS**

The following are some existing literature papers with the use of three variables related to this paper either directly or indirectly, which starts from (Dewi & Sukarno, 2021) A study on the impact of organizational culture and work environment on employee performance at a bank in Surabaya found that motivation mediates the relationship between organizational culture, work environment, and employee performance. Furthermore, the results of the paper state that it was discovered that both organizational resilience and perceived organizational support have a positive impact on employee performance. Additionally, the perceived organizational support serves as a mediating factor in the relationship between organizational resilience and employee performance (Sihag & Dhoopar, 2022).

Tourism and hospitality organizations amid the COVID-19 pandemic indicates that the creative self-efficacy of employees has a positive impact on their resilience. This, in turn, influences both organizational resilience and financial performance (Prayag & Dassanayake, 2022). A study from (Iqbal et al., 2020) in Saudi Arabian companies indicated a positive mediation effect of employee resilience on the relationship between resonant leadership and organizational citizenship behavior.

Demonstrated that authentic leadership positively predicts employee resilience, partially mediated by organizational identification, and this mediation is moderated by the experience of flow (Mao et al., 2022). The results of the paper further stated The study underscored the mediating roles of

problem-focused coping and emotion-focused coping, along with the moderating influence of managerial resilience on the connection between employee resilience and organizational resilience (Liang & Cao, 2021). The significance of employee resilience is pivotal in the realm of organizational development, especially when confronted with intricate and ever-changing job demands. Studies indicate that leadership behaviors can cultivate employee resilience, empowering them to advance and thrive in their roles despite encountering challenges (Franken, 2019).

Recognizing the vital importance of resilience for both individuals and organizations to recover effectively from challenges, this factor has been acknowledged as pivotal in enhancing employee well-being and organizational performance (Bal, 2020). Furthermore, the results of the paper belong to (Khera, 2023) explain approaches aimed at improving employee well-being and organizational performance have been illustrated to encompass measures like recognition, heightened autonomy, flexibility in processes, and a focus on overall well-being. Furthermore, research has identified a positive correlation between employee resilience and organizational commitment in the work environment.

The notable impact of organizational politics on workplace incivility is evident, as employees who perceive organizational politics are more inclined to participate in workplace incivility. Statistical tests affirm that employee resilience plays a mediating role in the association between organizational politics and workplace incivility (Chahar & Hatwal, 2021).

A study revealed that the perceived opportunities for professional development exhibit a positive correlation with work engagement. Additionally, this connection is partially mediated by the job crafting behavior of employees, This implies that offering professional development opportunities to employees can boost their motivation and commitment in the workplace (Nipper et al., 2018). Organizational restructuring can affect work motivation and employee performance. A study discovered that the impact of organizational restructuring on employee performance is weakly significant, whereas work motivation exerts a strongly significant influence on employee performance. This indicates that organizations should take into account the potential effects of restructuring on both employee motivation and performance (Cahyani & Kriswibowo, 2022).

Transformational leadership has proven to be a successful leadership style in forecasting diverse employee behaviors, such as work engagement and pro-environmental actions. This indicates that organizations can improve employee motivation and performance by cultivating transformational leaders who demonstrate behaviors like idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Li et al., 2020).

## **DISCUSSION**

The link between employee resilience and organizational development, with motivation playing a very important mediating role in shaping this relationship. It suggests a holistic approach, emphasizing the importance of

both individual and organizational factors in achieving sustainable development.

## CONCLUSIONS AND RECOMMENDATIONS

Employee resilience has a central role in facing challenges and influencing organizational development, High motivation in employees can increase their resilience, which in turn supports organizational development. In this paper, the findings from dozens of literatures do not answer all, therefore links between variables are taken, and if for directly with three variables, no paper has stated the findings.

It is expected that the organization can increase the resilience and motivation of employees, which in turn will contribute to the continuous development in the findings of dozens of papers, it is hoped that the real contribution of this paper is to provide an overview of what already exists from the literature and also the absence of real findings for the variables in this paper used together.

## FURTHER STUDY

This paper is expected to make a real contribution to other researchers in the future if they want to make a reference or continue this research.

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