INTERNATIONAL JOURNAL OF SOCIAL SCIENCES BULLETIN
ISSN: (E) 3007-1917 (P) 3007-1909
Volume 4, Issue 2, 2026

WHEN LEADERS RESIST CHANGE: HOW A FIXED MINDSET UNDERMINES DIGITAL HRM'S CONTRIBUTION TO ORGANIZATIONAL RESILIENCE

Kashif Sahgol[*1], Dr. Ahmad Tisman Pasha[2]

[*1]*Ph.D Scholar Institute of Banking & Finance Bahauddin Zakariya University Multan*
[2]*Director & Associate Professor Institute of Banking & Finance Bahauddin Zakariya University Multan*

[*1]kashifsehgal007@gmail.com, [2]tisman@bzu.edu.pk

Corresponding Author: *
Kashif Sahgol
DOI: https://doi.org/10.5281/zenodo.18478377

Received	Accepted	Published
05 December 2025	20 January 2026	04 February 2026

ABSTRACT

In disruption-prone and uncertain environments, organizational resilience has become a strategic necessity, particularly for firms operating in labor-intensive and export-dependent industries. Drawing on the Resource-Based View (RBV), this study investigates how Digital Human Resource Management (Digital HRM) contributes to organizational resilience in Pakistan's textile sector, and whether Leaders' Fixed Mindset (LFMS) conditions this relationship. Using a quantitative, cross-sectional research design, data were collected from 410 textile firms through a structured online survey administered to HR managers, directors, and HR professionals. The study employed SPSS for descriptive statistics, reliability and validity analysis, and regression estimation, while moderation testing was conducted using PROCESS Macro (Model 1) with 5,000 bootstrap resamples. The measurement model demonstrated satisfactory indicator reliability, internal consistency, and convergent validity. The findings reveal that Digital HRM has a positive and statistically significant effect on organizational resilience, indicating that digital HR practices enhance firms' ability to sustain continuity and respond effectively under turbulent conditions. Importantly, the results further show that LFMS significantly moderates the Digital HRM–resilience relationship, suggesting that the resilience benefits of Digital HRM are weakened when leaders resist change, experimentation, and learning-oriented system use. From an RBV perspective, Digital HRM represents a potentially valuable organizational resource; however, its strategic value depends on leadership conditions that enable effective deployment and capability development. This study extends digital HRM scholarship by linking HR digitalization to resilience outcomes in a critical emerging-economy manufacturing context, while also highlighting leadership mindset as a key boundary condition. Practically, the findings imply that textile firms should complement digital HR investments with leadership development initiatives to strengthen change readiness and maximize resilience gains.

Keywords: *Digital HRM; Organizational resilience; Leaders' fixed mindset; Resource-based view; Pakistan textile sector*

INTRODUCTION

The textile and apparel industry in Pakistan is often referred to as the mainstay of the manufacturing economy in this country as it dominates the exports, industrialization as well as

the employment levels. Recent national trade statistics indicate that textile group contributed to 52.33% of total exports in Jul-Dec 2024 and 53.47% in Jul-Mar 2025, which proves the heavy concentration of export revenues in one sector only (Pakistan Bureau of statistics, 2024, 2025). This reliance renders the industry both tactical and fragile in its structure: as turbulence strikes the production of textile or delivery of exports, the ripple effect can readily be transferred to macroeconomic indicators via foreign exchange volatility, stress on industrial output, and labour displacement. International competitiveness in the textile and apparel industry at the firm level is increasingly reliant not only on efficiency in production but also on human-capability as reflected in the management of compliance, traceability, quality control and safety sensitive processes at high standards in accordance with strict buyer requirements and changing global standards. Consequently, there is an urge on the textile organizations to create more robust workforce systems which are able to work efficiently under unpredictable circumstances and have the capacity to carry on regardless of the interruption.

To mitigate these forces, organizations across the world are increasing the speed at which they digitalize their HR functions by adopting digital recruitment, training, employee services, and performance management platforms and systems. The term digital HRM (DHRM) is a general term that is used to describe the usage of digital technologies in HR practices in order to enhance efficiency, transparency, integration, and strategic decision-making in organizations. Empirical reviews are increasingly implying that digital HRM can enhance organizational results, but the intensity of such advantages is not universal, and usually defined by situational and implementation-related factors. As an illustration, meta-analytic data suggests that the overall effect of digital HRM on performance is likely to be positive, although the magnitude and regularity of performance enhancements are quite disparate across organizations, which reminds that digital HRM does not necessarily positively influence performance in any context (Theres & Strohmeier, 2023). This level of variability is particularly applicable to manufacturing industries where the HR systems are required to organize labor forces operating in multi shift, meet compliance induced labor needs and provide operational continuity in the face of unpredictable supply and demand. At these, the worth of digital HRM should be measured considering not only the efficiency but also the capability to help in adapting and recovering when there are shocks.

