

The Role of Human Resource Management in Improving the Resilience of Health Organizations: A Literature Review

M. Iqbal Firdaus Matondang *, Fitriani Pramita Gurning

Fakultas Kesehatan Masyarakat, Universitas Islam Negeri Sumatera Utara
Jl. Lap. Golf No.120, Kp. Tengah, Kec. Pancur Batu, Kabupaten Deli Serdang, Sumatera Utara 20353, Indonesia

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ABSTRACT

Globally, health organizations face increasingly complex challenges amid the dynamics of the global environment, with a projected shortage of more than 10 million health workers by 2030. This study aims to examine the role of Human Resource Management (HRM) in strengthening health organizations through a literature review. The research employs a literature study method to analyze the role of HRM in enhancing the resilience of health organizations. Data were obtained from journal articles, textbooks, research reports, and relevant policy documents, systematically selected based on their timeliness and relevance to the context of health organizations. Based on the literature review, the role of HRM in strengthening the resilience of health organizations includes adaptive workforce planning, continuous competency development, maintaining the well-being of health workers, strengthening resilient leadership, and fostering a collaborative and innovative culture.

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Corresponding Author:

M. Iqbal Firdaus Matondang
Universitas Islam Negeri Sumatera Utara
Email: iqbalfirdaus7712@gmail.com

INTRODUCTION

Healthcare organizations, such as hospitals, community health centers, and other healthcare facilities, face increasingly complex challenges in the era of globalization and advances in medical technology ⁽¹⁾. Regulatory changes, increasing service quality demands, competition between institutions. In this context, organizational resilience is key to ensuring operational continuity, maintaining service quality, and protecting patient safety ⁽²⁾.

Around the world, health organizations face increasingly complex challenges amid a dynamic global environment. An estimated shortage of more than 10 million health workers by 2030, disparities in access to services between urban and rural areas, and the rise of infectious diseases and antimicrobial resistance pose serious threats to the sustainability of health systems. In addition, high workloads and high rates of burnout among healthcare workers, funding constraints, and uneven digital transition further complicate efforts to provide quality and sustainable healthcare services ⁽³⁾.

This situation is also reflected in Indonesia, with its own unique characteristics and challenges. The distribution of health workers remains uneven, with a concentration in urban areas and significant shortages in remote and border areas. Many health facilities, especially community health centers and regional hospitals, still face limitations in terms of facilities and infrastructure, ranging from medical equipment to treatment room capacity. Financing issues, including the BPJS Kesehatan deficit and claim delays, also affect operational

smoothness. Weak crisis management, delays in the distribution of personal protective equipment, and a lack of welfare and mental health support for health workers ⁽⁴⁾.

In addition, healthcare organizations need strong leadership and effective communication to minimize service disruption when facing emergencies. HRM plays a role in developing leadership at all levels, providing psychosocial support, and ensuring a motivating reward system for healthcare workers. Research shows that organizations that integrate HR management strategies with resilience building are able to maintain service performance, reduce burnout, and increase workforce loyalty ⁽⁵⁾.

However, in many health organizations, resilience building still tends to focus on providing physical and technological resources, while strengthening human resource capacity has not yet become a priority. In fact, without a competent, healthy, and motivated workforce, efforts to improve the resilience of health organizations will not run optimally. Therefore, it is important to examine the role of HRM in improving the resilience of healthcare organizations, so that comprehensive and sustainable strategies can be formulated to face future challenges ⁽⁶⁾.

Although various studies have discussed the concept of organizational resilience in the health sector, there are several research gaps that need to be addressed. First, the measurement of organizational resilience is still inconsistent and lacks integration. Previous studies tend to use a variety of instruments without a uniform theoretical framework, making it difficult to compare results across studies and limiting the practical application of findings in healthcare organizations (medRxiv, 2024; Journal of Healthcare Management, 2025). Second, most studies focus more on the individual level, such as the psychological resilience of health workers, while studies at the organizational or work unit level are still minimal. In fact, interventions at the institutional level, such as integrated human resource management policies, have the potential to have a broader impact on service sustainability and improve the quality of health services. The lack of interventional research at the organizational level opens up opportunities to examine in greater depth the role of HRM in building comprehensive resilience in healthcare organizations.

In situations like this, the resilience of health organizations becomes a crucial aspect that determines the ability of health institutions to survive, recover, and adapt amid pressure. Human Resource Management (HRM) plays a strategic role in building this resilience through proper workforce planning, continuous training, leadership strengthening, workload management, and the provision of psychosocial support. Without strengthening human resources, efforts to build resilience will only focus on physical and technological dimensions, which are insufficient to ensure service sustainability. Therefore, a study of the role of HRM in improving the resilience of healthcare organizations is important to produce comprehensive and sustainable strategies. Based on this background, this study aims to examine the role of Human Resource Management (HRM) in improving healthcare organizations through a literature review.

