

# Human Resource Management and the Influence on Organizational Resilience for a Private Company. Trujillo – 2024

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The research aimed to analyze human resource management and its influence on organizational resilience in a private company in Trujillo, 2024. Through a causal correlational design and a quantitative approach, validated questionnaires were applied to a sample of 50 employees from a private organization. The results indicated that human resource management has a significant influence on organizational resilience, explaining 96.7% of its variability (Nagelkerke  $R^2$ ). Specifically, a strong influence was found on adaptation capacity (96.7%) and planning (90.6%). The analysis also revealed a positive impact on organizational learning, explaining 74.5% of its variability. These findings led to the conclusion that strategic human resource management is crucial for strengthening resilience, positioning it as a key factor for the company's sustainability and competitiveness in the face of internal and external challenges.

**Keywords:** management, human resources, organizational resilience, private company.

## 1. Introduction

Over the last decade, human resource management has been complemented by organizational resilience in private companies, radically changing the strategic practices used for human resources, such as personnel selection, training, performance evaluation and motivation, influenced the company's ability to adapt and recover from adverse situations; therefore, the business sector has focused on the achievement of useful knowledge to improve business management in contexts of uncertainty and strengthen competitiveness in the local environment.

And this happens because the tactical management of human talent can become a pillar of business resilience, thus promoting inclusive growth and a work environment that fosters the integral development of employees, achieved through the examination of how personnel management strategies can generate a tenacious and engaged workforce. In this sense, it seeks to contribute to the understanding of how these practices are aligned with the Sustainable Development Goal (SDG) that promotes decent work and economic development through the establishment of full and productive jobs, as well as the guarantee of decent working conditions that strengthen the potential of companies to face setbacks and contribute to sustainable development.(Organización de las Naciones Unidas [ONU], 2022)

Internationally, business entities face increasingly complex and varied threats, such as globalization, economic volatility, fierce competition, and rapidly evolving technology. In this context, the ability of these organizations to adapt quickly to the convulsed conditions of the economic scene and recover from adversity serves as central to the maintenance of their survival and notoriety in a commercial field that moves in capricious ways.(El Atiek & Goutte, 2023)(Capapé et al., 2016)

In the context of interconnectivity, part of the problems that sow uncertainty on the world stage are: economic volatility, global competition, accelerated technological changes and systemic crises, such as the COVID-19 pandemic. These challenges require organizations to be resilient, that is, able to adapt and recover in the face of adversity, maintaining their operational effectiveness and competitiveness in the global market.(Faeni et al., 2023)(Zhou et al., 2023)

In the face of these challenges, organizational resilience and effective management of human elements become fundamental pillars for business sustainability. Resilience makes the timely plasticity of organizational entities feasible according to their real present context, through anticipation and risk mitigation, and taking advantage of new opportunities. On the other hand, personnel management focused on ensuring the maturation of talent, well-being at work and the creation of a favorable organizational climate, contributes to strengthening the resilience of the company and improving its ability to face internal and external challenges.(Ervina et al., 2022)(Pagola, 2023)(Sambowo & Hidayatno, 2021)

At the national level, Peru faces economic and social challenges, such as labor informality, restricted contact with high-standard education and health, as well as gender disparity and poverty (Cordero et al., 2014). These factors can affect the resilience of companies by generating job instability, low productivity, and difficulties in attracting and retaining qualified human talent (Pérez, 2021).

Locally, Trujillo faces specific challenges in its business environment, such as regional competition, limited infrastructure, and a shortage of highly skilled human capital. The implementation of organizational resilience strategies and effective HR management are capable of clear milestones between achievement and ruin, thus developing policies and practices that foster flexibility, innovation, and collaboration, as well as promote an inclusive, participatory, and motivating work environment.

Therefore, organizational resilience and HR management are fundamental aspects for business sustainability in the current context. In different areas of development, companies face complex challenges that require a proactive and adaptable response.

