



Linking Human Resource Practices to Employee Resiliency: The Moderating Role of Transformational Leadership

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ABSTRACT

Objective – The study aims to explore the intricate relationship between Human Resource Practices (HRP) and Employee Resilience (ER) within the high-pressure environment of the Philippine Business Process Outsourcing (BPO) industry. Beyond just establishing a direct link, the research specifically seeks to examine the moderating role of Transformational Leadership (TL). The goal is to determine if the presence of inspiring and supportive leadership behaviors significantly amplifies the positive impact that standard HR initiatives have on an employee’s ability to bounce back from workplace stressors.

Methodology – The researchers employed a quantitative research design, gathering data from a substantial sample of 523 BPO employees in the Philippines. To analyze the complex interactions between these organizational variables, the study utilized Structural Equation Modeling (SEM). This statistical technique allowed the researchers to test the structural relationships within a moderated framework, ensuring a robust validation of how HR systems and leadership styles collectively influence the latent construct of resilience.

Findings – The results demonstrate that HR Practices significantly enhance Employee Resilience, confirming that structured organizational support is a foundation for workforce stability. However, the findings also reveal a critical nuance: HR initiatives alone are insufficient in high-stress service environments. The relationship is considerably strengthened when Transformational Leadership is present. This suggests that while HR provides the tools for resilience, it is the leaders who unlock the full potential of those strategies, ultimately reducing burnout and sustaining performance in dynamic settings.

Novelty – The novelty of this research lies in its integration of HRP, leadership behavior, and resilience into a single, cohesive moderated framework. By moving beyond isolated variables, the study advances Human Resource Management literature by demonstrating how organizational systems and relational mechanisms (leadership) must work in tandem. Furthermore, it provides specific, actionable guidance for the BPO sector, highlighting that the alignment of HR strategy with leadership development is the key to cultivating a workforce capable of withstanding the unique challenges of the industry.

Keywords: *human resource practices, employee resiliency, transformational leadership, business process outsourcing (BPO) industry*



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I. INTRODUCTION

The Business Process Outsourcing (BPO) industry in the Philippines has emerged as one of the primary drivers of economic growth and employment generation. It contributes significantly to national income, providing global clients with services ranging from customer support to IT solutions. The BPO sector has played a key role in socio-economic development, fostering job creation and promoting inclusive growth in local communities (Dili et al., 2022). However, despite its economic contributions, the industry is fraught with challenges, including labor exploitation concerns, high turnover rates, and workplace health risks that impact employee well-being and long-term sustainability (Candelario et al., 2024; Alerta, 2023). BPO employees often experience stressful workloads, night shifts, and demanding client interactions, making human resource management increasingly complex and critical to organizational success (Bernardo et al., 2023).

To address these human resource challenges, the integration of effective HR practices, transformational leadership, and employee resilience has become essential. Human resource strategies—such as recruitment, performance management, and employee development—are crucial for maintaining workforce stability and competitiveness in fast-paced environments (Sonar & Pandey, 2023; Shrestha, 2024; Liu et al., 2020; Khan et al., 2022). Transformational leadership complements these practices by fostering innovation, motivating employees to achieve beyond expectations, and creating a supportive climate for personal and professional growth (Mudd-Fegett & Mudd, 2024; Suryadi et al., 2024; Zhang, 2025). At the same time, employee resilience—the capacity to adapt and recover from workplace stressors—is recognized as a strategic resource, enabling employees to maintain performance and engagement in the face of ongoing change (Franken et al., 2022; Širca et al., 2024; Gupta et al., 2024). Despite the growing acknowledgment of these concepts, there is limited research exploring how they interact specifically within the Philippine BPO industry.