This study is therefore based on organizational resilience (OR) as important organizational capability and outcome in the Pakistani textile and apparel sector. Organizational resilience may be taken to be the ability of firms to take in shock, react efficiently and still keep operating with an aim of attaining goals within volatile settings. The ISO guideline on organizational resilience highlights principles and attributes of resilience that have the potential to ensure continuity and adaptation of organizations in stressful situations instead of failing because of turbulence (International Organization for Standardization, 2017). The framing is especially relevant to the export-oriented textile companies since they can work in environments where buyer-induced uncertainty is high, compliance audits are the norm, supply issues disrupt the chain, and cost shocks occur. In contrast to conventional measures of performance, resilience reflects the capacity to continue and rearrange resources even when things are unstable, which is why it is a better measure of strategic survival of the organization that undergoes recurrent external and internal shocks (International Organization for Standardization, 2017).

Pakistan textile industry exemplifies such a necessity to be resilient in a peculiar manner. Operational breakages and competition pressures are recurrent in this industry and put pressure on these firms to ensure a constant production and export delivery. The evidence in the industry identifies energy cost shocks as a rather destructive destabilizer of productivity and competitiveness. As an example, the All Pakistan Textile Mills Association communications about industry contribute to a significant risk to the viability of firms when the tariffs increase, and the competitiveness drops to 3040% of conversion costs (All Pakistan Textile Mills Association,

2023). These pressures are not abstract, they become production slowdowns, the threat of shutdowns, layoff, and poor performance in export which only add to the situation where organizations are required to develop resilience-related capabilities. In these circumstances, digital HRM can be viewed as a strategy enabler through better coordination of the workforce, compliance system support, and real-time planning of the workforce- however, the results that were seen between textile companies are not uniform.

Even though textile firms in Pakistan are becoming users of HR technologies in the form of HR information systems, digitized payroll and attendance systems, employee records sites, and compliance reporting applications, not every company can gain a real resilience impact because of digitization. Practically, most organizations are having a disjointed digitalization in which HR systems are partially integrated, analytics are not maximized, and HR processes are transformed mechanically creating no workforce flexibility or learning. This creates a digital resilience paradox: digital tools exist, and the resilience benefits that are promised by these tools include faster redeployment, better crisis management, and increased workforce stability, but do not manifest equally among firms. This dilemma is especially important to the textile industry in Pakistan since the export dependence builds up the effects of its disruption since the sector has an extremely large portion of national exports (Pakistan Bureau of Statistics, 2024, 2025). Thus, the point of discussion is not the existence of digital HRM, but when and under what conditions it leads to the effect of resilience.

One of the significant reasons of this inconsistency is that leadership cognition and behavioral orientation to change. Digital HRM implementation is both a process and a socio-organizational change that must be learned, experimented and redesigned as a process and constantly improved. Leaders can make critical decisions on whether digitization turns out as a strategic capacity or a symbolic investment. In this connection, the fixed mindset of leaders (LFMS) is offered as a critical boundary situation that may undermine the performance of digital HRM. The fixed mindset is an attitude that abilities are fixed and less subject to improvement usually decreasing the willingness to experiment, employee education, and capability enhancement. Leaders who think in a fixed way in the organizational change environment can view digital HRM as a compliance-based automation process that focuses on control and standardization and discourages learning, feedback, and adaptation. Consequently, digital HRM can provide administrative efficiencies but not create more resilience-related value including speedy coordination, labor agility, and never-ending capability renewal in times of disruptions. However, when leadership strategies become a matter of learning and developing, digital HRM has a higher chance of being integrated as a responsive system that enables resilience.