In a related approach, Dewi et al. (2022) highlight that innovation plays a fundamental role as a bridge between personnel management and organizational success. While innovation mediates this relationship, there is also a direct effect of talent management on success, indicating that strategic management can drive both innovation and organizational performance. On the other hand, Wijaya et al. (2022) reinforce this idea by pointing out that the quality of human elements has a significant impact on key aspects of business performance, such as the increase in revenues and the decrease in labor costs. This result underscores the relevance of investment in quality and human capital development as a driver for sustainability and organizational growth.

Likewise, studies by Taiser and Al-Zubaidi (2022) and Njuguna et al. (2021) agree that personnel management practices, especially in terms of recruitment, selection, and training, are strongly correlated with improving organizational resilience. The robustness of this relationship suggests that effective human resource management not only promotes short-term success, but also strengthens the potential of organizations to adapt and thrive in situations of change or uncertainty.

Based on the theoretical essence that sustains the HR management variable, it is important to start by defining what is understood today regarding this specialty in administration. For example, Louffat (2012) stated that HR management consists of four proactive processes based on the fundamentals of general management: planning, organizing, directing, and controlling, which urges all elements of this department to converge on the idiosyncratic axis that the associate is the indisputable and essential cog in the survival of a corporation. For his part, Mondy (2010) assured that this direction refers to the preparation of the human endowment to cover different activities, since, later, this endowment will be inserted in a wide variety of operational and administrative processes of the line.

From its conception, Díaz (2017) proposed HR management as a means of development that, inevitably, begins with the individual development of the employees who will be part of an organization and those who are already part of an organization. However, this maturation is not free or dispersed, but, strategically, aims to benefit the entire institution.

However, Castillo (2012) defines it as a process of assimilation and compatibility. In other words, for him, HR management is not about admitting any element to be part of the organization, but about identifying those who can be integrated into the ideological profile and the organizational social environment of the company, since, even when there is a lot of potential in the element, the lack of compatibility can mean different problems.

In the sense of the aforementioned definitions, it can be assured that they all provide a fragment of what HR management is, that is, they all mention the parts that are understood today with respect to this variable, however, the current construction is based on a progressive process of contributions from different theories. For example, Taylor and Fayol's (1973) classical theory of scientific management, formulated at the height of the twentieth century, orbits around the recurrence of scientific tactics that aim to adjust the effectiveness and performance of the workforce.

An eminent pillar of this proposal was the division of labor, promoting that each worker specialize in specific tasks to increase the efficiency of the production process. This approach also advocates the meticulous study of times and motions, using scientific methods to analyze and optimize each step of the work (Taylor and Fayol, 1973).

Another central component of this theory was the careful selection and training of workers. Regarding this element, it is proposed to assign each individual tasks that fit their skills and abilities, with the aim of maximizing their performance. Likewise, the theory introduces the idea of incentives and pay for performance, seeking to motivate employees to achieve higher production standards through salary rewards linked to performance. (Taylor & Fayol, 1973)

In the context of HR management, the influence of Taylor's theory is reflected in the way jobs are designed, staff are selected and trained, as well as in the implementation of performance-

based incentive systems. However, this theory focused only on the development of the utilitarian aspect within HR management, an aspect that is important for every company and institution, but that excludes the worker as a human being with inseparable psycho-affective and social dimensions. (Nhema, 2015)

For this reason, and in the face of the evident lack of knowledge of Taylor and Fayol's theory (1973), another theory emerged that is well known today: Mayo's theory of human relations (1998), cited by Chiavenato (2009), which emerges as a counterposition to the classical theory. This approach maintains that management focused on the human dimension of people leads to greater productivity, as demonstrated in the experiments in Hawthorne, where there was a significant increase in productivity, seeming to be a "win-win" strategy, since the company benefited, but the worker also managed to feel satisfaction.(Chiavenato, 2009)

Although it was very well received at the beginning, the theory of human relations could not replace the criticized utilitarian theory of Taylor and Fayol (1973), but, with the passing of the decades and the studies on the subject, it was possible to place these two theories as complementary visions within HR management, since, Unbalancing management by focusing too much on psychological and social needs, usually brings damage to the design and operation of tasks, bringing a lot of general inefficiency.(Chiavenato, 2009)

