

The Role of Resilience on Employee Performance in Various Organizational Sectors: A Scoping Review

**Agung Wicaksono¹, Deni Agung Wicaksono¹, Endang Erna Wati¹, Faza Ardini¹,
Mutia Vinanda¹, Stanike Marsella¹, Fatchiah E. Kertamuda¹**

¹Universitas Paramidana, Jakarta, Indonesia

Corresponding author e-mail: awe.dolancare@gmail.com

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Abstract: This scoping review aims to map empirical evidence regarding the role of psychological resilience in employee performance across various organizational sectors. Employing the Arksey & O'Malley framework alongside PRISMA guidelines, a systematic literature search was conducted on Google Scholar and ScienceDirect databases covering the 2020–2026 period, yielding 7 final articles from 552 initial records for descriptive analysis. The synthesis consistently demonstrates that psychological resilience significantly enhances job performance, adaptive performance, service quality, thriving at work, and work engagement, while reducing turnover intention. These relationships are mediated by factors such as transformational leadership, belief restoration, and employee exploration, and moderated by perceived risk and challenge stressors. This review uniquely offers a cross-sectoral synthesis, positioning resilience not merely as an individual personal resource but as a strategic organizational asset, while integrating emerging evidence on AI-driven HR practices in its development. Organizations are advised to implement resilience-building interventions, foster supportive work climates, and adopt adaptive HR practices to sustain productivity amid uncertainty. Theoretically, this review enriches Job Demands-Resources Theory by confirming resilience as a personal resource that buffers job demands and fuels motivational pathways to optimal performance, providing actionable insights for HR practitioners and organizational leaders seeking evidence-based strategies for workforce sustainability.

Keywords: Employee Performance, Organizational Sectors, Psychological Resilience, Scoping Review

A. Introduction

The contemporary workplace is characterized by rapid technological disruption, intense global competition, and escalating job demands that collectively impose significant psychological strain on employees. In this volatile environment, maintaining employee performance, defined as the effectiveness and efficiency with which individuals accomplish assigned tasks and organizational goals, has become a paramount concern for organizational sustainability (Baloch et al., 2022; Blokland &

Reniers, 2021). Extensive empirical research has established psychological resilience, the capacity to adapt, withstand, and recover from significant adversities and workplace stressors (Astuti et al., 2022; Finstad et al., 2021), as a critical personal resource that buffers the negative effects of occupational stress.

Dominant theoretical frameworks, particularly the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2017), posit that personal resources like resilience are instrumental in mitigating health impairment processes while simultaneously fueling motivational pathways that enhance work engagement and performance. A robust consensus in the literature confirms that resilient employees consistently demonstrate higher job performance, superior adaptive capability, improved service quality, and lower turnover intentions across various high-pressure settings (Kim, 2020; Sharma et al., 2025; Wang et al., 2025). This well-documented phenomenon underscores resilience as a universally acknowledged antecedent of positive employee outcomes.

Despite the abundance of studies confirming the resilience-performance nexus, the empirical evidence remains largely fragmented across specific industries and isolated national contexts. A significant gap persists in the literature regarding a comprehensive, cross-sectoral synthesis that systematically maps how this relationship operates concurrently across diverse organizational spheres (e.g., banking, healthcare, hospitality, and technology-driven firms). Furthermore, while individual studies have identified specific mediators or moderators, there is a lack of holistic integration examining the simultaneous interplay of psychological mechanisms, such as belief restoration and thriving at work and contextual factors such as perceived risk and challenge stressors, within a unified review framework. Consequently, the nuanced pathways explaining how and under what conditions resilience translates into optimal performance remain insufficiently delineated, leaving a critical knowledge gap for both theorists and practitioners.

The frontier of contemporary research has evolved beyond testing simple direct effects, increasingly adopting sophisticated moderated-mediation models to capture the complexity of this relationship. Recent state-of-the-art investigations highlight the crucial moderating role of individual risk perception and challenge stressors (Horan et al., 2020; Klug et al., 2024), alongside the mediating effects of emerging constructs like employee exploration and thriving at work. More innovatively, cutting-edge studies are beginning to explore the integration of technological ecosystems, such as AI-driven human resource management practices and high-involvement work systems, which appear to act as organizational catalysts that strengthen the impact of individual resilience on broader organizational adaptability (Bauwens & Batistič, 2025; Zahoor et al., 2024). This signals a significant shift from viewing resilience merely as an inherent psychological trait to recognizing it as a dynamic capacity that can be actively cultivated and supported through strategic organizational interventions and technological leverage.