Although more academic attention has been given to digital HRM, the existing knowledge is lacking in various significant aspects. To start with, many of the digital HRM insights focus on the efficiency, quality of services, or overall generalized performance results, whereas the outcomes of resilience are underdeveloped and insufficiently tested as the focus dependent modification (Theres & Strohmeier, 2023). This gap is important since resilience reflects continuity and recovery processes, as opposed to performance under stable conditions, and thus needs special research (International Organization for Standardization, 2017). Second, much of the existing literature on digital HRM implicitly assumes that the adoption of technologies creates a benefit, which is insensitive to the role of leadership and organizational context in determining whether digital tools will lead to strategic value creation (Theres & Strohmeier, 2023). Third, the moderating effect of leadership mindset is also a theoretically relevant but empirically underresearched digital HRM-resilience way within the scope of shock-prone manufacturing settings. Fourth, the textile industry of Pakistan is distinctly an important place to study due to its concentration of exports and susceptibility to cost shocks, although it has been poorly modeled in the more general digital HRM literature, which typically utilizes the sample of a developed economy or service industry (Pakistan Bureau of Statistics, 2024, 2025).

As a reply to this, this present study introduces a narrowed down contingency model that is named When Leaders Resist Change: How a Fixed Mindset Undercuts the role of Digital HRM in Organizational Resilience. This model assumes that Digital HRM (DHRM) will be the independent variable, organizational resilience (OR) will be the dependent variable, and leaders fixed mindset (LFMS) will be a negative moderator that negatively affects the positive impact of DHRM on resilience. To be more specific, the scope of this study is to (1) investigate the direct impact of digital HRM on organizational resilience in the Pakistani textile industry, and (2) to experiment on the hypothesis that the fixed mindset of leaders mitigates the direct impact of digital HRM. In this manner, this study can enhance both theory and practice in the following ways. Theoretically, it expands digital HRM scholarship by reorienting the focus on the consequences of general performance to resilience consequences that are more applicable when disruption occurs. It is also used to support contingency reasoning, as it illustrates that the leadership mindset may limit the importance of digital transformation, whereby technology-offering resilience is based on cognitive and behavioral preparedness at the leadership level. In practice, the results may inform the textile companies with the shift to leadership development and change-preparedness initiatives that may enable digital HRM investments to lead to resilience gains instead of staying restrained at administrative automation.

The relevance of this study is particularly high to the textile industry of Pakistan because it is a national economic activity and is vulnerable to any form of destruction. Since in recent times, textiles are over 50 percent of national exports, firm-level resilience has a wider economic stability, employment stability, and competitiveness of exports (Pakistan Bureau of Statistics, 2024, 2025). Moreover, the continued cost shocks and operational stresses provide the environment in which resilience is not just a desirable feature but a strategic requirement (All Pakistan Textile Mills Association, 2023). Thus, the task of determining how digital HRM may be used to promote resilience and why such advantages can be undermined in the face of fixed mindset leadership could offer practical advice to managers, policymakers, and industry stakeholders looking to make the Pakistani economy, which export business is the most essential, more competitive and sustainable.

2. Literature Review and Hypotheses

Digital transformation has radically altered the methods of acquiring, developing, and managing human capital of an organization, and Digital Human Resource Management (DHRM) is not only the strategic capability of organizations, but also an administrative upgrade. DHRM can be defined as the use of digital tools (HR information systems, e-recruitment, e-learning, HR analytics, employee self-service portals, etc.) to increase the efficiency of HR processes, their integration, and strategic value. The last several years have become the period of the powerful scholarly interest in digital HRM as it allows delivering HR services much faster, enhancing transparency, decreasing the amount of manual processing, and empowering the decision-making with the data. The meta-analytic data show that digital HRM is likely to have a beneficial impact on performance outcomes and contribute to operational and strategic benefits, but the level of benefits differs in various organizational settings (Theres and Strohmeier, 2023). This kind of variation implies that performance impacts of DHRM cannot be automatic, but depend on organizational circumstances where digital systems can be transformed into actual capabilities.

2.1. Theoretical Foundation: Digital HRM as a Strategic Resource for Resilience

The correlation between DHRM and organizational results and can be discussed in meaningful terms of the Resource-Based View (RBV) that stated that organizations gain long-term benefits by building valuable, rare, and difficult-to-copy resources and capabilities. Under this reasoning, digital HRM is not merely an IT tool, but also a facilitating infrastructure of workforce capacity, coordination of knowledge and rapid reaction to environmental volatility. The strategic usefulness of DHRM in disruption-induced environments is the ability to enhance the

adaptation and responsiveness of the workforce. Organizational resilience (OR) is becoming the strategic consequence of such a turbulent environment. According to the ISO guideline on organizational resilience, the practice can be described as the capacity of an organization to take in and readjust within a shifting condition and still provide its aims (International Organization for Standardization, 2017). This definition emphasizes on the fact that resilience is not merely survival but entails continuity, learning and adapting to shock conditions. Thus, resilience can be applied to the textile industry where companies are exposed to extreme pressures due to the international customers' demands, compliance audits, uncertainty in demand, energy price crises, and the non-stable state of the supply chains.