First, although HR practices and employee resilience have been extensively studied, the majority of research treats them as independent streams. Theory development remains limited regarding how HRP specifically contributes to the formation of employee resilience, especially in industries where stressors are chronic and embedded in daily work rather than triggered by acute crises. Second, while transformational leadership is strongly associated with motivation, empowerment, and innovation, its moderating role in strengthening the link between HRP and employee resilience remains theoretically underexplored. Leadership theory suggests that transformational leaders enable employees to internalize organizational initiatives, yet empirical research has rarely examined whether these leaders enhance the resilience-building potential of HR systems (Waidyaratne, 2022; Yu & Xiang, 2024; Madi Odeh et al., 2021). Third, existing studies are largely situated in Western contexts, public-sector settings, or crisis-centered scenarios. There is a notable lack of contextualized evidence like in the Philippines' BPO where demanding schedules, emotional labor, and strict performance metrics shape employees' day-to-day experiences (Katkar et al., 2024; Rurkkhum, 2023; Lu et al., 2022; Shao & Peng, 2023).



Therefore, this study aims to fill this research gap by examining the moderating role of transformational leadership in the relationship between human resource practices and employee resilience in the Philippine BPO industry. The objective is to provide empirical insights into how organizations can effectively align leadership approaches with HR strategies to build a resilient workforce capable of sustaining performance amidst adversity and change.

II. LITERATURE REVIEW

Human Resource Practices

Human Resource Practices (HRP) encompass a range of organizational strategies aimed at effectively managing people to achieve both individual and organizational goals. Sonar and Pandey (2023) explain that HRP involves core functions such as recruitment, training and development, performance appraisal, compensation, and employee relations. These practices are no longer viewed as merely administrative tasks but are recognized as strategic components that shape organizational success. The goal of HRP is to develop systems that foster employee engagement, enhance productivity, and contribute to long-term sustainability. By aligning human capital with business objectives, HR practices play a pivotal role in organizational competitiveness.

Shrestha (2024) highlights the contextual nature of HR practices, noting that private and public sector organizations adopt different approaches based on their unique needs. For example, private institutions often prioritize innovation, employee productivity, and performance-driven strategies, whereas public institutions typically focus on stability, equity, and regulatory compliance. This differentiation reflects how HR strategies must adapt to the specific dynamics of each sector. Similarly, Liu, Ngolob, and Palaoag (2020) argue that HRM practices significantly influence employee motivation, satisfaction, and retention, particularly in fast-paced and people-driven industries. This makes HR practices not just functional but strategic tools that directly impact employee behavior and organizational outcomes.

In their review of HRM's role in strategic management, Khan, Niqab, and Hanson (2022) emphasize that well-implemented HR practices contribute to product differentiation and cost leadership, enabling firms to secure a competitive advantage. They assert that a competent, motivated workforce becomes a source of innovation and operational excellence. Likewise, Syukri et al. (2024) found that HR initiatives are closely tied to financial performance, as they reduce turnover costs and enhance employee output. Salem and Al-Dubai (2024) support this view, suggesting that linking HR practices to performance management systems leads to more agile and responsive organizations, particularly in industries facing rapid market changes.

Baheti, Shah, and Chandna (2024) further expand on the role of HRP in small and medium-sized enterprises (SMEs), pointing out that despite resource limitations, structured HR practices can significantly improve operational efficiency and competitiveness. They argue that SMEs often neglect formal HR systems, yet when properly implemented, these practices contribute to organizational resilience and growth. In service-oriented industries, such as the BPO sector, Liu et al. (2020) emphasize that HR practices must be adaptable to high employee turnover and the constant need for service quality improvements. This highlights the evolving role of HR as not just a support function but a strategic partner in organizational development and sustainability.

Transformational Leadership

Transformational leadership is a leadership style that motivates employees to transcend routine tasks by inspiring personal growth, fostering innovation, and aligning individual goals with organizational vision. According to Mudd-Fegett and Mudd (2024), transformational leaders serve as role models who lead with integrity, communicate a compelling vision, and build strong interpersonal relationships with their teams.



This leadership approach emphasizes emotional engagement and intellectual stimulation, encouraging employees to think creatively and take ownership of their roles. Unlike transactional leadership, which focuses on task completion and rewards, transformational leadership is designed to cultivate long-term commitment and personal development.