Based on these basic conceptions, the perspective of organizational behavior is born, which is a sphere of knowledge projected to the analysis of the way in which individuals act within corporations and how their agency impacts the effectiveness and performance of the entity.(Robbins & Judge, 2017)

This approach was nourished by the work of McGregor (1960), who presented theory X and Y. Theory X suggests that employees have an inherent aversion to work and prefer to be directed and controlled, while theory Y holds that employees can find satisfaction in work, are creative, and self-directed. McGregor (1960) argued that managers' perception of their employees influences their leadership style and organizational culture.(Robbins & Judge, 2017)

Herzberg (1968), on the other hand, developed the influential two-factor theory or theory of motivation and hygiene. He noticed the consistency of two groups of components that affect the feeling of fulfillment at work: hygiene components, such as working conditions and remuneration, which, when absent, cause dissatisfaction, and motivational factors, such as recognition and achievement, which, when present, generate satisfaction and motivation.(Robbins & Judge, 2017)

Argyris (1977) focused his attention on the link between the corporate schema and individual behavior. His theory includes concepts such as "organizational learning" and "action theory," highlighting the importance of organizational adaptability and continuous improvement. He introduced the notion of the learning "double loop," where organizations not only correct mistakes, but also question and adjust their fundamental practices and assumptions.(Robbins & Judge, 2017)

All these models are integrated to a different extent with the approach of Armstrong (2006) who, currently, is an eminent thinker in the field of HR management, providing a comprehensive theoretical and practical framework that has guided professionals and

academics. His work stands out for presenting a systematic approach to people management, with which he defines it as the alignment of organizational strategies advocating for evidence-based HR practices adapted to the specific needs of each organization, costs, teamwork and motivation management, which has contributed significantly to professionalization and strategy in the field of employee management.

Regarding the variable of organizational resilience, Linnenluecke's (2017) definition is cited, which assumes it as the potential of a company to face, adapt and recover quickly from adversities, maintaining continuous operation and minimizing the negative impact.

For McCann and Selsky (2012) they define it as the ability of an organization to anticipate, prepare, respond to incremental and sudden changes in order to survive and thrive; This includes the ability to pivot quickly in response to unexpected changes in the market and adjust operational and business strategies effectively. From an operational perspective, Sheffi and Ric (2005) describe it as the ability of the company's operations to continue their critical activities under various risk conditions, through robust systems and anti-contingency tactics that lead to the survival of the business and effective crisis management.

These definitions allow an exploratory understanding of the variable, but theoretical models or approaches that provide a deeper understanding are required, such as the theory of ecological resilience, developed by Holling (1973), which describes the attribute of ecosystems to withstand and reemerge in the midst of certain disturbances while maintaining their essential functions and structures. This theory has been adapted to analyze resilience in organizations, where it is considered as the ability of a company to anticipate, prepare, respond and adapt to unexpected changes (Holling, 1973; Khan et al., 2019).

In the business environment, several ecological principles are applied to strengthen organizational resilience. Among them, diversity and redundancy are crucial to avoid dependencies and ensure operational continuity during crises. In addition, the ability to learn and adapt allows companies, like ecosystems, to learn from interactions with their environment and proactively manage risks (Hillmann, 2021). Connectivity, by facilitating flows of resources and support between entities, and speed of response, which minimizes damage and facilitates recovery, are also important aspects of resilience in both ecosystems and companies (Akpınar & Özer, 2022).

Another more relevant theoretical model is that of Cohen and Levinthal (1990) whose name was the absorptive capacity theory, which focuses on the ability of an organization to identify, assimilate and exploit external knowledge. This theory has been applied not only in innovation and organizational learning, but also in organizational resilience.

The ability to absorb begins with the ability of the organization to recognize the significance of external information, a crucial element for its development and survival. This process includes the identification and acquisition of relevant external information, followed by its assimilation, where the organization processes and understands the information to adapt it to its internal contexts. Finally, the exploitation of this assimilated knowledge is applied to improve competitiveness and organizational objectives through the development of novel products, procedures or entrepreneurship schemes (Zahra & George, 2002).

