

Enhancing organizational resilience through employee job engagement: The role of creative self-efficacy and flexible human resource practices

Muhammad Zakki Al Achtaar

Universitas Gadjah Mada, Yogyakarta, Indonesia
muhammadzakkiwirda1999@gmail.com

ARTICLE INFO

Article History

Received: 26-12-2025

Revised: 05-01-2026

Accepted: 09-01-2026

Keywords

Employee Creative Self-Efficacy;
Flexible Human Resource Practices;
Employee Job Engagement;
Organizational Resilience.

Paper Type: Research paper

ABSTRACT

Purpose-This study investigates the effects of employee creative self-efficacy and flexible human resource practices on organizational resilience, with employee job engagement as a mediating variable. While previous studies on organizational resilience have mainly focused on structural and policy-based factors, this research extends the literature by emphasizing the role of individual psychological resources in building resilience within organizations.

Methodology-This study employed a quantitative survey design involving 131 employees of logistics companies in the Yogyakarta, Indonesia, selected through purposive sampling. Data were analyzed using partial least squares-structural equation modeling to examine direct and indirect relationships among employee creative self-efficacy, flexible human resource practices, employee job engagement, and organizational resilience.

Findings-The results demonstrate that employee creative self-efficacy has a positive and significant effect on both employee job engagement and organizational resilience. Employee job engagement also significantly enhances organizational resilience and serves as a mediating mechanism between creative self-efficacy and resilience. In contrast, flexible human resource practices show no significant direct or indirect effect on organizational resilience, indicating that formal human resource flexibility alone is insufficient to foster resilience without active employee engagement.

Research Limitations-This study is limited by its cross-sectional design and reliance on self-reported measures, which may introduce common method bias. Additionally, the focus on a single industry and regional context may constrain the generalizability of the findings.

Novelty-This study contributes novel insights by demonstrating that organizational resilience is driven more strongly by individual psychological resources than by formal human resource flexibility. It further identifies employee job engagement as the critical mechanism that transforms creative self-efficacy into organizational adaptive capacity. By revealing the limited role of flexible human resource practices in the absence of employee engagement, this research challenges prevailing structural-centric resilience models and offers a micro-foundational perspective on resilience in high-pressure service environments.

This is an open access article under the CC-BY-SA license.



1. Introduction

Organizational resilience has become a central theme in organizational management research, particularly as organizations increasingly operate in environments characterized by uncertainty, complexity, and frequent disruptions (Hillmann & Guenther, 2021). Organizational resilience refers to the ability to recover from shocks and the capacity to anticipate risks, adapt continuously, and sustain effective functioning under adverse conditions (Tennakoon & Janadari, 2021; Duchek, 2020). This concept emphasizes not only an organization's ability to recover after a disruption but also its capacity to anticipate risks, make continuous adjustments, and utilize crisis experiences as a source of organizational learning. While early resilience studies largely emphasized structural robustness, technological reliability, and formal contingency planning, recent literature has begun to acknowledge that resilience is also deeply rooted in human and behavioral dimensions (Georgescu et al., 2024). Therefore, human-based factors are increasingly crucial for building and maintaining organizational resilience sustainably.

Despite this growing recognition, existing research remains fragmented in explaining *how* human-related factors translate into organizational resilience. Prior studies have highlighted individual psychological resources, such as self-efficacy, adaptability, and creativity, as critical enablers of adaptive behavior during disruptions (Prayag & Dassanayake, 2023). In contrast, organizational-level studies emphasize flexible human resource practices as strategic capabilities that support workforce adaptability and organizational adjustment (Liu et al., 2021; Sabuhari et al., 2020). However, these two streams of research are often examined in isolation, leaving a limited understanding of the integrative mechanism through which individual and organizational resources jointly contribute to resilience outcomes.

From a theoretical standpoint, this study draws on three complementary perspectives to establish a coherent, explanatory framework. First, social cognitive theory (SCT) posits that self-efficacy beliefs shape how individuals interpret challenges, regulate motivation, and enact adaptive behaviors under uncertainty (Wood & Bandura, 1989). In this context, employee creative self-efficacy reflects a personal resource that enables proactive problem solving and innovative responses during operational disruptions. Second, the resource-based view (RBV) conceptualizes flexible human resource practices as valuable, path-dependent organizational capabilities that enhance adaptive capacity through skill diversity, role flexibility, and internal reconfiguration (Barney, 1991). Third, the job demands–resources (JD-R) theory provides the missing linkage by explaining how both personal resources (creative self-efficacy) and job resources (flexible human resource practices) are activated through motivational processes, particularly employee job engagement, to generate positive organizational outcomes (Bakker, 2022).

Although these theories are well-established, prior empirical studies rarely integrate them to explain organizational resilience as a multilevel and process-based phenomenon. Most resilience research either treats employee engagement as an outcome variable or overlooks its role as a mediating mechanism that converts psychological and organizational resources into adaptive capacity. Consequently, the underlying process through which employee creative self-efficacy and flexible human resource practices operate through employee job engagement to strengthen organizational resilience remains insufficiently explored in the literature. Normatively and theoretically (das sollen), organizations are expected to foster resilience by simultaneously strengthening employees' psychological resources, implementing flexible human resource systems, and cultivating high levels of job engagement (Sari et al., 2025). However, empirical realities (das sein) suggest a persistent gap between these expectations and actual organizational practices. Many organizations continue to prioritize short-term operational efficiency and performance targets, while investments in employee psychological empowerment and human resource flexibility remain secondary considerations. Such conditions risk undermining employee engagement, thereby weakening organizational resilience when disruptions occur.

Addressing this gap, the present study offers a novel contribution by developing and empirically testing an integrative model that links employees' creative self-efficacy and

flexible human resource practices to organizational resilience through employee job engagement. By positioning job engagement as a central mediating mechanism, this study advances a micro-foundational explanation of organizational resilience and clarifies the distinct and combined roles of individual psychological resources and organizational human resource capabilities. In doing so, it moves beyond descriptive accounts of resilience and provides a theoretically grounded explanation of how resilience is built within organizations that face dynamic and uncertain environments.