The influence of transformational leadership on organizational performance has been widely studied. Suryadi et al. (2024) explain that transformational leaders create a supportive environment where employees feel empowered to innovate and contribute beyond their basic job requirements. Similarly, Dewi (2024) highlights its role in entrepreneurship, where leaders encourage employees to embrace change and take calculated risks. Zhang (2025) adds that transformational leadership is a critical driver of organizational innovation, as leaders promote continuous improvement and challenge employees to question outdated practices. Kusmiaji et al. (2024) further note that transformational leadership acts as a creative human resource development model, nurturing talent and fostering sustainable growth within organizations.

Beyond business and entrepreneurship, transformational leadership also plays a vital role in service industries and human-centered professions. Thomas (2024) emphasizes its importance in healthcare, where transformational leaders build resilient and motivated teams capable of managing high-pressure situations while maintaining compassion and care. Across sectors, the common thread in transformational leadership is its ability to inspire trust, foster creativity, and guide organizations toward long-term success through ethical, visionary, and people-centered leadership.

Employee Resilience

Employee resilience—the capacity to adapt, recover, and thrive amid workplace disruption—is now seen as a dynamic capability rather than a fixed trait. Franken et al. (2022) describe it as an ongoing process of growing and adapting during continuous change, while Murphy and MacMahon (2022) highlight how power relations and work intensification shape employees' ability to stay resilient. These insights resonate in Philippine BPO firms, where night shifts, strict client metrics, and emotionally charged interactions subject workers to chronic strain. In this high-pressure setting, resilience is indispensable for protecting employee well-being, sustaining service quality, and preserving the industry's economic contribution.

Human resource strategies play a pivotal role in building that resilience. Širca et al. (2024) show that sustainable HR practices—fair workloads, flexible scheduling, and supportive supervision—strengthen resilience and work engagement. Gupta, Arora, and Kalra (2024) add that technology-enabled engagement programs give employees tools to navigate rapid task changes, while Chen et al. (2024) demonstrate that collectivist, team-oriented cultures buffer stress in service settings. Extending these approaches, Kumar and Kumar (2023) argue that resilience training, mindfulness programs, and scenario planning can inoculate workers against large-scale disruptions—interventions particularly relevant to BPO operations vulnerable to geopolitical shocks, cyberthreats, and sudden volume spikes.

Frontline BPO agents—especially those in voice support—remain highly susceptible to burnout and attrition. Good et al. (2023) report that resilient frontline staff maintain service quality and rebound quickly from customer conflicts, helping firms reduce turnover costs. For Philippine BPO employers, embedding resilience-building into HR policy and leadership practice is therefore a strategic imperative: it safeguards human capital, sustains productivity, and equips organizations to navigate future disruptions with agility and confidence.

Link between Human Resource Practices and Employee Resilience

The connection between human resource practices and employee resilience has become a central focus in organizational research, particularly in industries prone to high stress and turnover. Katkar, Waghe, and



Mundhe (2024) explain that HR practices directly influence employee well-being, which serves as a foundation for resilience. When organizations implement fair recruitment, continuous training, supportive supervision, and recognition systems, employees are more likely to develop coping mechanisms that help them manage workplace challenges. In the BPO industry, where employees routinely encounter irate customers, shifting schedules, and strict performance metrics, HR practices that prioritize employee well-being can reduce the psychological strain that leads to burnout and attrition.

Rurkkhum (2023) emphasizes that bundling HR practices—such as career development, work-life balance initiatives, and health programs—creates a supportive environment that nurtures employee resilience. Rather than implementing isolated interventions, a comprehensive approach allows organizations to build resilience holistically, helping employees bounce back from stress and maintain productivity. Lu et al. (2022) further argue that sustainable HR practices, those aligned with ethical values and long-term employee development, not only improve organizational performance but also enhance resilience by fostering a sense of purpose and belonging. For the BPO sector, which often faces criticism for high attrition rates and stressful work conditions, these findings underscore the importance of adopting HR models that go beyond transactional relationships.