In terms of organizational resilience, this capacity becomes more relevant, as it empowers

organizations to anticipate and adapt to unexpected changes and adversities. Absorption ability facilitates early detection of technological, market, or regulatory changes, and is essential for organizations to respond effectively to challenges and opportunities (Todorova & Durisin, 2007).

On the other hand, the theoretical proposal developed by Duchek (2020) on organizational resilience is nourished by previous conceptions and conceives this variable as a compound and dynamic capacity, essential for the survival and continuous evolution of institutions in an uncertain and challenging environment. The model is distinguished by its focus on internal capabilities that enable organizations to anticipate crises, manage them effectively, and adapt to long-term consequences.

Due to the relevance of this approach, Obregon (2023), also taking ideas from Stephenson et al. (2010), managed to condense the operational guidelines of the model to generate a way of measuring this variable. In this instrument, he inquires about the importance of continuous learning and the development of internal capacities that equip organizations to face future challenges. He argues that resilience is built through the accumulation and application of knowledge acquired in previous experiences, which allows not only to recover from crises, but also to plan for the future.

### 3. RESULTS

Table 1. Human Resources Management Level of a Private Company in Trujillo

Variable	Loud		Middle		Low		Total
	n	%	n	%	n	%	n
Dimensions							
Human Resource Management	38	76	9	18	3	6	50
Personnel Selection	36	72	11	22	3	3	50
Staff Training	38	76	9	18	3	6	50
Performance Evaluation	38	76	9	18	3	6	50
Motivation	35	70	10	20	5	10	50
Teamwork Development	38	76	9	18	3	6	50

The levels of human resource management in a private company in Trujillo are observed, showing that in all the dimensions evaluated—human resources management, personnel selection, staff training, performance evaluation, motivation, and teamwork development—most of the results are concentrated at the high level, with percentages ranging between 70% and 76%. Specifically, motivation obtained 70% at the high level, while the other dimensions reached 76% at this level. The medium level is less represented, with percentages between 18% and 22%, and the low level is the least frequent, varying between 3% and 10%, the latter being observed in the motivation dimension.

*Level of organizational resilience of a private company in Trujillo*

Variable	Loud		Middle		Low		Total
	n	%	n	%	n	%	n
Dimensions							

Organizational resilience	38	76	7	14	5	10	50
Organizational Resilience	36	76	3	13	6	11	50
Adaptability	38	76	10	20	2	4	50
Planning	24	48	17	34	9	18	50

The level of organizational resilience in a private company in Trujillo is described, highlighting that most of the dimensions —general organizational resilience, specific organizational resilience, and adaptability— are predominantly at the high level, with percentages ranging from 76% for organizational resilience and adaptability to 48% for planning. The medium level has a higher frequency in the planning dimension with 34%, while the other dimensions range between 13% and 20%. The low level is most represented in the planning dimension (18%) and is less frequent in the other dimensions, where it varies between 4% and 11%.

### *Influence of Human Resources Management on the Organizational Resilience of a Private Company in Trujillo*

Model	Fit Model	Chi-square	Gl	Gis.
Intersection only	206.703			
Final	0.000	206.703	12	0.000
Pseudo R square				
Cox and Snell	0.722			
Nagelkerke	0.967			
Mcfadden	0.933			

It is observed that the final regression model is significant, with a Chi-square value of 206.703, 12 degrees of freedom and a p-value of 0.000, which allows us to reject the null hypothesis and suggests that human resource management significantly influences organizational resilience in Trujillo's private enterprise. In addition, the Nagelkerke coefficient of 0.967 indicates that 96.7% of the variability in organizational resilience can be explained by human resource management, while the remaining 3.3% of the variability is attributed to other factors not included in the model. The coefficients of Cox and Snell (0.722) and McFadden (0.933) reinforce the high explanatory capacity of the model, highlighting the considerable contribution of human resource management to the organizational resilience of the company studied.