2.2. Digital HRM and Organizational Resilience: Empirical Evidence

Empirical literature supports the expectation that DHRM can enhance resilience by strengthening coordination, transparency, and organizational responsiveness. In emerging economy settings, evidence increasingly points toward positive links between digital HRM and resilience-related outcomes. For instance, Ahmić and Ćosić (2025) show that digital HRM positively influences organizational resilience in an emerging economy context, indicating that digital workforce systems can support firms in coping with change and uncertainty. Similarly, research evidence from Pakistan suggests that digital HRM is positively related to organizational resilience across public and private sector organizations, reinforcing the argument that digitized HR systems can contribute to adaptive capacity and continuity when external conditions are unstable (Ovais, 2025). Beyond HR-specific studies, broader digital transformation research also shows that digital capabilities can enhance organizational resilience by enabling agile response and strengthening internal coordination mechanisms. For example, Browder, Davidson, and Van der Meer (2024) provide evidence that digital transformation can foster organizational resilience by enabling adaptive reconfiguration and continuity under disruption, supporting the logic that digitally enabled systems contribute to the resilience capacity of firms. Empirical evidence has lent credence to the expectation that DHRM is able to improve resilience by enhancing coordination, transparency, and responsiveness of the organization. In the environment of emerging economies, there is a growing body of evidence that indicates the existence of favorable relations between digital HRM and results related to resilience. As an example, Ahmić and Ćosić (2025) demonstrate that the digital HRM has a positive effect on organizational resilience in an emerging economy setting, which means that the digital workforce systems can help firms manage change and uncertainty. Equally, a study conducted in Pakistan indicates that the digital HRM insurance of organizational resilience in both the public and the private sector organization is positively correlated with digitized HR systems, confirming the argument that digitized HR systems can help towards adaptive capacity and continuity when there is instability in the external environment (Ovais, 2025). Outside the HR-based literature, the general research on the digital transformation indicates that digital capabilities create the opportunity to achieve increased organizational resilience through the ability to react promptly and increase the effectiveness of internal coordination processes. Indeed, as an example, Browder, Davidson, and Van der Meer (2024) present evidence showing that organizational resiliency can be enhanced by digitally enabling systems by allowing adaptive reconfiguration and continuity in the face of disruption, which supports the rationale that digitally enabled systems are part of the resilience capacity of firms.

These conclusions suggest that DHRM can be a backbone of the organization that sustains the flexibility of the workforce and the ability to respond to crises and stability in compliance matters. DHRM can also minimize delays in HR functions, enhance planning of the workforce because of real time information, facilitate fast propagation of policies, and reinforce compliance reporting activities, all of which can assist firms to retain continuity in the textile sector. Accordingly, the current theory and evidence have solid reasons to suggest positiveness on the relationship between DHRM and OR especially in disruption-prone environments whereby organization

stability is defined by the coordination of the workforce and quick reaction.

2.3. Leadership Fixed Mindset as a Boundary Condition

In spite of the fact that DHRM can aid in the resilience, empirical data also states that the quality of the implemented digital HR implementation is linked to the results, as well as the alignment with the organization and managerial support. The evidence presented by meta-analyses shows that digital HRM fulfills the expectations of the performance, in general, but the outcomes of digital HRM vary across organizations, meaning that the outcomes are dependent on the contextual factors and on the organizational processes (Theres and Strohmeier, 2023). One of the most significant aspects of this variability that is under-researched is the psychology of leadership, in particular, the disposition of leaders to change, learning, and experimentation.

Fixed Mindset (LFMS) of leaders is the conviction that capabilities and intelligence are not changeable but comparatively fixed. These leaders tend to be risk-averse, do not welcome feedback, and they tend to like stability rather than learning on the go. Leadership that follows the fixed mindset approach in the context of the digital transformation can lead to the failure of successful implementation since digital systems need to be adjusted, redesigned iteratively, and learnt continuously instead of being strictly controlled. The resistance to change among leaders can foster the adoption of digital HR platforms that are improved through compliance rather than by encouraging the enhancement of the processes and building capabilities. This makes DHRM not deliver resilience outcomes due to the fact that resilience depends on organizational learning, flexibility and the capacity to quickly rearrange routines in the face of disruption (International Organization for Standardization, 2017). Therefore, the leadership based on fixed mindset can limit the strategic worth of digital HRM by undermining the psychological and cultural circumstances of the technology-driven learning and adjustment.