In addition, Shao and Peng (2023) highlight the role of socially responsible human resource management in fostering resilience by addressing employees' basic psychological needs such as autonomy, competence, and relatedness. They point out that when employees perceive HR practices as fair, ethical, and supportive of their well-being, they develop stronger adaptive capacities. In the BPO industry, where employees frequently experience emotional labor and high job demands, socially responsible HR policies can mitigate the adverse effects of stress by promoting collective support and reinforcing individual coping skills. Overall, the integration of well-structured HR practices with resilience-building strategies is essential for BPO organizations aiming to sustain employee engagement, reduce turnover, and remain competitive in a rapidly evolving global market. Therefore, it can be argued:

H1: Human Resource Practices has significant effect on Employee Resilience

Moderating Role of Transformational Leadership

Transformational leadership plays a critical moderating role in enhancing the relationship between human resource practices and employee resilience. While HR practices such as training, recognition, and well-being programs are designed to support employees, their effectiveness in building resilience often depends on the leadership style present in the organization. Waidyaratne (2022) highlights that transformational leaders amplify the impact of HR strategies by creating a supportive and empowering environment where employees feel valued and motivated. In the Philippine BPO industry, where workers face emotional labor, customer pressure, and routine performance monitoring, transformational leaders help translate HR policies into meaningful actions that encourage adaptability and mental toughness.

Yu and Xiang (2024) explain that transformational leadership strengthens the connection between organizational initiatives and employee outcomes by promoting trust, shared vision, and emotional engagement. When employees perceive that their leaders are genuinely invested in their growth and well-being, they are more likely to embrace HR interventions such as training programs, coaching, and health initiatives. Madi Odeh et al. (2021) argue that in adaptive organizational cultures, transformational leaders serve as catalysts who maximize the benefits of HR practices by fostering resilience, especially in times of uncertainty or disruption. For BPO companies dealing with high attrition and burnout, this leadership style helps ensure that HR policies do not remain as formalities but become mechanisms for employee development and coping.

At the individual level, transformational leadership moderates the psychological connection between HR initiatives and the employee's ability to handle stress. Nkan et al. (2025) emphasize that



transformational leaders buffer the negative impacts of workplace pressures by promoting emotional intelligence and self-efficacy. Similarly, Jimoh, Yahay, and Salman (2023) suggest that when transformational leadership is present, employees are more likely to internalize HR programs aimed at well-being, resulting in higher resilience and lower emotional exhaustion. In the BPO setting, this leadership approach is particularly important because the industry's nature—characterized by repetitive tasks, demanding clients, and high expectations—requires more than structural HR support; it demands leadership that motivates and inspires at a personal level.

Hariri, Yaqub, and Alshahrani (2024) further propose that transformational leadership fosters innovation and adaptability, reinforcing the positive effects of HR practices on resilience. Udin (2023) supports this by showing that leaders who engage in transformational behaviors help employees convert organizational resources into personal strengths, including the capacity to bounce back from setbacks. In BPO organizations, where constant change is the norm, this dynamic is essential. Transformational leaders not only deliver the message of support embedded in HR practices but also create the emotional and motivational conditions necessary for employees to develop resilience, remain engaged, and sustain high levels of performance. Therefore the hypothesis is proposed:

H2: Transformational Leadership has moderating effect on the relationship between Human Resource Practices and Employee Resilience

III. METHODOLOGY

Population and Sampling Technique

The target population for this study was the BPO firms situated within the National Capital Region. The intended participants would be the officers, employees, or top managers of these BPO firms who have direct knowledge of human resource practices happening within the organization. Respondents should have at least 1 year of experience in a BPO firm. This is to ensure that respondents of this study have the appropriate data and experience in answering the inquiry.