The novelty of this scoping review lies in its systematic and comprehensive approach to synthesizing disparate empirical evidence specifically focused on the 2020–2026 post-pandemic era, an unprecedented period of global uncertainty. Unlike existing literature reviews that are confined to single sectors or qualitative syntheses, this study uniquely provides a cross-sectoral map that simultaneously analyzes both the direct effects and the complex mediating/moderating pathways of resilience. By integrating studies from banking, healthcare, hospitality, and general business sectors, it identifies universal psychological principles alongside sector-specific variations, offering a panoramic view that no single previous review has achieved. Moreover, this review pioneers the inclusion of emerging technological factors within the resilience-performance discourse, positioning resilience as both an individual asset and a strategic organizational resource.

Theoretically, this review is expected to enrich the JD-R theory significantly by consolidating evidence of resilience as a multi-level construct (individual and organizational) that interacts dynamically with job resources and technological enablers to drive performance. It will provide a synthesized framework that clarifies the “black box” mechanisms, identifying consistent mediators and moderators, that explain the resilience-performance dynamic. Practically, the consolidated evidence will equip HR practitioners, organizational leaders, and policymakers with a robust, evidence-based repository to design targeted and effective interventions. These may encompass psychological capital training, supportive coaching, AI-enhanced feedback systems, and participative work designs intended to systematically cultivate workforce resilience and guarantee long-term organizational sustainability and productivity.

Based on the identified gaps and the rationale presented above, this scoping review is guided by two primary research questions: (1) How does psychological resilience empirically influence employee performance across different organizational sectors in the contemporary work environment? (2) What are the specific mediating mechanisms and moderating conditions that explain and contextualize the relationship between resilience and employee performance in the existing literature?

B. Methods

This study employed a scoping review design to identify, map, and synthesize evidence concerning the role of psychological resilience in employee performance across various organizational sectors. The scoping review approach was selected because it provides a broad overview of concepts, research characteristics, and findings within a developing body of literature. The review followed the methodological framework proposed by Arksey and O'Malley (2005), consisting of five stages: identifying the research question, identifying relevant studies, selecting eligible studies, charting and extracting data, and collating, summarizing, and reporting the results. The review process was also reported in accordance with the

Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) principles to ensure transparency in the identification and selection of studies. The research question guiding this review was, "How does psychological resilience contribute to employee performance across different organizational sectors, particularly in relation to employees' ability to cope with work stress and organizational change and maintain optimal work performance?" This question guided the literature search, screening, data extraction, and synthesis processes.

The literature search was conducted using two scientific databases, ScienceDirect and Google Scholar. These databases were used to identify relevant national and international scientific publications addressing psychological resilience and employee performance. The search covered publications from 2020 to 2026. The search terms included resilience, psychological resilience, employee resilience, employee performance, work performance, resiliensi psikologis, and kinerja karyawan, as well as combinations of these terms. The search strategy considered the relevance of the title and abstract and, where applicable, the theoretical framework and research method used in each study. The initial search identified 552 records, comprising 248 records from ScienceDirect and 304 records from Google Scholar. The search and screening process was conducted in stages to identify studies relevant to the research question and to remove duplicate and ineligible records.

The unit of analysis in this scoping review was published scientific literature rather than individual human respondents. Studies were included when they met the following criteria: (1) the study addressed psychological resilience in relation to employee or work performance; (2) the publication presented empirical research or relevant literature-based evidence; (3) the full text was available; (4) the article was published in Indonesian or English; (5) the study population involved adult working individuals or employees; and (6) the publication date was within the 2020–2026 period. Studies were excluded when (1) the participants were not part of a working population; (2) resilience was discussed without measuring or addressing work performance or work productivity; (3) the publication did not present empirical data or a scientific publication process; or (4) the full text was unavailable and only the abstract could be accessed.

Duplicate records and studies that were not relevant to the research focus were also removed. The selection process followed the PRISMA flow shown in Figure 1. Of the 552 records initially identified, four duplicate records were removed, leaving 548 records for screening. Title and abstract screening resulted in the exclusion of 398 records because they were not aligned with the focus of the review. The remaining 12 articles were assessed for eligibility through full-text examination. Five articles were subsequently excluded because they did not meet the eligibility requirements. Finally, seven articles fulfilled the inclusion criteria and were included in the final scoping review. Data were collected from the seven eligible articles using a structured data extraction framework developed for this review.

