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HIGH INVOLVEMENT HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISATIONAL RESILIENCE OF MULTINATIONAL OIL AND GAS COMPANIES IN SOUTH-SOUTH NIGERIA

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ABSTRACT

This study examined the relationship between high involvement human resource management practices and organisational resilience of multinational oil and gas companies in South-South, Nigeria. The researcher's interest to investigate this relationship was necessitated by the prevalent operational and human resource challenges bedevilling this sector ranging from disparity in the terms and conditions of work of expatriate and Nigerian staff to low manifestations of adaptability, situation awareness and agility. A cross sectional research design was adopted for the study. The population of the study consists of five (5) registered multinational oil and gas companies domiciled in South-South, Nigeria. A census method was adopted and such accordingly represent the sample for the study. Ninety-two (92) copies of questionnaire were retrieved and analysed. Structural Equation Modelling was used for analysis of hypotheses. The findings revealed that the dimensions of high involvement human resource management practices such as employee empowerment practices, employee recognition practices, fair reward practices and competence development practices are significantly related to the measures of organisational resilience such as adaptability, situation awareness and agility. It was then concluded that high involvement human resource management practice statistically and significantly relate to organisational resilience of multinational oil and gas companies in the study area. Consequently, employees are able to have a shared purpose and knowledge, critical to increasing the organisation's capacity to respond and recover quickly in difficult situations. The study therefore recommends and substantiates among others, the assertion that a resilient workforce is a resilient organisation, hence the need for management to adopt a holistic approach towards employees' development.

KEYWORDS: High Involvement Human Resource Management Practices, Organisational Resilience, Employee Empowerment Practices, Employment Recognition Practices, Multinational Oil and Gas.

1.0 Introduction

Organizations exist in a dynamic environment that is constantly changing. Managers have the task of coping with these changes as well as ensuring that their organizations survive and make profits. The concept of organisational resilience was borne out of the need for organizations to constantly keep themselves abreast of obstructions that may erode their entire existence; thus, organization should take adequate precautionary measures which are regarded as anticipatory measures.

Seville, Brunsdon, Dantas, Le Masurier., Wilkinson and Vargo (2008) defined organisational resilience as an organization's ability to survive, and potentially even thrive, in times of crisis. The ability of any organization to maintain its standard and remain viable in the face of many perturbations today is a reflection of how

resilient such organization could be. This was affirmed in Umoh (2009) who asserts that social organizations have to absorb environmental disturbances of all kinds in the process of achieving goals or objectives. He contends that the regulatory capacity of a subsystem is limited to its variety or complexity.

One way that organizations can enhance their resilience is through the implementation of high involvement human resource management (HI-HRM) practices. HI-HRM practices emphasize employees' involvement in decision-making processes, training and development, open communication, performance management, and rewards and recognition (Lepak & Snell, 1999). By implementing these practices, organizations can create a more engaged and committed workforce, with employees who are more adaptable, innovative, and willing to take ownership of their work. The link between organizational resilience and HI-HRM practices is rooted in the notion that a resilient organization requires a resilient workforce. In order for an organization to adapt and respond to unexpected disruptions, it needs employees who are skilled, knowledgeable, and motivated. HI-HRM practices can help to build this type of workforce by fostering employee development, empowerment, and engagement (Luthans &Vogelgesang, 2022).

High-involvement HRM systems are becoming increasingly popular in modern organizations, as they can help to improve employee engagement, job satisfaction and performance. As Lawler and Mohrman (2003) noted, high-involvement HRM systems are characterized by a focus on teamwork, employee empowerment, and collaboration between management and staff. This approach emphasizes the importance of involving employees in decision-making processes, training and development, open communication, performance management, and rewards and recognition.

One of the most comprehensive definitions of high involvement HRM practices indicates that it is a set of distinct but interrelated practices geared towards improving organizational effectiveness and achieving a sustainable competitive advantage through the selection, development, retaining, and motivation of employees who possess superior abilities and who are willing to apply them. (Way, 2022)Batt (2002) explicitly pointed out that high-involvement HRM systems included a set of HRM practices that aimed at advancing employee skills, enhancing employee incentives and improving employee participation. In this study, we follow Batt (2002) and use employee skills, incentives and participation to manifest the high-involvement HRM system.