The research used stratified random sampling since it is suitable if the total population can be grouped based on their similarities (Acharya et al., 2013). One of the objectives of the research is to investigate the link between human resource practices and employee resilience, given that it might be affected by other intervening variables such as transformational leadership. Since respondents can be grouped according to their employee profile, each group should be represented in this research.

Sample size was determined using statistical power analysis, which is best for hypothesis testing (Barker et al., 2016). Power analysis, according to Cohen (1992), has the benefit of examining several aspects that have a direct impact on accurately rejecting or accepting a hypothesis, which is why it is so useful. According to Barker et al. (2002), statistical power analysis should be employed for calculating the sample size in quantitative research since it balances out Type I and Type II errors significantly. The number of samples was a minimum of 175 respondents based on the priori statistical power analysis using G Power with power = 0.95 ($1 - \beta$), effect size = 0.10, and $\alpha = 0.05$ (Cohen, 1988, 1990, 1992; Kyriazos 2018; Barker et al., 2016; Amora, 2020). However, 523 BPO employees participated in this study which is far higher than the minimum sample size.

Instrumentation

Survey questionnaires were used to gather data. Consistent with prior research, all scale items were developed based on the theoretical definitions and conceptual foundations provided in the existing literature on HR practices (Sonar & Pandey, 2023; Shrestha, 2024; Liu et al., 2020), transformational leadership (Mudd-Fegett & Mudd, 2024; Suryadi et al., 2024; Zhang, 2025), and employee resilience (Franken et al.,



2022; Širca et al., 2024; Gupta et al., 2024), and were specified as reflective constructs to represent their respective domains.

A 5-point Likert scale was used to assess respondents’ outlook. Each item was evaluated on a numerical scale based on the level of agreeableness of the respondent for each questionnaire item.

Procedures

The researcher approached BPO companies for assistance with the survey by writing a letter of intent and a consent form for data collection. Once their approval has been obtained, the researcher sends informed consent messages to the targeted study participants.

The online survey questionnaire was sent via Google Forms to ensure the chosen respondents received the surveys to complete. Upon completion, the researcher collected the surveys and ensured a high response rate. Responses were stored in a spreadsheet (e.g., Microsoft Excel or Google Sheets) that served as the analysis’s foundational document. The unprocessed data were analyzed as described in the next section.

This procedure ensures that only relevant information is collected and evaluated by adhering to the strictest standards of confidentiality and data protection.

Statistical Analysis of Data

This study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) as the primary analytical technique to examine the direct and moderating relationships among Human Resource Practices, Transformational Leadership, and Employee Resilience. SEM is appropriate for this investigation because it enables the simultaneous assessment of complex relationships among latent variables while integrating factor analysis, path analysis, and regression into a unified analytical framework. Before testing the hypothesized structural relationships, the measurement model was first evaluated to establish the validity and reliability of the constructs, ensuring that the observed indicators appropriately captured the underlying latent variables. Once the measurement properties were confirmed, the structural model was estimated to assess the hypothesized direct and moderating effects.

To analyze moderation, PLS-SEM was used to incorporate interaction terms directly into the structural model. Following the recommendations of Hair et al. (2019) and Sarstedt et al. (2020), the interaction between Human Resource Practices and Transformational Leadership was computed to determine if leadership strengthens or weakens the effect of HR practices on Employee Resilience. This approach enables a more comprehensive examination of moderation than traditional regression, as SEM accounts for measurement error and provides clearer estimates of latent-variable interactions.

Table 1 Sample Distribution of BPO Company Profile based on Name

Name of the BPO Company	Counts	%	Rank
Alorica	122	23.30	3
Amazon	123	23.50	2
Conduent	120	22.90	4
EXL	158	30.20	1
Total	523	100	



IV. RESULTS AND DISCUSSION

Table 1 shows the sample distribution based on BPO company name. Firms were classified according to name as EXL (rank 1; 158 out of 523 respondents or 30.20%), Amazon (rank 2; 123 out of 523 respondents or 23.50%), Alorica (rank 3; 122 out of 523 respondents each or 22.30%), and Conduent (rank 4; 120 out of 523 respondents each or 22.90%) are the total demographic.