This study focuses on logistics companies operating in the Yogyakarta, Indonesia. This context was selected based on empirical evidence indicating the rapid expansion of e-commerce, micro small medium enterprises (MSMEs), and the creative economy in the region, which has directly intensified the demand for logistics and for delivery services. Data from Central Statistics Agency in 2023 show that the growth of online transactions and goods distribution in Yogyakarta has increased delivery volumes, accelerated service speed requirements, and increased work pressure on employees. Similarly, Bank Indonesia in 2022 reported that the expansion of regional e-commerce substantially increased the need for flexible and responsive logistics services, particularly in urban and suburban areas. Prior studies have confirmed that the growth of the digital economy exposes logistics firms to high demand volatility, time sensitivity, and strict service reliability requirements (Kashem et al., 2024; Trushkina et al., 2020). From a theoretical perspective, such conditions create an ideal context for examining organizational resilience, as high job demands and operational uncertainty amplify the role of employees' psychological resources and human resource practices in sustaining organizational functioning. Logistics firms facing intense time pressure and service complexity rely heavily on employees' creative self-efficacy and job engagement to adapt to disruptions while simultaneously testing the effectiveness of flexible human resource practices as organizational capabilities. However, empirical studies that interactively examine employee creative self-efficacy, flexible human resource practices, employee job engagement, and organizational resilience in regional logistics settings remain limited. To address this gap, the present study develops and tests an integrative framework that explains how individual psychological resources and human resource management practices jointly shape organizational resilience through employee job engagement in high-pressure logistics environments.

2. Literature Review and Hypothesis Development

Organizational resilience has increasingly been conceptualized as a strategic capability that enables organizations to anticipate, absorb, and adapt to disruptions while maintaining core functions (Madani & Parast, 2023; Duchek, 2020). From an RBV perspective, resilience does not emerge spontaneously but is developed through the accumulation and orchestration of internal resources that are valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991). In this sense, resilience reflects an organization's capacity to reconfigure human and managerial resources in response to environmental uncertainties (Hepfer & Lawrence, 2022). Despite this theoretical advancement, prior studies tend to emphasize either structural capabilities or organizational routines while underexploring the role of human-based resources in generating resilience. This creates a conceptual gap regarding how individual-level psychological resources and organizational human resource practices interact to shape organizational resilience, particularly in dynamic and high-pressure work environments.

SCT posits that individuals' beliefs in their capabilities influence how they interpret challenges, regulate motivation, and enact adaptive behaviours (Wood & Bandura, 1989). In this regard, employee creative self-efficacy defined as confidence in one's ability to generate novel and effective solutions represents a critical psychological resource for dealing with uncertainty and disruption (Su et al., 2022). Complementing this view, the conservation of resources (COR) theory suggests that individuals with stronger personal resources are better able to withstand stress and prevent resource loss under demanding conditions (Bardoel & Drago, 2021). Employees with high creative self-efficacy are more likely to respond proactively to operational disruptions through problem-solving and adaptive decision-making,

thereby supporting the continuity of the organization (Aslam et al., 2025). Empirical studies support this argument, demonstrating that individual adaptive capabilities contribute directly to organizational resilience, particularly in volatile and unpredictable environments (Leite et al., 2023; Duchek, 2020). Accordingly, creative self-efficacy is expected to function as a micro-level foundation of organizational resilience. **H₁: Employee Creative Self-Efficacy Has a Positive Effect on Organizational Resilience.**

Within JD-R theory, creative self-efficacy is categorized as a personal resource that enhances intrinsic motivation and work engagement through a motivational process (Bakker, 2022). Employees who believe in their creative abilities are more likely to experience vigour, dedication, and absorption in their work, especially when facing complex and demanding tasks. Empirical evidence consistently confirms this relationship between them. Albrecht and Marty (2020) and Cabrera-Aguilar et al. (2023) demonstrated that self-efficacy positively predicts job engagement, particularly in contexts requiring high adaptability. Thus, creative self-efficacy not only strengthens individual performance but also promotes sustained psychological involvement at work. **H₂: Employee Creative Self-Efficacy Has a Positive Effect on Employee Job Engagement.**

In addition to individual resources, organizational-level resources play a critical role in resilience formation. From an RBV theory, flexible human resource practices, such as job rotation, multi-skilling, and cross-functional training, constitute organizational capabilities that enhance adaptability and responsiveness to environmental change (Barney, 1991). Such practices enable organizations to reallocate labor, redeploy skills, and adjust work roles when disruptions occur, thereby strengthening their resilience (Martinez-Sanchez et al., 2021). Empirical studies have confirmed that organizations adopting flexible human resource systems demonstrate higher adaptability and resilience under uncertainty (Tweiqat & Adaileh, 2020). **H₃: Flexible Human Resource Practices Has a Positive Effect on Organizational Resilience.**

Within the JD-R theory, flexible human resource practices function as job resources that provide employees with structural support, learning opportunities, and perceived organizational support (Bakker, 2022). When employees perceive human resource systems as flexible and developmental, they are more likely to reciprocate with higher engagement and commitment. Prior empirical research supports this relationship, showing that flexible human resource practices positively influence job engagement and other favorable work attitudes (Oluwatayo & Adetoro, 2020; Nalbantoglu & Bayraktar, 2023). Therefore, flexible human resource practices are expected to foster job engagement by enhancing employees' motivational states. **H₄: Flexible Human Resource Practices Has a Positive Effect on Employee Job Engagement.**

Job engagement reflects a positive and persistent psychological state characterized by vigor, dedication, and total absorption (Bakker, 2022). According to COR Theory, engaged employees possess sufficient psychological resources to cope with stress and uncertainty, enabling them to sustain performance during disruptions (Bardoel & Drago, 2021). Empirical studies indicate that job engagement contributes directly to organizational resilience by facilitating adaptive behavior, collective effort, and sustained operational effectiveness (Ungurean & Kacmaz, 2022; Duchek, 2020). **H₅: Employee Job Engagement Has a Positive Effect on Organizational Resilience.**