Burnard and Bhamra (2011) examined organisational resilience: development of a conceptual framework for organizational responses. They concluded that organizations that strive to enhance their organisational resilience will be better prepared to overcome high impact-low probability events and environmental discontinuities. Wicker, Filo and Cuskelly(2013) examined organisational resilience of community sport clubs impacted by natural disasters in Queensland, Australia. Their findings revealed that organisational resilience has a significant positive influence on overall recovery of the sport clubs from the impact of natural disasters with higher levels of robustness, redundancy, resourcefulness, and rapidity.

However, considering previous research attempts on the study of organisational resilience, there appears to be a dearth of studies on how high involvement human resource practices predict organisational resilience. A conceptual gap exists in those previous empirical efforts which examined predictor variables (such as management development, organisational citizenship behaviour etc.) that are different from the current study focus. Therefore, given this identified knowledge gap, this study's point of departure from earlier research seeks to empirically fill this void by examining the relationship between high involvement human resource management practices and organisational resilience of multinational oil and gas companies in south-south Nigeria.

Undoubtedly, the oil and gas industry in Nigeria has been the major driver of the country's economic growth. Since 1958 when petroleum was discovered in commercial quantities, the oil and gas industry has been a source of employment, supplying tens of thousands of jobs. It accounts for 95% of foreign exchange earnings, 80% of GDP and 65% of total government revenue (Aminu, 2016). The situation is such that once the sector is in trouble; the entire national economy is threatened.

Notwithstanding the huge revenue being generated by this sector, it has experienced series of production interruptions associated with workers' dissatisfaction which stems from a perceived neglect of their well-being. These prevalent well-being issues ranged from casualization of labour, disparity in the terms and conditions of work of expatriate and Nigerian workers, the non-implementation of the collective agreement, the lack of industry stipulated uniformity and standards in the scope of the agreement, the influx of expatriates into the oil sector resulting in the wrongful termination of Nigerian workers, the marginalization of Nigerian directors/management staff and their replacement by expatriate workers, threats of redundancy, victimization and intimidation of union members, opposition to trade unionism and discriminatory wages (Rasak, Ake, Asamu, and Ganiyu, 2019; Akinwale, 2008; Ogbeifun, 2004; Fajana, 1991).

According to Akinboade and Fagbemi (2021), the oil and gas industry in Nigeria has been facing significant challenges in recent years, including a low manifestation of adaptability, situation awareness, and agility, which have negatively impacted on its overall performance and competitiveness. The authors note that low adaptability in the industry can be seen in its slow response to changes in the global market, including the decline in oil prices and increased competition from other countries. The inability of the industry to adapt to these changes has led to decreased productivity, reduced profitability, and job losses.

Furthermore, Ogunlana and Olawuyi (2020) pointed out that low situation awareness has been evident in the industry's inability to identify and respond to potential safety and security risks. The authors note that this has resulted in numerous incidents of oil theft, pipeline vandalism, and other security-related incidents, which have negatively impacted the industry's performance. According to a report by the Nigeria Natural Resource Charter (NNRC), Nigeria lost an estimated $41.9 billion to crude oil theft and pipeline vandalism between 2009 and 2018 (NNRC, 2019). This figure is staggering and highlights the extent of the problem facing the industry. The report also notes that the losses incurred as a result of security incidents have affected the government's revenue, the industry's profitability, and the overall reputation of Nigeria's oil and gas sector. The inability of the industry to identify and respond to potential safety and security risks has been a significant contributor to these incidents. Also some oil pipelines in Nigeria are old and outdated, making them vulnerable to vandalism and sabotage (Osemeke, Olorunfemi & Ikporukpo, 2020).