Table 2 shows the sample distribution based on employee position. Firms were classified according to position as rank and file (rank 1; 508 out of 523 respondents or 97.10%), and supervisory (rank 2; 15 out of 523 respondents or 2.90%) are the total demographic.

Table 2 Sample Distribution of BPO Company Profile based on Position

Position	Counts	%	Rank
Rank and File	508	97.10	1
Supervisory	15	2.90	2
Total	523	100	

The results in Table 3 indicate acceptable convergent validity for all constructs, following the removal of several low-loading items during pilot testing. The retained indicators for Human Resource Practices (0.719–0.762), Transformational Leadership (0.783–0.813), and Employee Resilience (0.753–0.766) all exceed the minimum factor loading threshold of 0.50, demonstrating that only items with sufficient individual reliability were kept in the final measurement model. Likewise, the AVE values for Human Resource Practices (0.543), Transformational Leadership (0.644), and Employee Resilience (0.575) surpass the required 0.50 benchmark, confirming that each construct explains more than half of the variance in its indicators and thus meets the criterion for convergent validity. Following item refinement during the pilot test, the composite reliability values remained strong, with Human Resource Practices at 0.809, Transformational Leadership at 0.884, and Employee Resilience at 0.835—each well above the recommended minimum of 0.70. These results collectively indicate that the remaining items reliably measure their respective constructs and that the measurement model is both valid and internally consistent.

Table 3 Measurement Model Analysis

Construct	Items	Loadings	Ave. Var. Ext.	Composite Reliability
Human Resource Practices	1	0.719	0.543	0.809
	3	0.728		
	4	0.762		
Transformational Leadership	2	0.813	0.644	0.884
	3	0.783		
	5	0.808		
Employee Resilience	6	0.806	0.575	0.835
	1	0.753		
	3	0.755		
	4	0.766		

Table 4 shows the results of the moderation analysis indicate that Human Resource Practices (HRP) have a significant positive effect on Employee Resilience (ER) among BPO employees. An estimate of 0.361 ($p < .001$) suggests that when organizations implement effective HR practices—such as training



programs, career development initiatives, and employee well-being policies—employees are more likely to demonstrate resilience. This finding highlights the role of HR strategies in helping employees adapt to change, manage stress, and recover from workplace challenges.

Table 4 Moderation Analysis

Predictor	Estimate	SE	t	p
Intercept	3.367	0.1793	18.78	<0.001
HRP	0.361	0.0375	9.64	<0.001
TL	0.128	0.0374	3.43	<0.001
HRP×TL	0.475	0.1495	16.55	<0.001

In addition to HR practices, Transformational Leadership (TL) also has a significant direct effect on employee resilience, with an estimate of 0.128 ($p < .001$). This suggests that leadership behaviors that inspire, motivate, and support employees contribute to their ability to cope with adversity. Transformational leaders build trust, communicate a compelling vision, and encourage personal growth, which empowers employees to develop the confidence and adaptability needed to thrive in fast-paced work environments like the BPO industry.