Employee job engagement is expected to mediate the relationship between employees' creative self-efficacy and organizational resilience because creative self-efficacy alone does not automatically translate into collective organizational outcomes without sustained employee involvement. Based on the JD-R theory, creative self-efficacy functions as a personal resource that enhances intrinsic motivation, which in turn fosters higher levels of vigour, dedication, and

absorption at work (Bakker, 2022). Engaged employees are more likely to apply their creative confidence in dealing with disruptions through proactive problem solving and adaptive behaviours. From the RBV theory, job engagement represents an intangible organizational asset that transforms individual psychological resources into collective adaptive capabilities. Empirical studies have shown that job engagement plays a critical mediating role in linking personal resources to organizational resilience, particularly in dynamic and high-pressure environments (Graan et al., 2023; Pham, 2025). Accordingly, this study proposes that job engagement is a key mechanism through which creative self-efficacy contributes to organizational resilience. **H₆: Employee Job Engagement Mediates the Relationship between Employee Creative Self-Efficacy and Organizational Resilience.**

Employee job engagement is also expected to mediate the relationship between flexible human resource practices and organizational resilience, as human resource flexibility does not inherently generate resilience unless it is internalized and enacted by employees. Within the JD-R theory, flexible human resource practices, such as job rotation, multi-skilling, and adaptive work arrangements, function as job resources that enhance employees' perceived support and development opportunities, thereby increasing their motivation and engagement (Bakker, 2022). When employees are highly engaged, they are more likely to leverage the flexibility provided by human resource systems to respond effectively to operational disruption. Consistent with RBV theory, job engagement serves as a micro-level mechanism that converts flexible human resource practices into an organizational capability that is difficult to imitate. Prior empirical evidence confirms that job engagement mediates the effects of human resource practices on organizational resilience and adaptive performance (Park et al., 2020; Cahyadi et al., 2024). Therefore, this study argues that job engagement plays a central role in linking flexible human resource practices to organizational resilience. **H₇: Employee Job Engagement Mediates the Relationship between Flexible Human Resource Practices and Organizational Resilience.**

Figure 1 presents the conceptual framework of the study, which illustrates the interrelationships between the main variables in building organizational resilience. This research model explains that employee creative self-efficacy and flexible human resource practices serve as personal and organizational resources that encourage increased employee job engagement. Higher levels of employee job engagement are expected to strengthen organizational resilience. In addition to its direct influence on organizational resilience, employee job engagement is a mediating variable that channels the influence of employee creative self-efficacy and flexible human resource practices on organizational resilience. Thus, this research framework describes an integrated mechanism by which individual resources and human resource management practices are converted into organizational resilience capabilities.

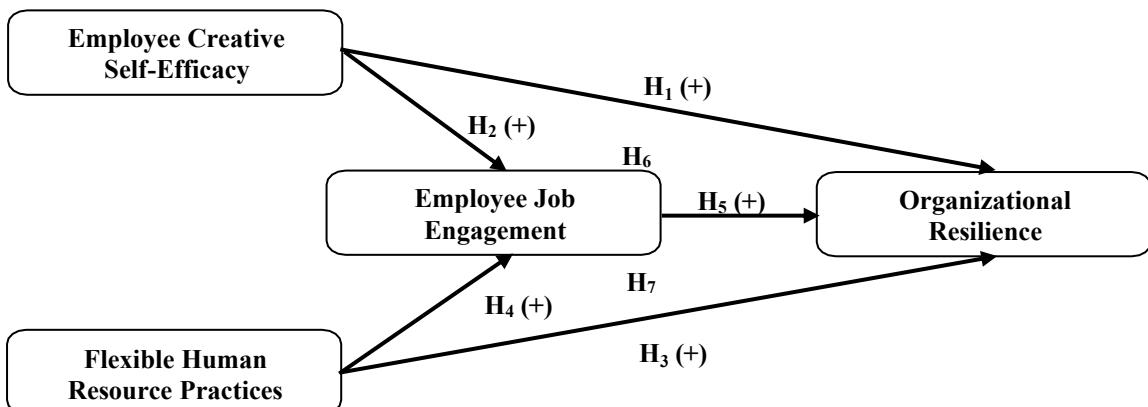


Figure 1. Conceptual Framework

3. Research Methodology

This study used a quantitative approach with a survey design to analyze the causal relationship between employees' creative self-efficacy, flexible human resource practices, job engagement, and organizational resilience in logistics companies in the Yogyakarta, Indonesia. This approach was chosen because it allows targeted hypothesis testing and structural analysis of the relationships between latent variables. Data were analyzed using partial least squares with structural equation modelling (PLS-SEM), which is suitable for predictive research models involving latent constructs and mediating relationships, particularly with moderate sample sizes and non-normal data distributions (Hair et al., 2020). PLS-SEM was chosen over covariance-based SEM because this study aims to explain the variance in organizational resilience rather than confirm an established theoretical model. The research population consisted of employees of logistics companies in the Yogyakarta, with 131 respondents selected through purposive sampling based on the following criteria: (1) employees working in logistics companies operating in the Yogyakarta, (2) permanent employees with a minimum tenure of one year, and (3) employees involved in operational or administrative functions. This sampling approach ensured that the respondents had sufficient experiential and contextual knowledge to assess employee creative self-efficacy, flexible human resource practices, job engagement, and organizational resilience. Referring to Roscoe's (1975) guideline that acceptable sample sizes for behavioral research range from 30 to 500, the sample of 131 respondents meets the minimum requirement and adequately supports the complexity of the proposed structural model.

Primary data were collected using structured questionnaires distributed directly and online to respondents. All indicators were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The research instrument was adapted from previous studies that had been tested for their validity and reliability. Employee creative self-efficacy was measured using indicators adapted from Prayag and Dassanayake (2023), flexible human resource practices referred from Li and Lin (2024), employee job engagement from Khairy et al. (2023), and organizational resilience was measured using indicators from Prayag and Dassanayake (2023). All the constructs were modelled as reflective indicators. Data analysis was performed using SmartPLS in two stages: measurement model evaluation and structural model evaluation. The measurement model evaluation included testing factor loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE) to ensure construct validity and reliability. Indicators are considered valid if they have a factor loading above 0.70, while constructs are considered reliable if the Cronbach's alpha value exceeds 0.60 and the composite reliability is above 0.70 (Ghozali, 2021). Convergent validity was also confirmed through an AVE value above 0.50, which indicates the construct's ability to explain the variance of its indicators (Hair et al., 2020). Furthermore, the structural model was evaluated by analyzing the path coefficients, R^2 values, and hypothesis testing using the bootstrapping procedure. The employee job engagement mediation test was conducted by assessing the significance of indirect effects at $p < 0.05$. This approach allows for comprehensive testing of the structural relationships between variables in the formation of organizational resilience.