The extraction process recorded the main characteristics and findings of each selected study, including publication year, organizational sector or context, research objective, research design, population or participants, variables examined, psychological resilience constructs or measures, employee performance outcomes, theoretical framework, and key findings concerning the relationship between resilience and employee performance. To verify the relevance and quality of the retrieved studies, the identification process included checking the main research topic, article authors, journal title, volume, issue, publication year, and abstract before proceeding to full-text assessment. The abstract was used as an initial source of information regarding the study context, objective, method, and main conclusions. Data extraction was then completed using the full-text articles that satisfied the eligibility criteria.

The selected studies were analyzed through descriptive mapping and qualitative thematic synthesis. Descriptive analysis was used to summarize the characteristics of the seven selected articles, including their research approaches, organizational contexts, and major outcomes related to psychological resilience and employee performance. The findings were subsequently synthesized narratively to provide an integrated overview of the available evidence. For qualitative data organization and thematic analysis, the full texts of the seven selected articles were managed and analyzed using NVivo software. The analysis was conducted inductively. First, relevant statements and findings concerning psychological resilience, employee performance, work-related outcomes, explanatory mechanisms, and contextual factors were coded. Second, codes with conceptual similarities were compared and grouped into categories. Third, related categories were reviewed and organized into broader themes representing recurring patterns across the selected studies.

NVivo was used to support systematic coding, organization, comparison, and retrieval of coded evidence across the articles. The final synthesis integrated the descriptive mapping and thematic findings to identify how psychological resilience relates to job performance, adaptive performance, service quality, thriving at work, work engagement, and turnover intention. The synthesis also examined factors reported to mediate or moderate these relationships, including transformational leadership, belief restoration, employee exploration, perceived risk, and challenge stressors. The findings were then interpreted through the Job Demands-Resources (JD-R) Theory, positioning psychological resilience as a personal resource that may help employees cope with job demands and support motivational processes associated with positive performance outcomes. This synthesis was used to develop a cross-sectoral understanding of resilience as not only an individual psychological resource but also a potential strategic organizational asset.