The literature on leadership justifies the applicability of mindset in influencing the outcomes of change. Fear and blame climates built by leaders who shun challenge and who view failure as a threat can inhibit the willingness of employees to experiment with digital tools or to use HR analytics to improve. Conversely, environments that can promote resilience need psychological openness, lifelong learning, and joint adaptation. Thus, LFMS is hypothetically a negative moderator, which weakens the benefits of DHRM resilience.

2.4. Hypotheses Development

According to the RBV logic and the resilience theory, DHRM must play a positive role in organizational resilience owing to the fact that digital HR systems improve the quality of information, coordination, and responsiveness of the workforce in times of a disruption. DHRM enhances operational continuity by allowing standardized HR operations, real-time accessibility to workforce data, and a quick response of information, which is essential to adaptive response. This expectation can be justified by empirical studies demonstrating that there are positive relationships between digital HRM and resilience in the context of emerging economies (Ahmić and Ćosić, 2025; Ovais, 2025). Accordingly, the following hypothesis is proposed:

H1: Digital HRM has a positive effect on organizational resilience in Pakistan's textile sector.

According to the RBV logic and the resilience theory, DHRM must play a positive role in organizational resilience owing to the fact that digital HR systems improve the quality of information, coordination, and responsiveness of the workforce in times of a disruption. DHRM enhances operational continuity by allowing standardized HR operations, real-time accessibility to workforce data, and a quick response of information, which is essential to adaptive response. This expectation can be justified by empirical studies demonstrating that there are positive relationships between digital HRM and resilience in the context of emerging economies (Ahmić and Ćosić, 2025; Ovais, 2025). Therefore, the following hypothesis is developed:

H2: Leaders' fixed mindset negatively moderates the relationship between Digital HRM and organizational resilience, such that the positive effect of DHRM on resilience is weaker when leaders' fixed mindset is high.

All in all, this literature review has identified that DHRM is able to enhance organizational resilience, but the achievement of such outcomes depends on the leadership mindset. It is critical especially in the textile industry of Pakistan, where resiliency is a strategic requirement, as a result of being dependent on exports and frequent environmental shocks. This research contributes to the existing knowledge of when digital HRM works by ensuring the convergence of digital HRM with the outcomes of resilience and introducing LFMS as a boundary condition, and the reasons why leadership resistance can weaken the strategic contribution of digital HRM.

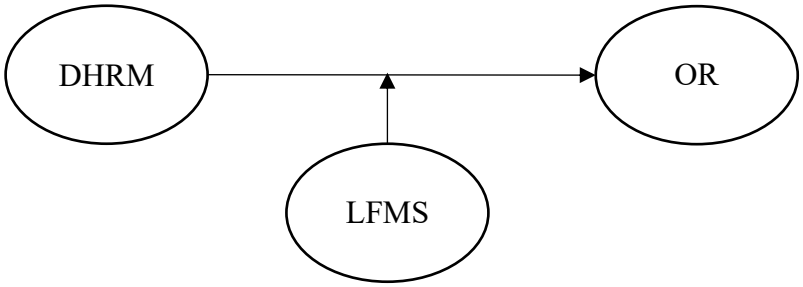


Figure-1: Research Framework

3. Research Methodology

The study design used in the paper was quantitative and cross-sectional, which examined the relationships between Digital Human Resource Management (Digital HRM) and HRM system maturity as well as organisational resilience among the Pakistani textile industry. The reason behind the choice of a survey methodology is that it is suitable in testing theory and mediation of latent constructs. The target segment was the textile firms in Pakistan because the industry is economically important and is in turbulence. There were four hundred ten participating firms. Probability sampling methods were used likely to improve representativeness. The unit of analysis was the organisation and the unit of observation was HR managers, directors and professionals employed in sampled firms since it is believed that these professionals are the best key informants since they were directly involved in the HR systems, digital practices and strategic workforce decisions.

A self-administered and structured questionnaire was used to collect the data. The online approach was selected because the study is geographically distributed and the survey will be confined to access, and the links to the survey were distributed in WhatsApp, email, and professional social media. The respondents were informed of the purpose of the academic, they were assured of confidentiality and made to understand that their involvement was not compulsory. There were also some reminders made after some duration to improve the response rates. The online collection helped in ensuring that the respondents in the different regions were contacted in time and there was less error in data entry. Ethical issues were adequately addressed: the participation was free of charge, anonymity was observed, and the data were used with academic intentions exclusively, no information that could potentially reveal a respondent was collected, and the respondent was allowed to withdraw any time.