In addition, the low agility of the oil and gas industry in Nigeria has been highlighted by Akanbi and Adejumo (2020) who observed that the oil and gas industry in Nigeria has been hit hard by the Covid-19 pandemic, which has caused a significant reduction in the demand for oil and gas, supply chain disruptions, and operational challenges. The authors note that the industry's response to the pandemic has been slow and inadequate, with limited measures put in place to mitigate the impact of the pandemic on the industry. For instance, the Nigerian National Petroleum Corporation (NNPC), reduced its crude oil production target in April 2020 by 188,000 barrels per day due to the Covid-19 pandemic (Oladipo, 2020). However, the industry's response has been slow and inadequate, leading to increased costs, reduced profitability, and job losses. These problems bedeviling the multinational oil and gas industry in Nigeria prompted the researcher's interest to investigate the relationship between high involvement human resource management practices and organisational resilience of multinational oil and gas companies in South-South Nigeria.

2.0 LITERATURE REVIEW

Conceptual Framework
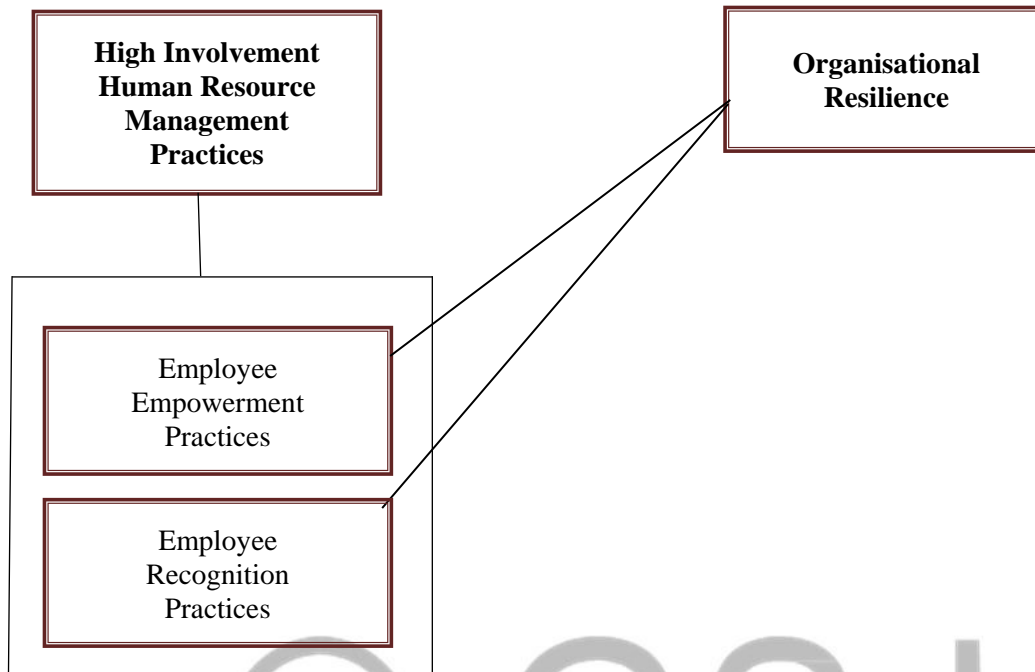
Conceptual framework of the relationship between high involvement human resource management practices and organisational resilience of multinational oil and gas companies in South-South, Nigeria.

Source: Dimensions-Yang (2012); Liu (2018); Maden, C. (2015); Wang (2020).