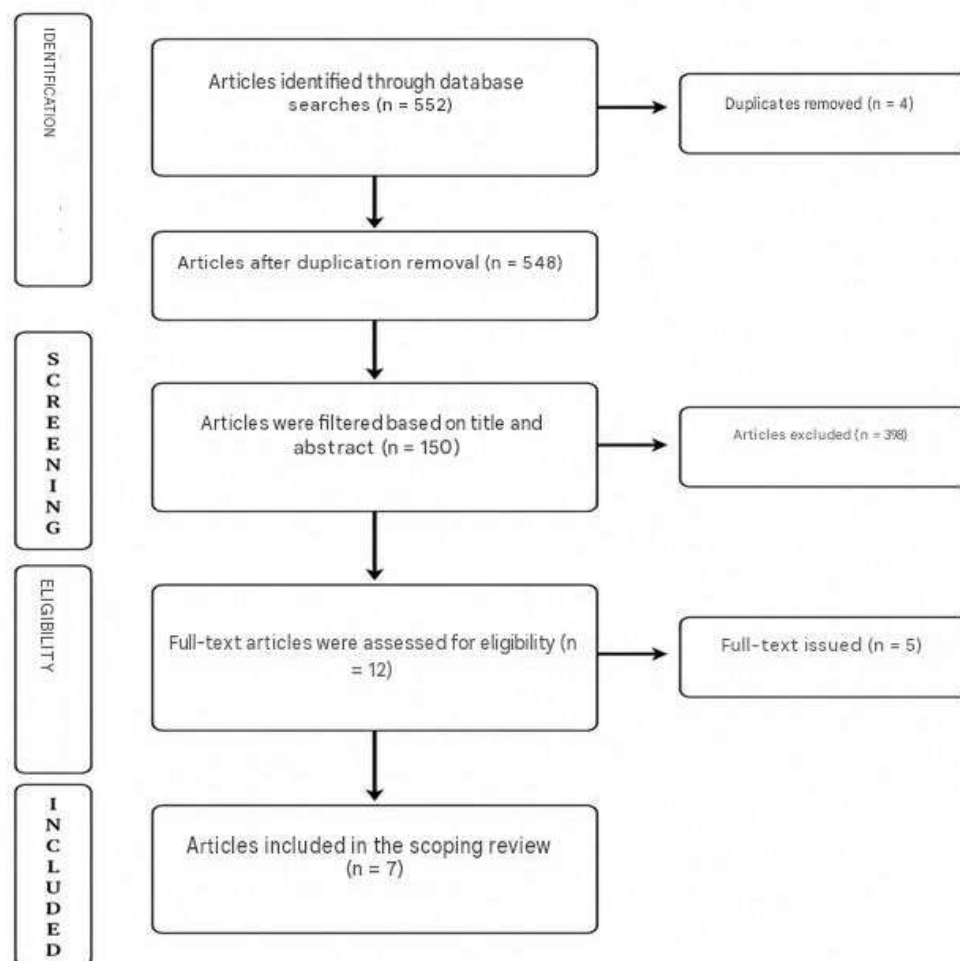


Fig. 1. PRISMA Flowchart Diagram

The study selection process is presented in the PRISMA flowchart (Fig. 1). The initial search identified 552 records, comprising 248 articles retrieved from ScienceDirect and 304 articles from Google Scholar. After removing four duplicate records, 548 articles remained for title and abstract screening. A total of 398 records were excluded because they did not correspond to the focus of the review. Subsequently, 12 articles were assessed for eligibility through full-text examination, of which five were excluded because they did not meet the established eligibility criteria. Finally, seven studies were considered eligible and included in the scoping review. These seven selected studies were subsequently subjected to systematic identification and review to map their research characteristics, methodological approaches, study populations, data collection procedures, and key findings related to psychological resilience and employee performance. The characteristics and quality appraisal of the seven included studies are presented in Table 2.

This identification and review process enabled the researchers to compare evidence across different organizational contexts and research designs. As summarised in Table 2, the selected studies employed predominantly quantitative approaches, including cross-sectional surveys, structural equation modelling, mediation and moderation analyses, multi-level analysis, and a mixed-methods design involving instrument development. The studies covered diverse organizational settings, including banking, hospitality, mergers and acquisitions, digitalised work environments, healthcare, and team-based work contexts. The findings consistently indicate that psychological or employee resilience is associated with positive work-related outcomes, including job performance, service quality, adaptive performance, post-merger performance, thriving at work, and team performance. Several studies further identified potential explanatory mechanisms, such as belief restoration, employee exploration, thriving at work, perceived organizational support, and team-level resilience, while contextual factors such as transformational leadership, perceived risk, challenge stressors, and trust in AI were identified as moderators or conditions influencing these relationships.

Table 2. Identification and Review of Selected Articles

No.	Researchers & Country of Origin	Study Type	Purpose	Sample	Data Collection	Key Findings	Quality Appraisal
1	(Nakhle et al., 2025) Lebanon & France	Quantitative, cross-sectional correlational survey	To examine the relationship between psychological resilience and employee job performance in Lebanese banks during the financial liquidity crisis.	84 Lebanese bank employees (from various banks)	Online e-survey questionnaire, October 2023–January 2024; chain/snowball sampling	Psychological resilience was positively and significantly associated with job performance ($r = 0.46\text{--}0.46$). Resilience explained 21% of the variance in performance. Higher performance was observed among younger, male employees who felt more comfortable and enthusiastic at work.	Include (clear research design, established BRS and Job Performance Scale instruments, correlation-regression analysis, and complete reporting)
2	(Zhang et al., 2024) China & UK	Quantitative, cross-sectional survey with structural modeling	To develop a model examining the effects of hotel employee resilience on turnover intention and service quality during COVID-19, with belief restoration as a mediator and perceived risk and challenge stressors as moderators.	1,318 employees from 28 three-to five-star hotels in various regions of China	Paper-based/online questionnaires involving hotel front office, F&B, housekeeping, HR, sales, and finance employees	The analysis indicated a Pearson correlation coefficient of 0.694 between the relevant variables, supporting discriminant validity. Multicollinearity testing showed that the highest VIF was 2.186, below the threshold of 3. Employee resilience increased service quality and reduced turnover intention. Belief restoration mediated the relationship, while perceived risk and challenge stressors moderated the relationships, including linear and U-shaped patterns.	Include (large sample, clear theoretical model based on Self-Determination Theory, SEM analysis, and mediation-moderation testing)
3	(Luan et al., 2025) China (cross-border M&A data in the US)	Quantitative, cross-sectional explanatory survey	To examine how employee emotional resilience influences post-merger and acquisition (M&A) performance in cross-	136 M&A practitioners (managers and executives) directly involved in	Online survey (LinkedIn, Qualtrics); 7-point Likert-scale questionnaire	The findings showed that high employee resilience had a positive effect on merger and acquisition performance across countries and different time periods. For objectively measured M&A	Include (explicit objectives and hypotheses, clear instruments and procedures, and analysis of various