4. Result and Discussion

Respondent Characteristics

Table 1 shows that the respondents in this study were predominantly male employees (72%), reflecting the general characteristics of the logistics industry's workforce. Most respondents were in the productive age range of 23–27 years (45%) and 28–32 years (26%), indicating a relatively high level of adaptive readiness and work engagement. In terms of education, most respondents had a bachelor's degree (48%), followed by high school/vocational school graduates (34%), reflecting the diversity of human resource competencies within the organization. Based on length of service, most respondents had worked for 4–6 years (37%) and 7–10 years (27%), indicating sufficient work experience to understand the operational

dynamics and policies of the organization. In terms of job position, most respondents were from the operational level (55%), followed by administration (28%), indicating that the research data represent the perspective of employees who are directly involved in the core activities of the organization. These characteristics support the relevance of this study in examining the role of employee creative self-efficacy, flexible human resource practices, and employee job engagement in building organizational resilience.

Table 1. Characteristics of Respondent

Classification	Description	Frequency	
		Total	Percentage
Gender	Male	94	72
	Female	37	28
Age	18-22 years old	11	8
	23-27 years old	59	45
	28-32 years old	34	26
	> 32 years old	27	21
Highest Level of Education	Senior/Vocational High School	44	34
	Diploma	16	12
	Bachelor	63	48
	Master	8	6
Years of Experience	1-3 years	27	21
	4-6 years	49	37
	7-10 years	36	27
	> 10 years	19	15
Job Position	Manager	9	7
	Supervisor	13	10
	Operational	72	55
	Administration	37	28

Validity Test

Based on the validity test results presented in Table 2 and Figure 2, all indicators used to measure the constructs of employee creative self-efficacy, flexible human resource practices, employee job engagement, and organizational resilience met the validity criteria. Referring to Ghazali (2021), an indicator is considered to have good convergent validity if the factor loading value is greater than 0.7. The analysis results show that all indicators in this study have factor loading values above this threshold; therefore, it can be concluded that each indicator can adequately represent the construct being measured. In addition, the test results also indicate the fulfillment of discriminant validity, which is reflected in the ability of each indicator to distinguish the construct it represents from other constructs in the model. Thus, all measurement instruments in this study were declared valid and suitable for use in the next stage of analysis, namely structural model testing to analyze the relationship between employee creative self-efficacy, flexible human resource practices, employee job engagement, and organizational resilience.

Table 2. Validity Test Results

Indicator	Employee Creative Self-Efficacy	Flexible Human Resource Practices	Employee Job Engagement	Organizational Resilience
ECS1	0.896			
ECS2	0.932			
ECS3	0.934			
FHR1		0.917		
FHR2		0.841		
FHR3		0.838		
JEN1			0.899	

Indicator	Employee Creative Self-Efficacy	Flexible Human Resource Practices	Employee Job Engagement	Organizational Resilience
JEN2			0.869	
JEN3			0.872	
JEN4			0.878	
ORE1				0.866
ORE2				0.895
ORE3				0.866

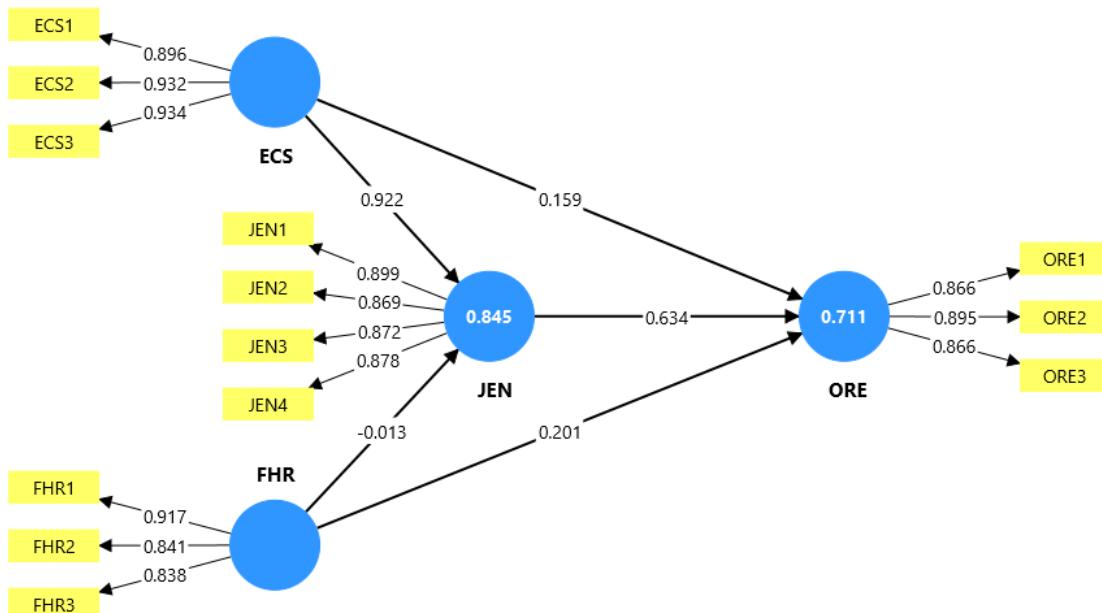


Figure 2. Measurement Framework

Reliability Test

Based on the reliability test results presented in Table 3, all constructs in this study, namely, employee creative self-efficacy, flexible human resource practices, employee job engagement, and organizational resilience, showed adequate internal consistency. This is reflected in the Cronbach's alpha and composite reliability values, which are all above the minimum threshold of 0.7, thus meeting the reliability criteria recommended by Ghazali (2021). In addition, convergent validity testing was confirmed by AVE values that were all above 0.5, indicating that each construct could explain a significant proportion of the indicator variance. Referring to Hair et al. (2020), these findings indicate that the indicators used have a good explanatory power for the latent constructs measured. Thus, all instruments in this study are declared reliable and have adequate convergent validity, making them suitable for testing structural models in the next stage of the analysis.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Employee Creative Self-Efficacy	0.910	0.944	0.848
Flexible Human Resource Practices	0.835	0.900	0.750
Employee Job Engagement	0.903	0.932	0.774
Organizational Resilience	0.848	0.908	0.767

Hypothesis Test

Table 4 presents the results of the hypothesis testing. The analysis results indicate that creative self-efficacy has a positive and significant effect on organizational resilience and job engagement, as indicated by a p-value below 0.05, meaning that the effect is statistically reliable and does not occur by chance. Furthermore, employee job engagement has a positive and significant effect on organizational resilience and mediates the relationship between employee creative self-efficacy and organizational resilience, indicating that work engagement is an important mechanism for channeling the influence of individual factors on organizational resilience. Conversely, flexible human resource practices did not show a significant direct effect on either employee job engagement or organizational resilience, as the p-value exceeded 0.05, indicating that the effect was not significant. Consequently, the mediating role of employee job engagement in this relationship was not confirmed. Overall, these findings confirm that individual factors, particularly employees' creative self-efficacy, play a more dominant role in building organizational resilience than organizational factors in the context of this study.