2.1.1 Concept of High Involvement Human Resource Management (HIHRM) Practices

The high involvement model was presented by Lawler (1986), who proposed four organizational practices (information sharing, empowerment, rewards, and competence development) as core HRM practices for high involvement that may influence employees' job-related attitudes. This model is regarded as a backbone for contemporary strategic HRM (McMahan et al., 1998). Recognition is one of the underlying dimensions of rewards, and rewards being a complicated process cannot be completely understood without recognition (Milkovich and Newman, 1998). As a consequence, studies suggested five HRM practices namely recognition, empowerment, information sharing, fair rewards, and competence development, and related these distinct practices to employees' different positive work-related behaviors and attitudes (Appelbaum et al., 2000; Paré and Tremblay, 2007; Maden, 2015). These practices have been named most of the time as "high involvement" HRM practices (Paré and Tremblay, 2007; Maden, 2015; Kilroy et al., 2017). However, the common and basic purpose is to develop a system of organisational practices to provide organisational members with necessary skills, autonomy, and motivation (Wood, 1999). HIHRM practices consist of HR practices employed by organizations that view human resources as a strategic asset and have a strong effect on shaping the skills and behavior of human resources for better performance at the workplace (Guthrie, 2001; Vazquez-Bustelo, Avella, 2019). HIHRM practices are a key mechanism for the development of employee abilities and motivation to perform multiple and diverse tasks.

High-involvement HR practices consist of a set of comprehensive practices that work in harmony to create an organisational context that improves employees' ability to exploit existing market realities and explore new opportunities (Fu et al., 2015; Garaus et al., 2015; Gibson & Birkinshaw, 2004; Kang & Snell, 2009; Patel et al., 2013, Úbeda-García et al., 2017). The fundamental elements of this context according to Gibson and Birkinshaw (2004) are discipline, stretch, support, and trust. Both discipline and stretch play a pivotal role in achieving alignment with existing opportunities while support and trust assist on improving organisation ability to chase new opportunities. High-involvement HRM practices that create an alignment context include job analysis, job-based staffing, performance appraisal, incentive-based compensation, and training programs. On the other hand, the elements of high-involvement HRM practices that create an adaptive context include job security provisions, participation, and information sharing (Patel et al., 2013). High-involvement HRM practices is considered one of the most important contemporary management approaches. These practices have become high value-added parts of organizations (Lawler, 2003) as they are concerned with gathering intelligence, ideas, and motivation of employees (Prieto & Santana (2012). One of the most comprehensive definitions of high involvement HR practices indicates that it is a set of distinct but interrelated practices geared towards improving organisational effectiveness and achieving a sustainable competitive advantage through the selection, development, retainment, and motivation of employees who possess superior abilities and who are willing to apply their abilities in their work-related activities (Way, 2002).

2.1.2 Employee Empowerment Practices

Empowerment of employees entails creative ways to work with individuals and a transfer of power by the top-level managers to the low-level managers within an institution (Tzafrir Haven, Yenuda, & Dolas, 2004). Organizations implement employee empowerment practices strategies with the hope of achieving the following outcomes: highly committed and motivated employees, individual and organisational peak performance, increasing employee's autonomy in their work, achieving quality work and reducing absenteeism among others (Spreitzer et al., 1997; Laschinger et al., Sun et al., 2006). There are several strategies of empowering employees that organizations could employ to empower their employees. They contain: participation in decision making, delegation of authority, training to improve competence, communication, sharing the shared vision and goals, provision of resources and building trust relationship among others. While the responsibility of fostering employees' empowerment is bestowed on the management, employees are responsible for accepting the chance and demonstrating the willingness and capability of being empowered (Baertner, 2005).

Employees that are empowered perceive themselves as being increasingly effective in their work, they consider themselves creative and do not have the fear of going at something new. Employees that are empowered demonstrate transformation in the capabilities as leaders (Quinn & Spreitzer, 1997). Likewise, Lawson (2001) argued that as a result of allowing employees to independently think and help the organisation, there is increased efficiency and effort in the work place. It is therefore necessary for organisation to consistently aim on being profitable, effective, and successful and have increased productivity in the rapidly changing environment.