No.	Researchers & Country of Origin	Study Type	Purpose	Sample	Data Collection	Key Findings	Quality Appraisal
			border M&A and the role of emotions (emotional attending, dissatisfaction, and insecurity) in relation to resilience.	cross-border M&A and M&A markets in the US		performance, the path coefficient was $\beta = 0.421$, $t = 6.955$. For cross-border M&A performance, the path coefficient remained positive and significant ($\beta = 0.274$, $t = 3.852$). Emotional resilience positively and significantly affected post-merger integration performance (subjective and objective). Dissatisfaction and feelings of insecurity reduced resilience, while emotional attending that was overly focused on negative emotions disrupted resilience.	dimensions of post-merger integration performance)
4	(Nguyen et al., 2024) Vietnam, Australia, UK & India	Quantitative, cross-sectional SEM survey	To examine the influence of High-Involvement Work Systems (HIWS), including teamwork and training, on organizational resilience and employee outcomes (job performance, satisfaction, mental health, and retention) through perceived organizational support (PIRK: power, information, rewards, and knowledge), as	379 employees in digitalized work contexts (primarily in Vietnam)	Organizational questionnaire surveys (several organizations; longitudinal data collection)	HIWS increased perceived PIRK. PIRK mediated the relationship between HIWS and organizational resilience and outcomes. The study also demonstrated the importance of the relationship between organizational resilience and employee performance, while transformational leadership moderated several relationships.	Include (strong theoretical model, clear construct measurement, mediation-moderation SEM analysis, and rich practical implications)

No.	Researchers & Country of Origin	Study Type	Purpose	Sample	Data Collection	Key Findings	Quality Appraisal
5	(Do et al., 2025) UK & Australia	Mixed methods: Study 1, instrument development (EFA and CFA); Study 2, three-wave cross-sectional survey	well as the moderating role of transformational leadership. To develop an AI-driven HRM scale and examine how AI-driven HRM enhances employee resilience and adaptive performance through employee exploration, with trust in AI as a moderator, based on Self-Determination Theory.	Study 1: 50 managers + 300 employees (2 × 150); Study 2: 274 AI employees (three-wave survey)	Multi-wave online surveys for EFA and CFA; three-wave survey for Study 2 to reduce common method bias	Employee exploration had a positive and significant effect on resilience ($\beta = 0.15$, SE = 0.03, $p < 0.001$) and adaptive performance ($\beta = 0.17$, SE = 0.03, $p < 0.001$). Mediation analysis using bootstrapping showed that employee exploration mediated the relationship between AI-driven HRM and resilience (indirect effect = 0.04; 95% CI [0.01, 0.06]) and between AI-driven HRM and adaptive performance (indirect effect = 0.04; 95% CI [0.02, 0.06]). AI-driven HRM increased exploration, which enhanced resilience and adaptive performance, while trust in AI strengthened these pathways.	Include (development of a new instrument using EFA/CFA, multi-wave research design, clear SDT framework, and mediation-moderation analysis)
6	(Shen et al., 2024) Changsha, Hunan, China	Quantitative, cross-sectional survey (multi-level/mediation)	To examine whether thriving at work mediates the relationship between psychological resilience and work performance among clinical nurses.	Clinical nurses (exact number and country were not shown in the provided snippet; typically several hundred respondents)	Questionnaire administered to nurses in clinical/healthcare facilities	Psychological resilience had a positive and significant relationship with thriving at work ($r = 0.806$, $p < 0.01$) and job performance ($r = 0.572$, $p < 0.01$). Thriving at work was also positively correlated with job performance ($r = 0.571$, $p < 0.01$). Regression analysis showed that psychological resilience was a significant predictor of job	Include (strong theory-based model, thriving as a mediator, survey design, and mediation analysis; limitations include generalizability and self-report bias)

No.	Researchers & Country of Origin	Study Type	Purpose	Sample	Data Collection	Key Findings	Quality Appraisal
7	(Singh et al., 2024) Nottingham Trent University, UK	Quantitative, multi-level study (individual-team level)	To examine the effects of individual resilience and team resilience on psychological health and team performance using a multi-level approach.	Employees working in teams (number of teams and respondents were not visible in the provided snippet; typically several dozen teams)	Questionnaire survey among team members; multi-level analysis (hierarchical/ multilevel modeling)	performance ($\beta = 0.558$, $t = 11.165$, $p < 0.01$), indicating that higher psychological resilience was associated with better job performance. Psychological resilience positively influenced thriving at work, and thriving mediated the relationship with nurses' performance; more resilient nurses demonstrated better performance through increased vitality and learning at work. Team resilience did not have a significant relationship with subjective well-being ($H4a$; $\beta = 0.115$, $SE = 0.07$, $p = 0.088$) or strain ($H4b$; $\beta = -0.13$, $SE = 0.07$, $p = 0.081$). However, consistent with the proposed hypothesis, team resilience had a strong and significant relationship with team performance ($H4c$; $\beta = 0.77$, $SE = 0.08$, $p < 0.001$). Individual resilience enhanced psychological health and contributed to team performance, while team resilience contributed to team performance and may strengthen the effect of individual resilience.	Include (multi-level research design, explicit focus on resilience and team performance, and analysis appropriate to the hierarchical data structure)