METHOD

This study applies a literature review method to examine the role of Human Resource Management (HRM) in improving the resilience of healthcare organizations. Data were collected through a search of various scientific sources, including national and international journal articles, textbooks, research reports, and relevant policy documents related to the research topic. The data collection process was carried out systematically by selecting literature that met the inclusion criteria, such as the recency of publication and relevance to the context of healthcare organizations.

RESULTS

Organizational resilience is the ability of an organization to survive, adapt, and recover from change, disruption, or crisis so that it can continue to function and achieve its goals. According to Lengnick-Hall et al. (2011), organizational resilience is the capacity of a company to adapt and thrive amid challenges, change, or environmental pressures, enabling it to survive and create competitive advantage ⁽⁷⁾. In addition, according to ISO 22316:2017 (International Standard), organizational resilience is the ability of an organization to absorb and adapt to a changing environment in order to achieve its objectives and survive in the long term.

In health organizations, resilience refers to the ability of an institution or health service to survive, adapt, and recover from various disruptions, such as health crises, disasters, policy changes, and resource challenges, while maintaining the quality of services to the community. This resilience includes preparedness for emergencies, flexibility in managing human resources and logistics, the ability to innovate, and building sustainable systems. According to Kruk et al. (2015), health system resilience is the capacity to prepare, respond, maintain core functions, and transform when facing crises such as disease outbreaks or major disasters ⁽⁸⁾. In addition, according to the WHO (2020), health system resilience refers to the ability of health services to absorb shocks, adapt, and innovate to maintain and improve essential health services in the midst of a crisis ⁽⁹⁾.

Human Resource Management (HRM) aims to manage the workforce effectively and efficiently so that it can contribute maximally to the achievement of organizational goals. These goals include ensuring the availability of a quality workforce, placing employees according to their competencies, developing skills and knowledge through training, and creating a healthy and productive work environment. In addition, HRM plays a role in building motivation, increasing job satisfaction, and retaining high-performing employees. Based on the results of the literature review, which collected findings, it was shown that the role of Human Resource Management (HRM) in improving the resilience of health organizations is as follows:

Table 1 Literature Results

Author and Year	Journal	Literature Results
Octaviani dkk. (2024)	Indonesian Journal of Health Science,	The results of the study indicate that the use of data-based methods such as Workload Indicators of Staffing Needs (WISN) and workload analysis is very important in health human resource planning, especially in addressing distribution imbalances and work pressure in remote areas.
Caligiuri et al. (2020)	South Eastern European Journal of Public Healt	The results of the study reveal that healthcare organizations with proactive HR policies, including digital training, cross-functional team placement, and mental health interventions, have proven to be more resilient in the face of crises.
Mishra, et. at, (2025)	SEEJPH	This study emphasizes that HRM needs to invest in ongoing training programs for both hard skills and soft skills. Topics such as stress management, mindfulness, conflict resolution, and crisis management are essential so that healthcare workers are not only technically competent, but also able to maintain mental stability and adapt to difficult situations.
Gunasekara, et. al (2022)	Perspectives in Human Resource Development	The results of the study show that a set of important competencies such as the ability to “learn, unlearn, and relearn,” effective communication, flexibility, critical thinking, and creativity are important agenda items in crisis-resistant HRD. This model shows that continuous training should be designed to build adaptive capacity and long-term resilience.
Romano, et. al (2022)	Journal of Medical Imaging and Radiation Sciences	This study describes organizational interventions in the form of psychosocial support, coping training, and proactive policies that have been proven to strengthen mental resilience and health and well-being among employees during the pandemic. This underscores the crucial contribution of HRM in maintaining staff well-being as a key element of resilience.
Netty Merdiaty, Khatijah Omar, Jumadil Saputra, (2021)	IEOM Society International	This study found that high-involvement work practices effectively reduce burnout among nurses and midwives, especially when balanced with the ability of workers to “disconnect” from work (psychological detachment). This demonstrates the importance of a proactive and holistic HRM approach in maintaining the mental health and well-being of healthcare workers.
Ree, E., Ellis, L. A., & Wiig, S. (2021)	International Journal of Health Governance	The role of HRM in building organizational resilience through strong and communicative leadership is crucial in strengthening the resilience of healthcare organizations. HRM plays a strategic role in preparing and developing leaders who are able to remain resilient in the midst of a crisis and create effective and transparent communication with all staff.
Sihvola, S., Kvist, T., & Nurmeksela, A. (2022)	Journal of Nursing Management	This study found that relational leadership styles characterized by empathy, self-reflection, and clear communication play a major role in maintaining the mental resilience and performance of nursing teams during crises.
Agustina Br. Ginting, et. al (2025)	Jurnal Ilmiah Magister Manajemen	This study highlights that an innovative culture in hospitals, fostered through continuous human resource training, transformative leadership styles, and recognition

