

Future of Work and Society 2025

Shaping Tomorrow's World: Human-Centric Approaches to the Evolving Landscape of Work
and Society

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About the Conference

The Future of Work and Society 2025 bring together academics, researchers, policymakers, and industry leaders to shape human-centric solutions in a rapidly changing world.

Main Theme: Shaping Tomorrow's World: Human-Centric Approaches to the Evolving Landscape of Work and Society

Sub-Themes:

The Algorithmic Workplace

Rethinking the Organization

Public Policy & Social Structures

Education for Tomorrow

Global Work, Local Lives

Organizers:

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Venue:

Abbottabad University of Science & Technology (AUST)

Employee Resilience Dynamics in SMEs under Environmental Turbulence: A Conservation of Resources Theory Approach

Tayyaba Rafique Makhdoom*

Institute of Business Administration
University of Sindh, Jamshoro
Pakistan
National Institute of Psychology
Quaid-i-Azam University, Islamabad
Pakistan
Email: tayyaba@usindh.edu.pk

Rubina Hanif

National Institute of Psychology
Quaid-i-Azam University, Islamabad
Pakistan
Email: drrubinahanif@nip.edu.pk

**Corresponding author's Email: tayyaba@usindh.edu.pk*

Author's Biography



Dr. Tayyaba Rafique Makhdoom is an Assistant Professor at the University of Sindh and a Postdoctoral Fellow at the National Institute of Psychology (NIP), Quaid-i-Azam University. Holding a Ph.D. in Business Administration, her research specializes in organizational dynamics, human resource management, employee turnover, workplace resilience, and online shopping behaviour. She has extensively published and presented her work across national and international scholarly platforms.



Prof. Dr. Rubina Hanif is a Tenured Professor and Director of the National Institute of Psychology (NIP), Centre of Excellence, Quaid-i-Azam University, Islamabad. She completed her Ph.D. from QAU and advanced her research through an HEC Post-Doctoral Fellowship at Goldsmiths, University of London, and a Fulbright Scholar award at the University of Houston, USA. her core research specializes in developmental dynamics, social behavioral patterns, school/workplace bullying, and positive youth development. She has a vast record of publications, leads community-based wellness initiatives, and serves on multiple national advisory boards.

Abstract

Workplaces are prone to challenges and adversities, and employees are evident to be the significant players in facing and overcoming challenges. Resilient employees cope with challenges and as a significant organizational resource they can contribute to survival and prosperity of organization. SMEs are deemed more vulnerable during a crisis due to limited resources and for sustaining in uncertain business environment SMEs should develop employee resilience. Conservation of Resource (COR) theory is a motivational-stress theory which holds that people strive to obtain, retain, and protect things they value, and threat to resources triggers stress and motivates behaviors to defend and accumulate them. Literature about employee resilience highlights the role of authentic leader, perceived organizational support, and organizational identification in fostering employee resilience, while there is environmental turbulence that can interfere in employee resilience development, whereas employee resilience is associated with employee performance. This is a concept paper that analyzes employee resilience of SME employees in the lens of COR theory, in which authentic leadership is a social resource that results in a organizational resource i.e. perceived organizational support, which contributes in personal resource i.e. organizational identification, which results in employee resilience as another personal resource. Environmental turbulence is a primary source of stress because it threatens employee resilience, organizational identification and external resources, but employee resilience influence employees to bounce back and result in employee performance. The model will provide theoretical framework for empirical research, which will help in improving human resource practices and policies.

Keywords:

Authentic leadership; perceived organizational support; organizational identification; employee resilience; environmental turbulence.