### *Influence of Human Resources Management on the Adaptability of a Private Company in Trujillo*

Model	Fit Model	Chi-square	Gl	Gis.
Intersection only	63.999			



Final	0.000	63.999	2	0.000
Pseudo R square				
Cox and Snell	0.722			
Nagelkerke	0.967			
Mcfadden	0.933			

It is observed that the regression model is significant, with a Chi-square value of 63.999, 2 degrees of freedom and a p-value of 0.000, which allows us to reject the null hypothesis and suggests that human resource management significantly influences the adaptability of Trujillo's private enterprise. Nagelkerke's coefficient of 0.967 indicates that 96.7% of the variability in adaptability can be explained by variation in human resource management, while the remaining 3.3% is influenced by other factors not contemplated in the model. The coefficients of Cox and Snell (0.722) and McFadden (0.933) support this high explanatory capacity of the model, underlining the importance of human resource management in the adaptive capacity of the company analyzed.

*Influence of Human Resources Management on the Planning of a Private Company in Trujillo*

Model	Fit Model	Chi-square	Gl	Gis.
Intersection only	59.029			
Final	2.642	56.387	2	0.000
Pseudo R square				
Cox and Snell	0.676			
Nagelkerke	0.906			
Mcfadden	0.822			

It is shown that the regression model is significant, with a Chi-square value of 56.387, 2 degrees of freedom and a p-value of 0.000, which allows us to reject the null hypothesis and shows that human resource management significantly influences the planning of Trujillo's private enterprise. Nagelkerke's coefficient of 0.906 indicates that 90.6% of the variability in the company's planning can be explained by human resource management, while the remaining 9.4% corresponds to other factors not included in the model. The coefficients of Cox and Snell (0.676) and McFadden (0.822) also support the high explanatory capacity of the model, underlining the relevant role of human resource management in the effectiveness of the organizational planning of the company studied.

*Influence of Human Resources Management on Organizational Learning of a Private Company in Trujillo*

Model	Fit Model	Chi-square	Gl	Gis.
Intersection only	45.990			
Final	5.417	40.573	2	0.000



Pseudo R square

Cox and Snell 0.556

Nagelkerke 0.745

Mcfadden 0.591

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It is observed that the regression model is significant, with a Chi-square value of 40.573, 2 degrees of freedom and a p-value of 0.000, which allows us to reject the null hypothesis and suggests that human resource management has a significant influence on the organizational learning of the private company in Trujillo. Nagelkerke's coefficient of 0.745 shows that 74.5% of the variability in organizational learning can be explained by human resource management, while the remaining 25.5% is influenced by other factors not considered in the model. The coefficients of Cox and Snell (0.556) and McFadden (0.591) also support the explanatory capacity of the model, highlighting the importance of human resource management in promoting organizational learning in the analyzed company.

### 3. DISCUSSION

Regarding the general objective of identifying how human resource management influences the organizational resilience of the private company studied, what was found was that almost all of the variability of organizational resilience was positively explained by the influence of human resource management. This suggests that the strength of organizational resilience could depend heavily on well-structured human resource management.

This finding can be compared with what was obtained by Njuguna et al. (2021) who, when seeking to determine the role of human resource management practices in the development of organizational resilience in hotels in Nairobi, Kenya, were able to determine that management practices, such as recruitment, selection, and training of the employee, were correlated and had a significant strong impact on organizational resilience within hotels.

However, what Jara (2023) found differs markedly from the results of this work, since, when finding out whether human resource management was associated with the resilience of construction companies in Huaraz, what he found was that key aspects of talent management such as motivation and team building showed only weak relationships with resilience, thus showing that, although the influence of human resource management is significant, other factors pending study could be more prominent and decisive.

What the theory supports in this regard is that, according to Díaz (2017), HR management is like a means of development that, inevitably, begins with the individual development of the employees who will be part of an organization and those who are already part of an organization, translating this into a high and comprehensive strengthening of the organization, aligned with the concept of organizational resilience. For his part, Obregon (2023) points out that organizations must be able to reconfigure their resources – including human resources – to adjust to emerging market conditions and challenges. This capability not only implies a flexible response to external changes, but also a competitive advantage and greater operational stability.