2.1.3 Employee Recognition Practices

Recognition may be precisely defined as a judgment and constructive response to an individual not only for his performance but also for his commitment and devotion (Brun and Dugas, 2008). It may be categorized as praise, written recognition, employee of the month/year, representing company outside, public recognition, feedback, study assistance, conference attendance, presenting a gift, or even saying a simple "thank you" (Cacioppe, 1999; Schaetzle, 2015). By recognizing the efforts of employees, organisations can boost their morale and absorption in the work resulting in productivity and hence organisations may achieve profitability (Novak, 2016). Recognition practices make the work of the employees meaningful, build their identity, and positively enhance their

well-being (Grawitch et al., 2006). Particularly, recognition practices enhance positive psychological functioning (enjoyment, organisational resilience, optimism, autonomy, creativity, etc.) (Merino and Privado, 2015) and induce positive mood and pleasure, implying that employees feel work enjoyment when they are appropriately recognized for their work and efforts (Argyle, 1997). Recognition of the work and accomplishments of individuals give them a feeling of great pleasure which ultimately increases their internal motivation. Researchers and scholars, therefore, have always considered recognition practices as an important job resource to increase the intrinsic motivation (e.g., Deci and Ryan, 1980). Though the positive effect of recognition is certain, Gimbel (2015) and Saunderson (2016) argue that "too much" recognition can be bad for employees. In particular, employees who observe that organizations are recognizing them beyond their job performance (i.e., overrating) may feel a moral obligation and also pressure to increase their work-related efforts to match their performance with such recognition. In such a case, there are ample chances that employees may consider "too much" recognition as job demand that may create stress. Similarly, inadequate recognition (e.g., lack of appreciation) for a job well-done is one of the biggest sources of stress as employees feel underrated (Bhui et al., 2016).

Therefore, the ideal approach is to create an organizational environment where recognition practices are fair, well designed, and properly implemented. Such an environment automatically triggers the key motivational drivers of employees and they become eager to invest personal resources and energies (i.e., absorption) in their work with happiness (Schaetzle, 2015). Accordingly, it is predictable that employees who are regularly and fairly recognized for their efforts in an organization having a strong HRM system may consider such practices as job resources and may positively influence absorption, work enjoyment, and intrinsic motivation (i.e., work-related flow).

2.1.4 Concept of Organisational Resilience

The definition of organisational resilience can be drawn from several fields which include organizational studies, developmental psychology, ecology, material science, and social sciences. According to Klein et al (2003) resilience can be traced back to the Latin word "resilire" which means "to jump back". The general character of the word resilience has led to a wide application of the concept as can be found in many disciplines. Even though they are all related to the original, descriptive concept of organisational resilience is the capability to respond quickly to unforeseen changes, even chaotic interruptions to business processes, and also the ability to bounce back, then forward, with speed, determination, precision and the proper support (Tamunomiebi & Lawrence, 2020). Weick, Sulcliffe and Obstifeld (1999) averred that organisational resilience is the maintenance of positive adjustment under severe challenging conditions or situations. It is also the ability of a system to absorb disturbance and reorganize while undergoing change so as to still remain the same function, structure, identity and feedback (Walker, 2004). This means that despite severe challenges threatening the very existence and life of an organization or a system, an organization or system possess the ability to survive, adapt, and bounce back from its crisis and disturbances, to thrive and enhance its core capabilities.

Traditionally, organisational resilience is viewed as those qualities that enable an individual, community or organisation to cope with, adapt to and recover from a disaster event (Buckle et al., 2000; Horne, 1997; Mallak, 1998; Pelling and Uitto, 2001; Riolli and Savicki, 2003). It is the capacity of a system to absorb change (generally conceptualised in the form of sudden shocks) and still retain its essential functionality (Walker et al., 2006). The concept of organisational resilience has evolved through its application to numerous scientific disciplines. Organisational resilience has been discussed in relation to; climate change and linked to vulnerability (Timmerman, 1981); in terms of proactive and reactive organisational resilience of society as a whole (Dovers & Handmer, 1992); as it relates to both ecological and social systems (Adger, 2000); and natural hazards (Blaikie et al, 1994) to name but a few. Organisational resilience is not a static condition of an organisation and may vary over time, depending on the nature

and consequences of a particular crisis. Resilience therefore, extends to several fields and covers both knowledge of the environment, level of preparation, anticipation of perturbations, adaptation, control, recovery-ability and survival, among others. According to Stephenson (2017), organisational resilience is highly needed for organizations to effectively respond to disruptions as well as positively adapt in the face of challenging conditions, leveraging opportunities and delivering sustainable performance improvement. Thus, managers need to prepare against bad events as well as adapt to change, or their organizations will pay the penalty.