C. Results and Discussion

The Cross-Sectoral Role of Resilience in Employee Performance

This scoping review aimed to answer the following research question: How does psychological resilience contribute to employee performance across different organizational sectors, particularly in relation to employees' ability to cope with work stress, organizational change, and the maintenance of optimal work performance? Based on the synthesis of seven eligible studies, the answer to this research question is that resilience generally contributes positively to employee performance across diverse organizational sectors, but its effects are not uniformly direct or independent of contextual conditions. Resilience was associated with job performance, adaptive performance, service quality, thriving at work, post-merger performance, and team performance, while also being associated with lower turnover intention. The evidence was observed across banking, hospitality, healthcare, mergers and acquisitions, digitalised work environments, and team-based organizational contexts.

The findings therefore indicate that resilience functions as both a personal psychological resource and a capacity that can be activated and strengthened through organizational conditions. At the individual level, resilience enables employees to recover from adversity, regulate psychological responses to stress, adapt to changing work requirements, and maintain performance. At the organizational level, the benefits of resilience are more likely to emerge when employees are supported by effective leadership, employee involvement, access to resources, learning opportunities, and adaptive human resource management practices. This conclusion is consistent with the central proposition of the Job Demands-Resources (JD-R) theory, in which personal resources help employees manage job demands and sustain motivational processes associated with work engagement and performance. Recent theoretical work on JD-R and Conservation of Resources perspectives similarly emphasizes that resources influence employee well-being, behaviour, and performance, particularly under conditions of changing work demands and technological transformation.

Resilience and Employee Performance: Comparison with International Research Findings

The findings of this review are broadly consistent with international research demonstrating a positive association between resilience and employee outcomes. Nakhle et al. (2025), included in the present review, found that psychological resilience explained approximately 21% of the variance in job performance among Lebanese banking employees during a financial liquidity crisis. This finding is particularly relevant because it demonstrates that resilience remains important when employees operate under conditions of substantial economic uncertainty. The finding is also supported by international research examining employee resilience within

broader HRM systems. Luan et al. (2025) demonstrated, using multilevel and multisource evidence from China, that sustainable HRM practices are associated with employee resilience, work engagement, and employee performance. Their findings reinforce the argument that resilience should not be treated exclusively as an individual psychological characteristic but should also be understood as an outcome that can be supported by organizational systems.

The present review also identified evidence linking resilience with adaptive performance. Do et al. (2025) found that employee exploration mediated the relationship between AI-driven HRM, resilience, and adaptive performance. This finding is particularly important in the international literature because contemporary organizations increasingly operate in environments characterised by digital transformation and continuous technological change. In such contexts, performance depends not only on the ability to perform established tasks but also on the capacity to learn, explore, and adapt. The relationship between resilience and performance can also be understood through the role of positive psychological states. Shen et al. (2024) found that thriving at work mediated the relationship between psychological resilience and nurses' job performance. This finding is consistent with broader international evidence showing that positive work states are relevant to employee performance. For example, a meta-analysis of 174 organizational studies found a positive relationship between work engagement and job performance, with an overall correlation of approximately $r = .37$. This supports the interpretation that resilience may contribute to performance partly by helping employees maintain energy, dedication, and active engagement with their work. Similarly, Zhang et al. (2024) demonstrated that resilience among hotel employees was associated with improved service quality and reduced turnover intention. This finding extends the concept of employee performance beyond conventional productivity indicators by demonstrating that resilience may influence both performance quality and employee retention. The ability to maintain service quality while reducing turnover intention is particularly important in high-contact service industries where employee emotional demands are substantial. The international evidence therefore broadly supports the findings of this scoping review. However, the comparison also indicates that the relationship between resilience and performance should not be interpreted as universally linear. Rather, resilience appears to operate through a network of psychological mechanisms and organizational conditions.

The synthesis indicates three primary mechanisms through which resilience contributes to performance: psychological recovery, positive motivational states, and adaptive behavioral processes. First, resilience supports psychological recovery. Zhang et al. (2024) identified belief restoration as a mediating mechanism. Employees who are able to restore positive beliefs following adversity may be more capable of maintaining service quality and reducing their intention to leave the organization. Second, resilience supports positive motivational states. Shen et al. (2024) found that thriving at work mediated the relationship between resilience and job performance.