	of innovation, is key to implementing digital transformation and comprehensive organizational adaptation.
Julio C Acosta-Prado, et. al (2020) Frontiers in Psychology	Studies show that innovative HRM directly strengthens innovative performance and, through organizational culture mediation, reinforces the role of HRM as the core of adaptive and collaborative culture formation.

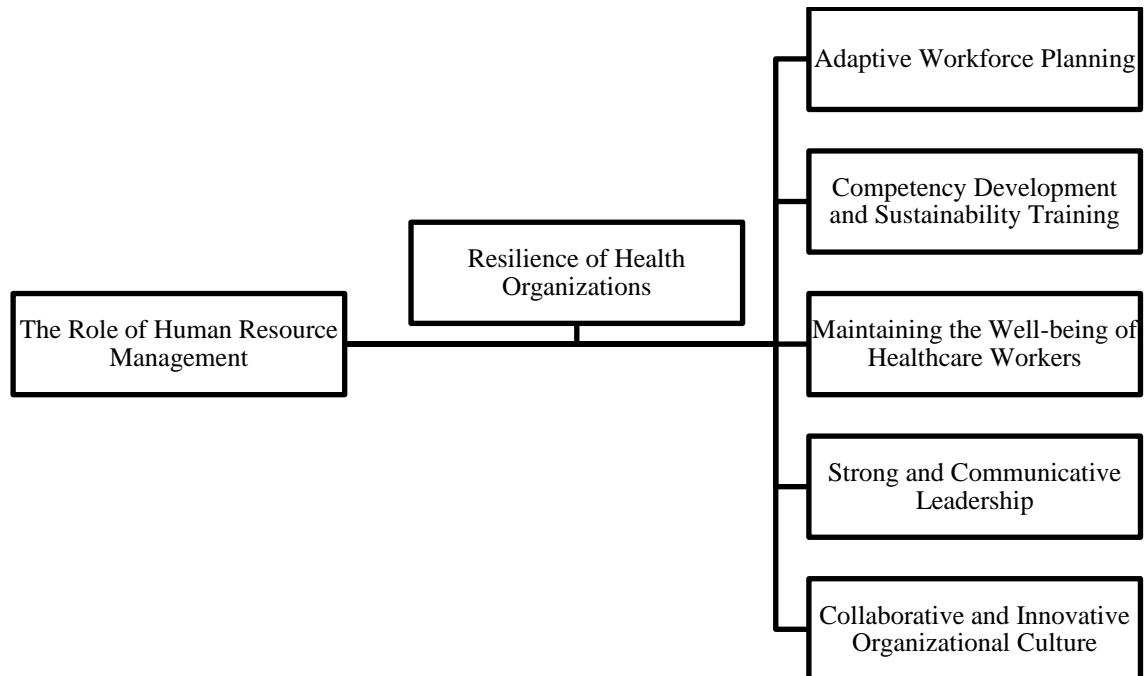


Figure 1 Literature Findings Diagram

1. Adaptive Workforce Planning

The role of HRM is to build organizational resilience through adaptive workforce planning, which is the process of designing and managing human resources flexibly so that they are able to respond to changes in the environment, challenges, and crisis situations. In the context of healthcare organizations, adaptive workforce planning is carried out by projecting healthcare workforce needs based on potential risks, disease trends, and service capacity, so that the availability of doctors, nurses, and support staff is always guaranteed. HRM also ensures that employees are placed according to their competencies and develops strategies for workforce rotation or redistribution when there is a surge in service demand.

In line with the research by Octaviani et al. (2024), which shows that the use of data-based methods such as Workload Indicators of Staffing Needs (WISN) and workload analysis is very important in health human resource planning, especially in dealing with distribution imbalances and work pressure in remote areas. (10). In addition, research by Caligiuri et al. (2020) and McKinsey & Company (2021) revealed that healthcare organizations with proactive HR policies, including digital training, cross-functional team placement, and mental health interventions, proved to be more resilient in the face of crises(11).