2.2 Theoretical Framework

a. Resource-Based View (RBV) Theory

According to Barney (2011), Resource-Based View theory is the approach that best describes how organizations can gain competitive advantage and increase their performance. According to the RBV theory, organizational resources are the most important determinants of the competitiveness and performance of the organization. The theory suggests that organizations need to integrate their resources which are the key capabilities that they are assured of having for the sake of their internal operations and existence (Shivaraj &Vijayakumara, 2015). In the view of Muhammad (2010), in an effort to bring into light the ways of integrating the organizational resources to win competitive advantage, the Resource-Based View theory is founded on two assumptions. First, the theory assumes that organizations in a given business environment are unrelated in the sense that their resources differ and the way that they integrate those resources is also different. Secondly, the theory assumes that due to the fact that immobility of some of the resources that make the strategies of the firms in a business environment differ, the heterogeneity of the firms may persist for a long period of time. The organization is a bundle of resources, which includes; physical, human and organizational resources and the way the resources are combined provide competitive advantage to the organization which is critical for its success or failure (Penrose, 1959; Wernerfelt, 1984 & Barney, 1991; cited in Madhani, 2010). According to Samaha, Palmatier and Dant (2011) Resource-Based

View theory is basically centered on the uniqueness of the firm's resources as compared to those of the competitors. Employees (human resources) and the skills are some of the resources that according to RBV make organizations produce different products and perform differently from the competitors despite being in the same market and with the same chances of winning the market.

Other resources can be copied by the competitors but the skills and the human resources are unique to the organization that they exist in. For instance, employees own the best skills of the organization. When the employees are not well managed through rewarding and motivation, they are likely to leave the organization and most probably they are going to join the competitors and reveal success secrets of their previous organization (Glen, 2016).

Therefore, the human resources of a company are one of its strategic resources that if well-developed, through a deliberate human resource planning program, can distinguish it from the human resources of its competitors and provide advantages for the organizational well-being and survival within the dynamic business environment. But, environmental conditions such as uncertainty, volatility, hostility, the number of relevant components in the environment and the interpersonal relationships between these components, all increase the perceived complexity in managing and planning for the human resources of the organization (Liedke*et al.,* 2019).As a result of environmental influences, organizations can no longer afford to ignore the activities going on in their business environment while making decisions, if they must continue to survive, because networks is one of the pillars of corporate survival (Ahiauzu &Asawo, 2016).

RBV theory is relevant to this study because high involvement human resource practices can be explained by the resource-based view theory which reflects on the advantages of the firm's management concentrating on investing their resources on the employees (Richard, Roh & Pieper, 2011). The extent to which corporate goals are achieved, to a large extent, is dependent on the quality of the human resources who carry-out the implementation of managerial decisions. Though, managers set

the goals but the employees carry out the execution. Therefore, this means that the employees make the ultimate decision on the extent of implementation thus making them the most important resources in an organization. And this could give the organization competitive advantage over other competitors in the business environment and so enhance corporate survival. The resource-based view (RBV) theory is relevant in the study between high involvement human resource management (HRM) practices and organisational resilience. High involvement HRM practices, such as empowering employees and promoting a positive work environment, can enhance a firm's human capital, which is considered a key resource in the RBV framework. By improving the skills and commitment of employees, high involvement HRM practices can increase a firm's ability to respond to changes and challenges, thus contributing to its organisational resilience**.**

Bayraktar, Karacay, Araci and Calisir (2018) investigated the relationship between high-involvement human resource practices and affective commitment within non-Western service context. Survey data were collected from 300 front-line employees working in a Turkish holding company providing financial services. Data were analysed by structural

equation modelling. In contrast to the findings of previous research, this study found that the sub-components of high-involvement HR practices do not collectively influence employees' affective commitment, but employees' perceptions regarding the fairness of rewards mediate the joint effect of recognition, empowerment, and competence development practices.