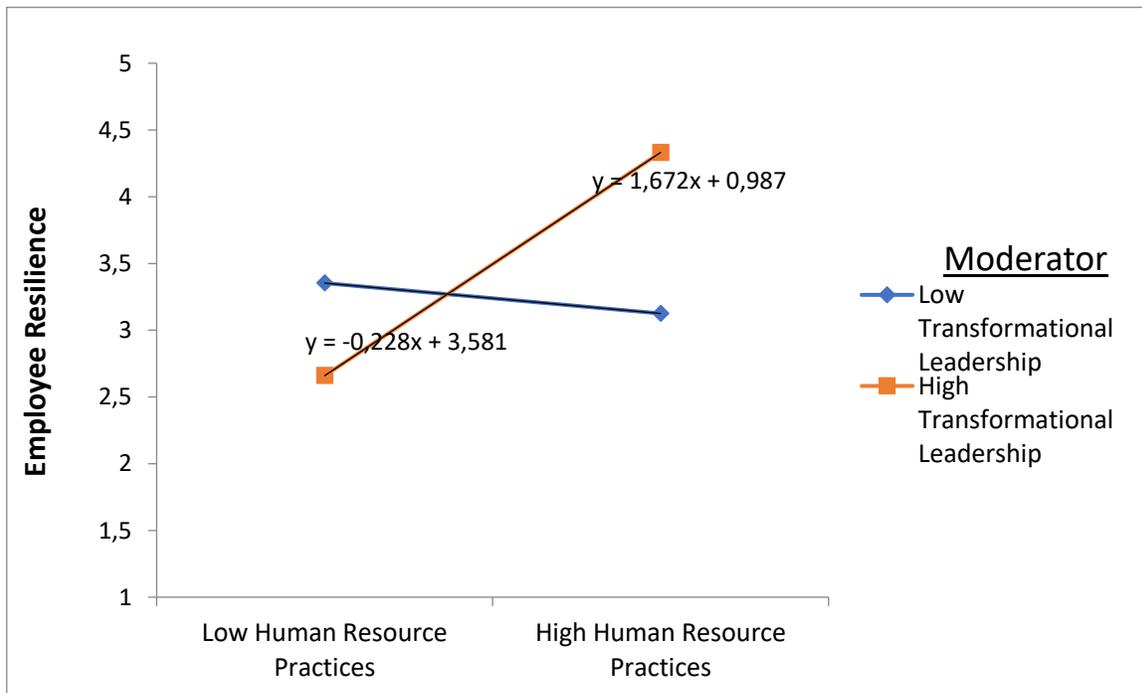


Figure 1 Effect of HRP to ER on Different Levels of TL

Furthermore, the interaction effect between HRP and TL (estimate = 0.475, $p < 0.001$) confirms that Transformational Leadership significantly moderates the relationship between HR practices and employee resilience. This means that HR strategies are more effective in fostering resilience when leaders actively engage with and support their employees. In workplaces where leaders model positive behaviors and encourage continuous development, employees are more likely to embrace HR initiatives, amplifying the



impact of these practices on resilience. This interaction underscores the importance of aligning HR policies with leadership behaviors to create a supportive and adaptive organizational culture. This moderation analysis is illustrated in Figure 1.

Model Fit Features

Table 5 exhibits the model fit measures indicate a highly effective and well-fitting model. With a strong R value of 0.902 and an R^2 of 0.813 (adjusted R^2 at 0.811), the model explains 81.3% of the variance in the dependent variable, demonstrating strong predictive power. The low AIC (-1268) and BIC (-1230) suggest a good balance between fit and complexity, with the AIC indicating a slightly better model fit. Additionally, the RMSE of 0.0707 reflects a high level of precision, with minimal deviation between predicted and observed values. These metrics collectively confirm the model's robustness and reliability in explaining the dependent variable.

Table 5 Model Fit Measures

R	R^2	Adjusted R^2	AIC	BIC	RMSE
0.902	0.813	0.811	-1268	-1230	0.0707

V. CONCLUSION

The findings of this study demonstrate that Human Resource Practices (HRP) strengthen Employee Resilience (ER), but their effectiveness is significantly amplified when supported by Transformational Leadership (TL). Leaders who provide motivation, emotional support, and clear direction help employees engage more fully with HR initiatives such as training, career development, and well-being programs, making these efforts more meaningful and impactful.

Given the fast-paced and high-pressure nature of the BPO industry, the results indicate that HR programs alone are insufficient for building resilience. Transformational leaders play a crucial role by fostering a growth mindset, encouraging innovation, and guiding employees through workplace stress—ensuring that HR practices are not merely implemented but embedded into daily work experiences.