Table 4. Hypothesis Test Results

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Employee Creative Self-Efficacy → Organizational Resilience	0.743	0.741	0.071	10.501	0.000
Employee Creative Self-Efficacy → Employee Job Engagement	0.922	0.922	0.023	40.047	0.000
Flexible Human Resource Practices → Organizational Resilience	0.193	0.189	0.102	1.897	0.058
Flexible Human Resource Practices → Employee Job Engagement	-0.013	-0.011	0.046	0.271	0.787
Employee Job Engagement → Organizational Resilience	0.634	0.630	0.133	4.756	0.000
Employee Creative Self-Efficacy → Employee Job Engagement → Organizational Resilience	0.584	0.582	0.127	4.597	0.000
Flexible Human Resource Practices → Employee Job Engagement → Organizational Resilience	-0.008	-0.006	0.029	0.271	0.787

Discussion

Employee Creative Self-Efficacy on Organizational Resilience

The finding that creative self-efficacy has a significant positive effect on organizational resilience indicates that resilience in high-pressure logistics contexts is primarily rooted in employees' internal psychological capacities rather than formal organizational arrangements alone. This result suggests that when operational disruptions occur, such as delivery delays, demand surges, or system constraints, employees' confidence in their creative problem-solving abilities becomes a critical driver of adaptive organizational responses. From the perspective of SCT, creative self-efficacy shapes how employees interpret uncertainty, regulate effort, and initiate adaptive actions under pressure (Wood & Bandura, 1989). Employees who believe in their creative competence are more likely to reframe disruptions as solvable challenges rather than uncontrollable threats, enabling faster and more flexible responses (Vakilzadeh & Haase, 2021). This finding is further supported by COR theory, which conceptualizes creative self-efficacy as a personal resource that helps individuals preserve psychological stability when external resources are constrained (Bardoel & Drago, 2021). Conceptually, this result advances organizational resilience research by demonstrating that resilience is not merely a system-level

attribute but an emergent capability grounded in employees' cognitive and motivational resources (Raetze et al., 2022). In labor-intensive logistics operations, resilience depends less on procedural redundancy and more on employees' belief in their ability to creatively navigate operational complexity.

Employee Creative Self-Efficacy on Employee Job Engagement

The positive effect of creative self-efficacy on employee job engagement indicates that engagement is activated not only through job design or extrinsic incentives but also through employees' confidence in their creative agency. This finding is consistent with prior studies demonstrating that self-efficacy enhances employees' willingness to invest energy, dedication, and focused attention in their work, particularly under demanding and uncertain conditions (Albrecht & Marty, 2020; Anglim et al., 2022). Employees who perceive themselves as capable contributors tend to interpret work challenges as opportunities rather than threats, thereby sustaining their engagement despite high job demands (Inam et al., 2021). Within the JD-R theory, creative self-efficacy operates as a personal resource that strengthens intrinsic motivation while simultaneously buffering the strain associated with intensive service work (Bakker, 2022). By aligning with and extending previous empirical evidence, this study refines the JD-R theory by highlighting the proactive role of creative self-beliefs in maintaining engagement in volatile service environments. Practically, these findings suggest that engagement-enhancing interventions centered solely on structural job redesign may be insufficient unless accompanied by efforts to strengthen employees' confidence in their creative abilities.

Flexible Human Resource Practices on Organizational Resilience

Contrary to expectations, flexible human resource practices did not significantly directly affect organizational resilience. This finding suggests that human resource flexibility does not automatically translate into adaptive organizational capability, particularly when flexibility is procedural rather than experiential. From the RBV theory, human resource practices contribute to organizational advantage only when they are internalized and enacted as valuable capabilities (Barney, 1991). In this context, flexibility that exists primarily at the policy level may fail to meet the valuable, rare, inimitable, non-substitutable criteria if employees do not perceive it as being enabling or supportive. Moreover, COR theory helps explain why formal flexibility may be ineffective: when flexibility increases role ambiguity or workload without adequate psychological support, it may be perceived as a resource loss rather than a gain (Bardoel & Drago, 2021). This finding challenges the assumption of Chowdhury et al. (2025) and Zhai et al. (2023) that human resource flexibility is inherently resilience-enhancing and highlights the importance of employee perceptions in activating human resource practices as strategic resources.

Flexible Human Resource Practices on Employee Job Engagement

The nonsignificant relationship between flexible human resource practices and employee job engagement further reinforces the notion that flexibility alone is insufficient to stimulate employee engagement. This finding diverges from a substantial body of prior research that reports a positive association between flexible human resource arrangements and engagement by emphasizing autonomy, work-life balance, and perceived organizational support (Lee & Shin, 2023; Nalbantoglu & Bayraktar, 2023). However, in the context of high-intensity logistics operations, flexibility may be experienced less as empowerment and more as expanded responsibilities, role ambiguity, or increased multitasking demands. According to the JD-R model, job resources enhance engagement only when employees perceive them as facilitating goal achievement, competence development and psychological support (Bakker, 2022). When flexibility lacks clarity, consistency, or fairness, it may function as an additional job demand that depletes energy rather than motivating engagement (Kossek et al., 2023). From an RBV theory, human resource practices that are not internalized through employee capability development and psychological readiness fail to transform into valuable strategic

resources. Thus, this study contributes to the literature by demonstrating that the effectiveness of flexible human resource practices is context-dependent and that engagement emerges not from structural flexibility *per se* but from human resource implementations that are meaningfully supportive and aligned with employees' perceived capacities.