3.0 METHODOLOGY

The study adopted the cross-sectional survey. The population of this study consists of five (5) registered multinational oil and gas companies domiciled in South-South Nigeria. A census method was adopted and as such represents the sample for the study. Ninety-two (92) copies of questionnaire were retrieved and analysed. Structural Equation Modelling was used for analysis of hypotheses. The source of data collection was through primary source. The method of data collection was the structured questionnaire. The data collection was within the context of the research questions and hypotheses. The face, content and construct validity were used to ascertain the validity of instrument. A realiability benchmark of 0.07 was used to ascertain the reliability of instrument Nunnally (1978) model.

4.0 Results

In order to test the bivariate hypotheses via the SEM, the bootstrap method was applied. Path coefficients (β values) of .10 to 0.29, .30 to .49 and .50 to 1.0 are weak, moderate and strong correlations, respectively. Also, for a two tailed test, t values greater than 1.96 are significant, while t values less than 1.96 are non-significant (Hair et $al.$, 2014).

Furthermore, hypotheses with p-values less than 0.05 level of significance were accepted, while those above 0.05 were rejected. The coefficients of determination (R^2 or predictive accuracy) were identified. R^2 values for endogenous variable are assessed as: 0.00 to 0.25 (weak), 0.26 to 0.50 (moderate), ≥ 0.75 (substantial).

Table 4.1: Results of Hypotheses Testing

Null Hypothesis	Path Coefficient (β)	T Statistics (t)	P Values (p)	Predictive Accuracy R^2	Decision on Hypothesis
H_{O1}	0.510 (Strong)	5.551 (Significant)	0.000 (Accepted)	0.261 (Moderate)	Not Supported
H_{O2}	0.479	5.447	0.000	0.230	Not Supported

(Moderate)	(Significant)	(Accepted)	(Moderate)

Source: SmartPLS 4.0 output on Research Data, 2023

5.0 DISCUSSION OF FINDING

The result of the tested H01 revealed that there is a significant relationship between employee empowerment practices and organisational resilience of multinational oil and gas companies in South-South, Nigeria, (where (β) was 0.510, t=5.551, p<0.005) given the p-value of 0.000 which is less than the level of significance of 0.05 (p=0.000 < 0.05). The hypothesis which was given in null form was thus rejected and the alternate hypothesis was accepted. Furthermore, the predictive accuracy (r^2) was 0.261. This denotes that a change in employee empowerment practices will account for up to 26.1% total variation in organisational resilience. This work conforms with work of Li, Khan, Chughtai and Le (2022) who indicated that high-involvement work practices were significantly related to employees' innovative work behaviors in ensuring that the organization is adaptable to changes within the business environment.

The outcome of the second hypothesis, H02 showed that employee recognition practices relates significantly with organisational resilience of multinational oil and gas companies in South-South, Nigeria (where(β) was 0.479, t=5.447, p<0.005). The null hypothesis was rejected and the alternate hypothesis was accepted. An increase in employee recognition practices will thus result in high increase in organisational resilience. Furthermore, the predictive accuracy between employee empowerment practices and organisational resilience was 0.230. By implication, a change in employee empowerment practices will account for 23.0% total variation in organisational resilience. This finding agrees with that of AlAgry (2021) whose work showed that enhancing human resource management practices will help the employees to be aware of environmental situational changes. Also Ntwiga, Muchara and Kiriri (2021) found that employee recognition practices significantly correlated with competitive advantage.

6.0 CONCLUSION

On the basis of its observations and the empirical evidence, this study revealed that the dimensions of high involvement human resource management practices such as employee empowerment practices and employee recognition practices statistically and significantly relate to organisational resilience of multinational oil and gas companies in the study area. It was then concluded that the implementation of these high involvement human resource management practices will help boost the organisational resilience. Hence, it was recommended that since a resilient workforce is a resilient organisation and people being the most valuable resource of any organisation, organisational resilience can only be assured when the management adopts a holistic approach towards employees' development. As the organisation invests in the employees' professional growth, the knowledge and skills acquired are also used within the workplace which ensures that organisational objectives are achieved.

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