What can be reflected in this fragment of the discussion is how strategic human resource management strengthens organizational resilience, showing that the continuous development of employees is key to the stability and adaptation of the company. However, results may vary depending on the context, suggesting that factors such as innovation, organizational culture, and resilient leadership also influence the organization's ability to respond to external challenges. This finding drives leaders to adopt comprehensive practices that turn resilience into a strategic advantage to face a dynamic market.

Regarding the first specific objective of identifying how human resource management influences the ability to adapt in a private company, what was discovered was that the variability of this capacity was almost entirely and positively explained by human resource management. This indicates that proper human resource management is key to organizational adaptability, allowing us to respond effectively to changes and challenges.

This is in line with the work of Pérez (2021) who deployed his research in a bank agency in Tarapoto, finding that human resource management was strongly linked to the adaptability of the platform's employees, since, by promoting vigor and dedication, they encouraged their desire to adapt to the difficulties generated by the organization itself by not providing the necessary infrastructure due to carelessness.

In contrast, Wijaya et al. (2022) moved a little away from the results presented in this study document, since, in their research carried out in SMEs in Indonesia, the authors highlighted that the way of managing human resources, despite being quite inefficient, generated a good share of market share, profits and turnover. This, at least in the SME scenario, may be due to the fact that their small size and the frequency of family constitution allows the natural stimulation of values such as commitment and tenacity without the requirement of specialized human resources management.

On the other hand, from the theoretical appreciation, what could be expected is to find a strong influence of management on the ability to adapt, since, according to Armstrong (2020), the work carried out by the personnel management department is an investment in the acquisition and development of capabilities by employees, which are projected to adjust to different scenarios that may occur within the company. Similarly, from the theoretical framework of resilience, Hillmann (2021) points out that the ability to adapt allows companies, as well as ecosystems, to observe interactions with their environment and proactively manage risks, which suggests that, from the perspective of human resource management, fostering a proactive and flexible organizational culture. The adaptive capacity needed to face external challenges effectively can be strengthened.

What can be contributed to the discussion of this specific objective is the reflection that human resource management emerges as an essential pillar to strengthen organizational adaptability, suggesting that a strategic management of personnel not only improves internal flexibility, but also prepares the company to effectively face the changing demands of the environment. This implies that leaders must promote practices that motivate and develop the team, fostering a culture of proactivity and continuous learning. Thus, human resource management helps the organization face external challenges in a resilient manner, consolidating a lasting competitive advantage.

Regarding the second specific objective of identifying how human resources management influences the organizational planning of a private company, it was determined that a very high percentage of the variability in planning could be explained by human resources management, indicating that a strategic administration of human resources strengthens the company's capacity to organize and forecast adequately. It follows that effective planning is not only an isolated process, but depends to a large extent on proper management of human resources.

In line with this finding, Alejandro and Páucar (2022), who undertook the purpose of studying human talent management and its relationship with aspects of the resilience of a gas distribution company in Huancayo, were able to determine that the updating of the required professional profile, training, and personnel distribution skills strongly influenced the company's capacity for return on investment. from which we can highlight the power that human resource management has over planning capacity, which is the most important attribute of a company to ensure control of the return on investment in the medium and long term.

In contrast, Aroste (2022) provided findings of a different nature with respect to what was determined in this research, since, when analyzing human resource management and its relationship with profitability in a technology consulting company in Lima, he found that this aspect of management did not show strong values in its link with the company's planning capacity. highlighting with this that the profitability of this organization did not seem to depend strongly on the achievements of the human resources department.

However, from theoretical conceptions, presuppositions favor the high influence of human resource management on organizational planning capacity, since, Armstrong (2020) underlines the prominence of a strategic profile of personnel training corresponds to their ability to be prepared and contribute to planning so that no unforeseen event affects the mission and vision of the organization in the long term. something that is complementary to the message of Obregón (2023), who highlights that meticulous and strategic preparation and distribution of personnel is essential to build organizational resilience, anticipating possible crisis scenarios and developing appropriate responses that minimize negative impacts. This fragment of the framework advocates for a strategic vision of human resources that integrates risk management as a central element of organizational management.