Employee Job Engagement on Organizational Resilience

The significant effect of employee job engagement on organizational resilience confirms that engagement functions as a critical motivational engine that transforms individual resources into a collective adaptive capacity. Engaged employees demonstrate persistence, discretionary effort, and cognitive flexibility, which enable organizations to respond more effectively to disruptions and uncertainties. Within the JD-R theory, engagement represents the motivational pathway through which both personal and job resources are converted into adaptive performance and sustainable functioning (Bakker, 2022). This finding is consistent with prior empirical studies that have identified employee engagement as a key antecedent of organizational resilience, particularly in contexts characterized by high operational pressure and environmental volatility (Blaique et al., 2023; Duchek, 2020). These studies similarly argue that resilience is rooted not only in structural preparedness but also in employees' active participation in adaptation, learning, and sense-making processes (Adamu et al., 2024; Rich et al., 2022). Without sufficient engagement, organizational responses to disruption tend to become rigid, compliance-driven, and reactive, rather than proactive and adaptive (Le & Nguyen, 2025). Therefore, the present findings reinforce the existing resilience literature by confirming that organizational resilience is sustained not merely by systems or procedures but by psychologically invested employees who are willing to mobilize their energy and commitment to maintain organizational functioning under pressure.

Employee Job Engagement mediates Employee Creative Self-Efficacy and Organizational Resilience

The results indicate that employee job engagement significantly mediates the relationship between creative self-efficacy and organizational resilience. This finding suggests that creative self-efficacy alone does not automatically translate into organizational resilience unless it is activated through employees' motivational and behavioral work involvement. Employees who believe in their creative capabilities are more likely to invest energy, dedication, and cognitive focus in their tasks, which subsequently enables the adaptive behaviors essential for maintaining organizational functioning under disruption (Iqbal et al., 2025). This result is consistent with prior studies showing that personal resources influence organizational outcomes indirectly through engagement-based motivational processes (Vinarski-Peretz & Kidron, 2024; Midje et al., 2024; Saks et al., 2022). From the perspective of SCT, creative self-efficacy shapes employees' self-regulation and persistence when facing uncertainty, but job engagement channels these beliefs into sustained effort and adaptive action. This mechanism is further explained by the JD-R theory, which positions creative self-efficacy as a personal resource that enhances organizational outcomes through a motivational pathway. Accordingly, organizational resilience emerges not directly from individual confidence, but from the extent to which such confidence fosters active engagement.

Employee Job Engagement mediates Flexible Human Resource Practices and Organizational Resilience

In contrast, employee job engagement did not mediate the relationship between flexible human resource practices and organizational resilience, indicating that flexibility in human resource policies does not necessarily function as a motivational resource for employees. This finding diverges from several prior studies that have reported a positive mediating role of job engagement in linking flexible human resource practices to adaptive and resilience-related outcomes (Chowdhury et al., 2025; Cahyadi et al., 2024; Kim et al., 2024). However, this is consistent with more recent evidence suggesting that human resource flexibility may fail to enhance engagement when it is perceived as symbolic, inconsistently

applied, or detached from employees' actual work needs (Naveed & Zia, 2024; Kossek et al., 2023). Within the JD-R theory, human resource flexibility is expected to operate as a job resource that stimulates engagement; however, the absence of mediation suggests that such practices may instead be interpreted as additional job demands, such as role expansion or workload intensification, rather than as enabling support. From the RBV theory, human resource practices contribute to organizational capabilities only when they are internalized and enacted by employees. Without activating job engagement, flexible human resource practices remain structural arrangements that fail to translate into adaptive behavior, thereby limiting their contribution to organizational resilience. This result underscores that the effectiveness of human resource flexibility depends not on its formal existence but on how meaningfully it is experienced by employees as a supportive and capability-enhancing resource.

5. Conclusion

This study contributes to the organizational resilience literature by demonstrating that resilience is primarily shaped by individual psychological resources, particularly employees' creative self-efficacy, which is activated through employee job engagement. The findings extend the SCT and the JD-R theory by clarifying the motivational mechanism through which individual creative confidence is translated into organizational adaptive capacity. In contrast, flexible human resource practices did not significantly enhance resilience, suggesting that formal human resource flexibility alone is insufficient unless it is meaningfully internalized and enacted by employees. Empirically, this study provides evidence from a high-pressure service context, reinforcing recent arguments that organizational resilience is an emergent, employee-driven capability, rather than a purely structural outcome. Practically, the results highlight the importance of prioritizing interventions that strengthen employees' creative self-efficacy and sustained engagement rather than relying solely on policy-level flexibility. This study is limited by its cross-sectional design and single industry context. Future research should employ longitudinal or mixed-method approaches and incorporate emerging factors such as adaptive leadership, psychological safety, and learning climate to further elucidate the dynamic formation of organizational resilience across different contexts.

REFERENCES

Adamu, A. A., Raza, S. H., & Mohamad, B. (2024). Organizational resilience: Unveiling the role of strategic internal crisis management on employee sensemaking and sense giving. *International Journal of Productivity and Performance Management*, 73(7), 2068-2091. <https://doi.org/10.1108/IJPPM-05-2023-0239>

Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The international journal of human resource management*, 31(5), 657-681. <https://doi.org/10.1080/09585192.2017.1362660>

Anglim, J., Molloy, K., Dunlop, P. D., Albrecht, S. L., Lievens, F., & Marty, A. (2022). Values assessment for personnel selection: comparing job applicants to non-applicants. *European Journal of Work and Organizational Psychology*, 31(4), 524-536. <https://doi.org/10.1080/09585192.2017.1362660>

Aslam, M. W., Baig, W., & Hussain, A. (2025). Leading with balance: How ambidextrous leadership enhances employee performance via self-resilience under the influence of creative self-efficacy. *Contemporary Journal of Social Science Review*, 3(4), 270-292. <https://doi.org/10.63878/cjssr.v3i4.1510>

Bakker, A. B. (2022). The social psychology of work engagement: State of the field. *Career Development International*, 27(1), 36-53. <https://doi.org/10.1108/CDI-08-2021-0213>

Bardoel, E. A., & Drago, R. (2021). Acceptance and strategic resilience: An application of conservation of resources theory. *Group & Organization Management*, 46(4), 657-691. <https://doi.org/10.1177/10596011211022488>