Thriving consists of vitality and learning, suggesting that resilient employees are more likely to maintain psychological energy while continuing to acquire knowledge and develop their competencies. Third, resilience supports adaptive behavioral processes. Do et al. (2025) demonstrated that employee exploration plays an important role in connecting AI-driven HRM with resilience and adaptive performance. This suggests that resilient employees do not merely recover from adversity; they may also actively explore new ways of working and develop new competencies. These mechanisms are theoretically consistent with the JD-R model. Resilience may function as a personal resource that reduces the negative consequences of demanding work conditions while simultaneously supporting motivational processes. However, the findings suggest an important extension: resilience does not automatically produce high performance. Instead, resilience is translated into performance through psychological states, behavioral adaptation, and organizational resources.

The findings indicate that organizational conditions determine whether employee resilience can be effectively translated into performance. Nguyen et al. (2024) found that high-involvement work systems and perceived power, information, rewards, and knowledge contributed to resilience-related outcomes. This suggests that organizations can strengthen resilience by providing employees with resources that increase their capacity to participate, learn, make decisions, and perform their roles effectively. Similarly, Zhang et al. (2024) identified perceived risk and challenge stressors as contextual conditions affecting resilience-related outcomes. This finding suggests that not all job demands have the same effect. Challenge stressors may stimulate learning and adaptation when employees perceive them as manageable, whereas excessive risk and uncontrolled demands may undermine psychological functioning. The international literature also supports this resource-based interpretation. Research on sustainable HRM and employee resilience indicates that organizational practices can influence resilience and subsequent employee outcomes. Therefore, organizations should avoid interpreting resilience as an individual responsibility alone. Resilience-building interventions may be ineffective if employees continue to experience excessive workloads, inadequate staffing, poor leadership, or insufficient organizational resources. The implication is that resilience interventions should be combined with organizational interventions that improve job resources and reduce unnecessary job demands.

Although the seven studies reviewed generally demonstrate positive relationships, international literature indicates that the relationship between resilience and performance is not always direct, statistically significant, or universally positive. First, Ocktafian (2021), study of nurses found a positive and significant direct relationship between employee resilience and performance, but life satisfaction did not significantly affect employee performance, and the indirect relationship between resilience and performance through life satisfaction was also not significant. This finding suggests that resilience may contribute directly to performance without necessarily operating through every proposed psychological mediator. Second, the

findings of Singh et al. (2024). This finding challenges the assumption that resilience necessarily improves all employee well-being outcomes simultaneously. Resilience may contribute to performance without eliminating psychological strain. Third, the evidence on resilience interventions is not uniformly positive (Liu et al., 2022). A recent systematic review and meta-analysis of digital interventions for working populations found small positive effects on work engagement and positive mental health, but the effect on burnout was not statistically significant, and some benefits diminished at follow-up. The authors concluded that sustainable improvements may require combining individual-level interventions with structural prevention. Fourth, evidence on workplace well-being interventions raises concerns about whether individual resilience programmes alone can produce meaningful improvements (Baker et al., 2021; Brassington & Lomas, 2021; Fleming, 2024). Critical perspectives on workplace resilience argue that emphasizing individual resilience may unintentionally shift responsibility for coping onto employees while leaving structural problems such as excessive workloads, understaffing, and poor working conditions unresolved. This perspective does not reject the value of resilience but emphasizes that resilience should not substitute for organizational reform. These contrasting findings are important because they qualify the main conclusion of this scoping review. The evidence does not support the claim that “more resilience always equals better performance”. Instead, the evidence suggests that resilience is a valuable resource whose effects depend on the type of performance outcome, the organizational context, the availability of job resources, and the mechanisms through which resilience operates.

Theoretical Implications

The primary theoretical implication of this review is the strengthening and extension of the Job Demands-Resources Theory. The seven reviewed studies consistently position resilience as a personal resource that helps employees manage challenging work environments. However, the findings suggest that the traditional distinction between personal resources and job resources should be considered dynamically. Resilience may initially exist as an individual psychological capacity, but its contribution to performance depends on the availability of organizational resources. Leadership, employee involvement, training, information access, rewards, autonomy, and technological support may enable employees to convert resilience into observable performance outcomes. The review therefore proposes a cross-level resilience-performance mechanism. At the individual level, resilience supports recovery, psychological regulation, learning, and adaptation. At the team level, resilience facilitates coordination and collective performance. At the organizational level, accumulated individual and team resilience can contribute to organizational adaptability.