In conclusion, human resources management is revealed as a fundamental factor in the strengthening of organizational planning, evidencing that a strategic and well-oriented management of human talent allows the organization not only to foresee and organize more accurately, but also to anticipate potential crisis scenarios. This relationship underscores that effective planning depends significantly on the proper preparation and alignment of personnel, which contributes to maintaining the organizational mission and vision unaltered in the face of unforeseen challenges. Thus, the role of the human resources department expands towards the creation of a resilient and forward-looking structure, where each employee, trained and strategically distributed, becomes a key link in ensuring both the stability and competitiveness of the company in the long term.

Regarding the third specific objective of identifying how human resource management influences the organizational learning of a private company, it was observed that a high percentage of the variability of organizational learning was positively explained by the

influence of human resource management. This allows us to deduce that the development of organizational learning is significantly enhanced when human resources are optimized, impacting the evolution and continuous improvement of the organization.

What Yu et al. (2022) determined in their study is aligned with what was found in the present study, proposing the generalization of the hypothesis that management strongly influences organizational learning capacity. What Yu et al. (2022) observed was that the management of human talent – with or without the mediation of self-efficacy – was strongly and positively associated with organizational resilience even though the study was carried out in companies in different sectors in China.

However, Taiser and Al-Zubaidi (2022), when investigating the link between the variables studied in hotel companies in Iraq, found moderate and not strong positive relationship indices. In companies in this field that depend a lot on the learning capacity of the internal and external environment, the fact that this attribute is influenced by human resources management in a shared way with other factors not yet studied does not allow us to conclude that the role of this management is as decisive as what was found in this study. at least not in all types of organizations.

From the theoretical perspective of Argyris (1977), it is assured that there is a strong link between the operational and corporate scheme and the learning behavior, starting from the individual -the employee-, inevitably impacting the organizational. His theory includes concepts such as 'organizational learning' and 'action theory', highlighting the importance of continuous improvement based on what is learned from the internal and external environment, questioning old ways and adjusting their fundamental practices and assumptions. All this is enriched by the contribution of McCann and Selsky (2012), who highlight the sensitivity and learning capacity of each member, which allow them to pivot quickly in response to unexpected changes in the market and adjust operational and business strategies effectively. Human resource management can support this learning capacity by fostering a culture of continuous improvement and reflection, which generates an effective response and constant organizational learning in the face of market challenges.

This analysis underlines the importance of human resource management oriented to organizational learning, showing that the development of a learning culture is significantly enhanced when human resources are optimized. The observed influence suggests that, by strengthening the skills and continuous growth of the staff, the organization not only adapts better to changes, but promotes an internal evolution based on constant improvement and the ability to reflect. This finding places human resource management as a key element to cultivate an organizational learning mentality that allows questioning and adjusting practices, responding effectively to market demands. By fostering a culture that values feedback and adaptation, organizational learning is not just a reactive process, but a strategic approach that ensures the company's relevance and competitiveness in dynamic and challenging environments.

#### **4. CONCLUSIONS**

First:                                      Regarding the general objective of identifying how human resource

management influences the organizational resilience of a private company in Trujillo in 2024, it was found that this management has a significant influence on organizational resilience, with a Chi-square of 206.703 ( $p = 0.000$ ). The Nagelkerke coefficient of 0.967 indicates that 96.7% of the variability in organizational resilience is explained by human resource management.

Second: In relation to the first specific objective, it is concluded that human resource management significantly influences the company's ability to adapt, supported by a Chi-square of 63.999 ( $p = 0.000$ ) and a Nagelkerke coefficient of 0.967, which explains 96.7% of the variability in this capacity.

Third: Regarding the second specific objective, it was evident that human resources management has a significant impact on the company's planning, with a Chi-square of 56.387 ( $p = 0.000$ ) and a Nagelkerke coefficient of 0.906, which explains 90.6% of the variability in planning.

Fourth: For the third specific objective, it was determined that human resource management significantly influences organizational learning, with a Chi-square of 40.573 ( $p = 0.000$ ) and a Nagelkerke coefficient of 0.745, explaining 74.5% of the variability in organizational learning.

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