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-121. [10.1016/S0742-3322\(00\)17018-4](https://doi.org/10.1016/S0742-3322(00)17018-4)

Blaique, L., Ismail, H. N., & Aldabbas, H. (2023). Organizational learning, resilience and psychological empowerment as antecedents of work engagement during COVID-19. *International Journal of Productivity and Performance Management*, 72(6), 1584-1607. <https://doi.org/10.1108/IJPPM-04-2021-0197>

Cabrera-Aguilar, E., Zevallos-Francia, M., Morales-García, M., Ramírez-Coronel, A. A., Morales-García, S. B., Sairitupa-Sánchez, L. Z., & Morales-García, W. C. (2023). Resilience and stress as predictors of work engagement: The mediating role of self-efficacy in nurses. *Frontiers in Psychiatry*, 14, 1202048. <https://doi.org/10.3389/fpsyg.2023.1202048>

Cahyadi, A., Marwa, T., Poór, J., Maulana, A., & Szabó, K. (2024). High-involvement human resource management practices and employee resilience: The mediating role of employee technology adaptation—A case study of south Sumatra. *Administrative Sciences*, 14(11), 292. <https://doi.org/10.3390/admisci14110292>

Chowdhury, M., Uddin, M. A., Biswas, S. R., & Hridoy, A. I. (2025). Promoting human resource and innovative climate to foster organizational resilience during pandemic time: the mediating role of employee resilience. *Global Journal of Flexible Systems Management*, 26(1), 55-85. <https://doi.org/10.1007/s40171-024-00425-9>

Duchek, S. (2020). Organizational resilience: A capability-based conceptualization. *Business research*, 13(1), 215-246. <https://doi.org/10.1007/s40685-019-0085-7>

Georgescu, I., Bocean, C. G., Vărzaru, A. A., Rotea, C. C., Mangra, M. G., & Mangra, G. I. (2024). Enhancing organizational resilience: The transformative influence of strategic human resource management practices and organizational culture. *Sustainability*, 16(10), 4315. <https://doi.org/10.3390/su16104315>

Ghozali, I. (2021). *Partial least squares: Konsep, teknik, dan aplikasi menggunakan program SmartPLS 3.2.9 untuk penelitian empiris (Edisi ke-3)*. Badan Penerbit Universitas Diponegoro.

Graan, V. V., Naidoo, V., & Schultz, C. M. (2023). Perceived organizational resilience mediates self-efficacy and work engagement. *Journal of Contemporary Management*, 20(1), 588-605. <https://doi.org/10.35683/jcm21022.109>

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of business research*, 109, 101-110. <https://doi.org/10.1016/j.jbusres.2019.11.069>

Hepfer, M., & Lawrence, T. B. (2022). The heterogeneity of organizational resilience: Exploring functional, operational and strategic resilience. *Organization Theory*, 3(1), 26317877221074701. <https://doi.org/10.1177/26317877221074701>

Hillmann, J., & Guenther, E. (2021). Organizational resilience: a valuable construct for management research?. *International journal of management reviews*, 23(1), 7-44. <https://doi.org/10.1111/ijmr.12239>

Inam, A., Ho, J. A., Zafar, H., Khan, U., Sheikh, A. A., & Najam, U. (2021). Fostering creativity and work engagement through perceived organizational support: The interactive role of stressors. *Sage Open*, 11(3), <https://doi.org/10.1177/21582440211046937>

Iqbal, J., Aukhoon, M. A., & Parray, Z. A. (2025). Thriving minds, thriving workplaces: Unleashing creativity through psychological wellbeing and psychological capital. *Journal of Organizational Effectiveness: People and Performance*, 12(4), 921-938. <https://doi.org/10.1108/JOEPP-01-2024-0025>

Kashem, M. A., Shamsuddoha, M., & Nasir, T. (2024). Digital-era resilience: Navigating logistics and supply chain operations after COVID-19. *Businesses*, 4(1), 1-17. <https://doi.org/10.3390/businesses4010001>

Khairy, H. A., Liu, S., Sheikholeskou, S., El-Sherbeeny, A. M., Alsetoohy, O., & Al-Romeedy, B. S. (2023). The effect of benevolent leadership on job engagement through psychological safety and workplace friendship prevalence in the tourism and hospitality industry. *Sustainability*, 15(17), 13245. <https://doi.org/10.3390/su151713245>

Kim, P., Cho, W., & Yang, I. (2024). Workplace disruption in the public sector and HRM practices to enhance employee resilience. *Review of Public Personnel Administration*, 44(1), 86-115. <https://doi.org/10.1177/0734371X221095399>

Kossek, E. E., Perrigino, M. B., & Lautsch, B. A. (2023). Work-life flexibility policies from a boundary control and implementation perspective: A review and research framework. *Journal of Management*, 49(6), 2062-2108. <https://doi.org/10.1177/01492063221140354>

Le, T. T., & Nguyen, T. T. H. (2025). Beyond compliance: Uncovering organizational barriers to workplace safety in industrial zones. *Environmental Health Insights*, 19. <https://doi.org/10.1177/11786302251393858>

Lee, S. E., & Shin, G. (2023). The effect of perceived organizational and supervisory support on employee engagement during COVID-19 crises: Mediating effect of work-life balance policy. *Public Personnel Management*, 52(3), 401-428. <https://doi.org/10.1177/00910260231171395>

Leite, F. K., Cruz, A. P. C. D., D'Ávila, L. C., Walter, S. A., & Silva, F. M. D. (2023). Organizational resilience and adaptive capacity: a case study in a family business in Rio Grande do Sul. *Revista de Administração da UFSM*, 16(2), e6. <https://doi.org/10.5902/1983465969787>

Li, X., & Lin, H. (2024). How to leverage flexibility-oriented HRM systems to build organizational resilience in the digital era: The mediating role of intellectual capital. *Journal of Intellectual Capital*, 25(1), 1-22. <https://doi.org/10.1108/jic-03-2023-0038>

Liu, Y., Chen, R., Zhou, F., Zhang, S., & Wang, J. (2021). Analysis of the influencing factors of organizational resilience in the ISM framework: An exploratory study based on multiple cases. *Sustainability*, 13(23), 13492. <https://doi.org/10.3390/su132313492>