This cross-level perspective extends the JD-R framework by emphasizing that personal resources may generate broader organizational outcomes when they interact

with supportive job resources. The findings also suggest that resilience should be conceptualized as a strategic organizational asset rather than solely an individual trait. This theoretical position is particularly relevant in the context of digital transformation. AI-driven HRM, as emphasized by Do et al. (2025), may create opportunities for organizational exploration and adaptive performance, but its effectiveness depends on employees' trust in technology and the organization's ability to provide appropriate support.

Limitations of the Study

This scoping review has several limitations. First, only seven studies met the inclusion criteria and were included in the final synthesis. Although the small number of studies allows for detailed mapping of emerging evidence, it limits the ability to generalize the findings across all organizational sectors. Second, the included studies differ considerably in their conceptualization and measurement of resilience. Some examine psychological resilience, while others focus on employee resilience, emotional resilience, individual resilience, or team resilience. These conceptual differences may contribute to heterogeneity in the observed relationships. Third, most included studies used quantitative cross-sectional designs and self-reported measures. Therefore, the evidence is primarily correlational and does not establish strong causal relationships between resilience and employee performance. Longitudinal, experimental, and multi-source studies are needed to determine whether resilience directly produces improvements in performance over time. Fourth, the geographical distribution of the evidence is uneven, with several studies conducted in Asian contexts and a smaller number representing other regions. Consequently, cultural differences in organizational practices, leadership, labour markets, and employee expectations may influence the generalisability of the findings. Finally, this review searched Google Scholar and ScienceDirect and covered publications from 2020 to 2026. Although these sources provided access to relevant literature, the search strategy may not have captured all relevant studies indexed in other databases. Future reviews should consider expanding the search to databases such as Scopus and Web of Science and conducting a more comprehensive systematic search.

Overall Synthesis

Overall, this scoping review demonstrates that resilience is generally associated with better employee performance across diverse organizational sectors. However, the findings also demonstrate that resilience is neither a purely individual trait nor a universal direct determinant of performance. Its effects are mediated by psychological and behavioral mechanisms such as belief restoration, thriving at work, and employee exploration and are shaped by organizational conditions, including leadership, employee involvement, job resources, perceived risk, challenge stressors, and trust in technology. The cross-sectoral evidence, therefore, supports a broader conceptualization of resilience as a strategic organizational resource. Organizations

can strengthen the performance benefits of resilience by combining individual-level interventions with supportive organizational systems. In practical terms, resilience development should be integrated with leadership development, employee participation, learning opportunities, supportive HRM, and responsible technology implementation. The answer to the research question is therefore that resilience contributes to employee performance primarily by enabling employees to recover from adversity, maintain positive psychological functioning, learn and explore new approaches, and adapt to changing work demands. However, the strength and sustainability of this contribution depend on the organizational resources and contextual conditions surrounding employees.

D. Conclusions

Based on this scoping review of seven studies, the findings conclusively establish that psychological and employee resilience plays a positive and significant role in supporting performance across diverse organizational sectors, including banking, hospitality, healthcare, mergers and acquisitions, digitalized work environments, and team-based settings. Resilience is associated with enhanced job performance, adaptive performance, service quality, thriving at work, post-merger performance, and team performance, while concurrently reducing turnover intention. However, the contribution of resilience is not universally direct or uniform; it operates through psychological and behavioral mechanisms belief restoration, thriving, and employee exploration that facilitate recovery from adversity, sustained vitality, continuous learning, and adaptation to changing demands. Importantly, organizational and contextual factors such as transformational leadership, employee involvement, perceived risk, challenge stressors, organizational resources, and trust in AI significantly moderate the extent to which resilience translates into improved performance, reinforcing that resilience should be understood not merely as an individual capacity but as a resource shaped by the organizational environment. Practically, organizations must avoid treating resilience development solely as an individual employee responsibility. Resilience-building initiatives including training, coaching, mentoring, continuous learning, and psychological development programs should be integrated with organizational strategies that provide adequate job resources and create supportive working conditions. In the context of digital transformation, adaptive HR practices and building employee trust in emerging technologies are essential to strengthen resilience and adaptive performance. Thus, strengthening resilience through both individual and organizational interventions may contribute to improved employee performance, adaptability, and organizational sustainability amid increasing workplace uncertainty. For future research, it is recommended to examine resilience and employee performance across more specific sectors and cultural contexts using larger samples and longitudinal, experimental, and multi-source designs. Investigating mechanisms and boundary conditions such as leadership styles, organizational culture, or technological change would deepen

theoretical understanding and inform targeted interventions, ultimately enabling resilience to be strategically managed as a sustainable organizational resource.

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