2. Competency Development and Sustainability Training

The role of HRM in improving organizational resilience through competency development and continuous training is crucial, especially for healthcare organizations faced with dynamic and uncertain situations. Competency development not only includes improving technical skills, but also emphasizes adaptive abilities such as crisis management, emotional intelligence, and mental well-being of healthcare workers. This continuous training enables healthcare workers to stay up-to-date, ready to face new demands, and remain productive during crises.

In line with the research by Misha, et. al (2025), which emphasizes that HRM needs to invest in continuous training programs for both hard skills and soft skills. Materials such as stress management, mindfulness, conflict resolution, and crisis management are essential so that health workers are not only technically competent, but also able to maintain mental stability and adapt to difficult situations. Additionally, Gunasekara et al. (2022) highlight a series of important competencies, such as the ability to “learn, unlearn, and relearn,” effective communication, flexibility, critical thinking, and creativity, as key priorities in crisis-

resilient HRD. This model suggests that continuous training should be designed to build adaptive capacity and long-term resilience (12).

3. Maintaining the Welfare of Healthcare Workers

The role of HRM in improving organizational resilience by maintaining the well-being of healthcare workers is fundamental, especially in dealing with stressful situations such as a pandemic. HRM is responsible for ensuring the physical, mental, and emotional well-being of healthcare workers through strategic interventions such as coping training, counseling, fair workload distribution, and psychosocial support. Such policies not only improve the quality of life of healthcare professionals, but also strengthen their commitment and the operational stability of the organization.

In line with the research by Romano, et. al (2022), which describes organizational interventions in the form of psychosocial support, coping training, and proactive policies that have been proven to strengthen mental resilience and the health and well-being of officers during the pandemic. This reinforces the crucial contribution of HRM in maintaining staff well-being as a key element of resilience (13). In addition, Netty Merdiaty, Khatijah Omar, Jumadil Saputra, (2021), found that participatory work practices (High-Involvement Work Practices) are effective in reducing burnout among nurses and midwives, especially when balanced with the ability of workers to “take a break” from work (psychological detachment). This shows the importance of a proactive and holistic HRM approach in maintaining the mental health and well-being of healthcare workers (14).

4. Strong and Communicative Leadership

The role of HRM in building organizational resilience through strong and communicative leadership is very important in strengthening the resilience of healthcare organizations. HRM plays a strategic role in preparing and developing leaders who are able to remain resilient in the midst of a crisis and create effective and transparent communication with all staff. Resilient leaders like this help build a culture of openness, support learning from mistakes, and facilitate reflective spaces so that organizations can adapt more flexibly, mitigate obstacles, and accelerate their response to emergency situations.

In line with the research by Ree, E., Ellis, L. A., & Wiig, S. (2021), which shows that the role of HRM in organizational resilience is manifested through resilient and communicative leadership, which is important for strengthening the resilience of health organizations, preparing adaptive leaders, and building effective and transparent communication (15). In addition, research by Sihvola, S., Kvist, T., & Nurmeksela, A. (2022) found that relational leadership styles characterized by empathy, self-reflection, and clear communication play a major role in maintaining mental resilience and team performance among nurses during crises (16).

5. A Collaborative and Innovative Organizational Culture

The role of HRM in enhancing organizational resilience through a collaborative and innovative organizational culture cannot be underestimated, especially in a dynamic healthcare environment. HRM contributes by creating a system that rewards initiative, encourages cross-unit teamwork, and strengthens an organizational culture that is open to new ideas. This type of culture increases the organization's capacity to adapt, react quickly to change, and creatively seize opportunities in the face of crisis.

In line with the research by Agustina Br. Ginting, et. al (2025), it highlights that an innovative culture in hospitals, which is formed through continuous human resource training, transformative leadership styles, and appreciation for innovation, is key to implementing digital transformation and comprehensive organizational adaptation⁽¹⁷⁾. In addition, research by Julio C Acosta-Prado, et. al (2020), shows that innovative HRM strengthens innovative performance directly and through organizational culture mediation, emphasizing the role of HRM as the core of adaptive and collaborative culture formation⁽¹⁷⁾.

CONCLUSION

Based on the results of a literature review, the role of HRM in improving the resilience of healthcare organizations includes several important aspects, namely adaptive workforce planning to address the dynamics of healthcare service needs, competency development and continuous training to ensure that the workforce is always ready to face challenges, maintaining the well-being of health workers so that they remain productive and motivated, building strong and communicative leadership in directing the organization in the midst of a crisis, and fostering a collaborative and innovative organizational culture to support the sustainability and resilience of the organization.

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