Madani, F., & Parast, M. M. (2023). An integrated approach to organizational resilience: A quality perspective. *International Journal of Quality & Reliability Management*, 40(1), 192-225. <https://doi.org/10.1108/IJQRM-07-2020-0229>

Martinez-Sanchez, A., Vicente-Oliva, S., & Pérez-Pérez, M. (2021). The strategy of human resource flexibility versus absorptive capacity of knowledge: An integrative framework in industrial firms. *European Journal of Innovation Management*, 24(2), 315-337. <https://doi.org/10.1108/EJIM-10-2019-0314>

Midje, H. H., Nyborg, V. N., Nordsteien, A., Øvergård, K. I., Brembo, E. A., & Torp, S. (2024). Antecedents and outcomes of work engagement among nursing staff in long-term care facilities—A systematic review. *Journal of Advanced Nursing*, 80(1), 42-59. <https://doi.org/10.1111/jan.15804>

Nalbantoglu, S. Y., & Bayraktar, O. (2023). The mediating role of work engagement in the effect of flexible human resources management on work performance: A study in the banking sector. *İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi*, 22(46), 660-682. <https://doi.org/10.46928/itucusbe.1187536>

Naveed, M., & Zia, M. Q. (2024). Exploring the interplay between job resources, employee engagement, and adaptive job performance with a focus on psychological contract fulfillment. *Journal of Asia Business Studies*, 18(3), 767-783. <https://doi.org/10.1108/JABS-09-2023-0379>

Oluwatayo, A. A., & Adetoro, O. (2020). Influence of employee attributes, work context and human resource management practices on employee job engagement. *Global Journal of Flexible Systems Management*, 21(4), 295-308. <https://doi.org/10.1007/s40171-020-00249-3>

Park, Y., Lim, D. H., Kim, W., & Kang, H. (2020). Organizational support and adaptive performance: The revolving structural relationships between job crafting, work engagement, and adaptive performance. *Sustainability*, 12(12), 4872. <https://doi.org/10.3390/su12124872>

Pham, L. N. T. (2025). High-performance work systems and employees' creativity in Vietnam: the role of employees' creative self-efficacy and organizational contexts. *Journal of Asia Business Studies*, 1-22. <https://doi.org/10.1108/JABS-04-2024-0230>

Prayag, G., & Dassanayake, D. C. (2023). Tourism employee resilience, organizational resilience and financial performance: The role of creative self-efficacy. *Journal of Sustainable Tourism*, 31(10), 2312-2336. <https://doi.org/10.1080/09669582.2022.2108040>

Raetze, S., Duchek, S., Maynard, M. T., & Wohlgemuth, M. (2022). Resilience in organization-related research: An integrative conceptual review across disciplines and levels of analysis. *Journal of Applied Psychology*, 107(6), 867. <https://psycnet.apa.org/doi/10.1037/apl0000952>

Rich, L., LeMay, S., & Helms, M. M. (2022). Sensemaking and resilience for human resources in crises: Lessons from Crisis-Purposed Organizations. *Journal of organizational psychology*, 22(1). <https://doi.org/10.33423/jop.v22i1.5021>

Roscoe, J. T. (1975). *Fundamental research statistics for the behavioural sciences* (2nd ed.). Rinehart & Winston.

Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*, 10(8), 1775-1786. <https://doi.org/10.5267/j.msl.2020.1.001>

Saks, A. M., Gruman, J. A., & Zhang, Q. (2022). Organization engagement: A review and comparison to job engagement. *Journal of Organizational Effectiveness: People and Performance*, 9(1), 20-49. <https://doi.org/10.1108/JOEPP-12-2020-0253>

Sari, F., Iskandar, S., & Fitriadi, Y. (2025). Resilience in Human Resource Management: How Organizations Adapt to Uncertainty and Crisis. *International Journal of Economics and Management Research*, 4(1), 750-757. <https://doi.org/10.55606/ijemr.v4i1.491>

Su, X., Jiang, X., Lin, W., Xu, A., & Zheng, Q. (2022). Organizational innovative climate and employees' improvisational behavior: The mediating role of Psychological Safety and the moderating role of creative self-efficacy. *Sage Open*, 12(4), 21582440221132526. <https://doi.org/10.1177/21582440221132526>

Tennakoon, W. D. N. S. M., & Janadari, M. P. N. (2021). Organizational resilience: What it is and what it isn't? A Conceptual Review. *Wayamba Journal of Management*, 12(1). <https://doi.org/10.4038/wjm.v12i1.7520>

Trushkina, N., Dzwigol, H., & Serhieieva, O. (2020). Development of the logistics 4.0 concept in the digital economy. *Экономический вестник Донбасса*, 4(62), 85-96. [https://doi.org/10.12958/1817-3772-2020-4\(62\)-85-96](https://doi.org/10.12958/1817-3772-2020-4(62)-85-96)

Tweiqat, A. F., & Adaileh, M. J. (2020). Human resource flexibility and sustainability: The moderating role of environmental uncertainty. *Global Business and Economics Review*, 23(3), 280-301. <https://doi.org/10.1504/GBER.2020.110022>

Unguren, E., & Kacmaz, Y. Y. (2022). Innovations in management of hotel employees: The relationship between organizational resilience and work engagement. *Marketing i menedžment innovacij*, (2), 141-150. <https://doi.org/10.21272/mmi.2022.2-13>

Vakilzadeh, K., & Haase, A. (2021). The building blocks of organizational resilience: A review of the empirical literature. *Continuity & Resilience Review*, 3(1), 1-21. <https://doi.org/10.1108/CRR-04-2020-0002>

Vinarski-Peretz, H., & Kidron, A. (2024). Comparing organizational trust and public service motivation influence on job and organization engagement between public and private sector organizations employees. *Review of Public Personnel Administration*, 44(4), 655-683. <https://doi.org/10.1177/0734371X231175342>

Wood, R., & Bandura, A. (1989). Social cognitive theory of organizational management. *Academy of management Review*, 14(3), 361-384. <https://doi.org/10.5465/amr.1989.4279067>

Zhai, X., Zhu, C. J., & Zhang, M. M. (2023). Mapping promoting factors and mechanisms of resilience for performance improvement: The role of strategic human resource management systems and psychological empowerment. *Applied Psychology*, 72(3), 915-936. <https://doi.org/10.1111/apps.12411>