A holistic approach that aligns HR strategies with transformational leadership is therefore essential for BPO organizations. By combining structured HR support with strong leadership behaviors, companies can cultivate a workforce that is both competent and adaptable, ultimately enhancing employee well-being, reducing turnover, and improving organizational performance.

Theoretical and Practical Implications

This study strengthens theoretical understanding of how Human Resource Practices (HRP) and Transformational Leadership (TL) jointly influence Employee Resilience (ER). Prior research shows that HRP can enhance well-being and adaptability (Katkar et al., 2024; Rurkkhum, 2023), yet other studies report inconsistent effects when HR initiatives are perceived as insufficient or poorly implemented (Lu et al., 2022; Shao & Peng, 2023). The present findings help clarify this discrepancy by demonstrating that HRP become substantially more effective when paired with transformational leadership. Consistent with leadership theories emphasizing empowerment and psychological safety (Waidyaratne, 2022; Yu & Xiang, 2024; Madi Odeh et al., 2021), TL acts as a catalyst that strengthens employees' interpretation and internalization of HR initiatives.

The results also highlight contextual nuances specific to the Philippine BPO sector, where employees face persistent and structural stressors such as night shifts, demanding client interactions, and strict



performance expectations (Bernardo et al., 2023; Candelario et al., 2024). Unlike crisis-oriented resilience research (Franken et al., 2022; Širca et al., 2024), resilience in this setting develops in response to continuous high-pressure conditions, making the alignment of HRP and TL especially critical. Accordingly, the study advances HRM and leadership theory by showing that ER is not solely shaped by formal HR systems nor by leadership behaviors alone but by their combined, reinforcing effects—explaining why similar HR practices may lead to different outcomes across organizations.

For BPO employees, this means that resilience—the ability to handle stress, adapt to change, and recover from setbacks—doesn't come from HR policies alone. It's heavily influenced by the behavior of their leaders. When managers model positivity, encourage growth, and provide clear direction, employees are better equipped to navigate the challenges of the job. Simply put, a training program or wellness policy has limited impact if employees don't feel supported by leadership. Organizations must recognize that building resilience requires both structural HR systems and relational leadership practices working together.

The takeaway for BPO organizations is straightforward: don't separate HR strategy from leadership development. To build a workforce that can handle the demands of a rapidly changing environment, companies need to develop leaders who know how to inspire and empower their people. Investing in transformational leadership training alongside HR initiatives will create employees who are not just technically skilled but also mentally and emotionally prepared to perform in challenging conditions. This approach will lead to lower attrition, higher engagement, and better long-term performance—outcomes every BPO company needs to stay competitive.

Limitations of the Study and Suggestions for Future Research

One of the limitations of this study is its reliance on self-reported survey data, which may be subject to social desirability bias and individual interpretation of HR practices, transformational leadership, and organizational justice. The responses may not fully capture the objective reality of these workplace factors, as perceptions can vary significantly among employees. Additionally, the study focused on BPO employees in the National Capital Region, which limits the generalizability of the findings to other regions or industries with different organizational structures, and leadership styles. Future studies could expand the scope by incorporating a more diverse sample across different geographical locations and industries to enhance the applicability of the findings. Furthermore, this study employed a cross-sectional design, making it difficult to establish causal relationships between HR practices, transformational leadership, and employee resilience. Longitudinal studies should be conducted to examine how these factors interact over time and influence resilience in dynamic work environments.

Future research could also explore additional moderating or mediating variables that may further explain the relationship between HR practices and employee resilience. For example, investigating the role of employee engagement, psychological safety, or job autonomy could provide deeper insights into how HR strategies contribute to resilience in different workplace settings. Moreover, qualitative research methods such as in-depth interviews or case studies could be used to complement quantitative findings and capture employees lived experiences regarding leadership styles and fairness perceptions. Finally, incorporating objective performance metrics alongside self-reported resilience measures could provide a more comprehensive understanding of how resilience translates into actual work outcomes. Addressing these research gaps would contribute to a more holistic perspective on fostering employee resilience through effective human resource management strategies.



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