The measures of constructs were appropriately modified, validated scales. The responses were in terms of a five point Lickert scale of disagree (1) to strongly agree (5). Digital HRM was assessed using 6 items of Hu and Lan (2024), measure LGM in accordance with Heslin et al. (2006) with new validations (e.g., Zhang et al., 2023), and organizational resilience with 4 items by Bode and Macdonald (2017) and Ji et al. (2020), which were validated by Xue and Wang (2024).

It was analyzed using SPSS to conduct preliminary analysis and using PROCESS Macro (Version 4.0) to test moderation. First, descriptive statistics were employed to talk about the central tendencies and dispersion. Reliability and validity analyses were then used to measure the quality of measurement. The internal consistency reliability involved the application of Cronbach alpha and the convergent validity involved the application of Average variance extracted (AVE) and factor loading as per the provisions. Subsequently, the regression analysis was done to determine the direct linkage between Digital HRM, LFMS and organisational resilience. Finally, the moderation was modeled using PROCESS Model 1, and a 5,000 resample bootstrapping to receive bias-corrected confidence intervals was conducted.

4. Findings and Discussion

4.1. Descriptive Statistics

The statistical results are shown in Table 1, which demonstrates the descriptive statistics, correlations of the study variables. The average of Digital HRM (DHRM) is 3.62 (SD = 0.64), Leaders Fixed Mindset (LFMS) is 3.25 (SD=0.56) and Organizational Resilience (OR) is 3.68 (SD=0.61). The rather low standard deviations depict that the answers are quite consistent and show the moderate variability among the respondents. According to the correlation analysis, DHRM is negatively and significantly associated with LFMS ($r = -0.43$, $p < 0.001$), and OR ($r = 0.38$, $p < 0.001$). Moreover, LFMS has also a considerable negative correlation with OR ($r = -0.39$, $p < 0.001$). On the whole, these positive and negative significant correlations allow suggesting that the suggested direct relationship between Digital HRM and organizational resilience is supported, and the mindset of leadership is also found to have a statistically significant relationship with digital HR practices and outcomes of resilience in the Pakistani textile industry.

Table-1: Descriptive Statistics

Variable	Mean	SD	DHRM	LFMS	OR
DHRM	3.62	0.64	1		
LFMS	3.25	0.56	-0.43***	1	
OR	3.68	0.61	0.38***	-0.39***	1

4.2. Reliability and Validity Analysis

Table 2 shows the findings of the measurement model of indicator reliability, internal consistency reliability, and convergent validity of Digital HRM (DHRM), Leaders Fixed Mindset (LFMS), and Organizational Resilience (OR). The first method to measure indicator reliability was by using standardized factor loadings. It has been determined that each of the measurement items has a loading that is higher than the suggested minimum of 0.70, so every indicator is proportionately sharing a significant part of its variance with its corresponding latent construct (Hair et al., 2019). In particular, the factor loading of DHRM is between 0.71 and 0.79, LFMS is between 0.73 and 0.77, and OR is between 0.75 and 0.80, which shows that all items are good and valid measures of their respective constructs.

Cronbach's alpha was used to evaluate internal consistency reliability which is generally considered as a common measure of reliability in social science studies (Nunnally and Bernstein, 1994). The alpha values of the DHRM (0.82), LFMS (0.87), and OR (0.84) are greater than the acceptable alpha (0.70) which demonstrates high internal consistency and proves that the items used in each of the constructs are always going to measure the same construct (Hair et al., 2019). These results point to the fact that the constructs are reliable enough to proceed with further analysis.

The criteria of convergent validity were analyzed with the help of the Average Variance Extracted (AVE) criterion. In line with the Fornell and Larcker (1981) findings, the value of the constructs AVE should exceed 0.50 to ensure that a construct explains more than half of the variance

in the indicators of that construct. Table 2 indicates that DHRM (0.57), LFMS (0.54) and OR (0.60) all have AVE values above this threshold and thus this is very much supportive of convergent validity. This means that the measures of all constructs come together very well and represent the target latent variables satisfactorily.

Altogether, Table 2 reports results that prove that the measurement model meets the requirements of the reliability of indicators measurement, internal consistency reliability, and convergent validity. Thus, the psychometric strength of the constructs employed in the research is acceptable and can be developed into the structural model analysis and hypothesis testing.

Table-2: Reliability and Validity Analysis

Construct	Item	Factor Loading	Cronbach's α	AVE
DHRM	DHRM1	0.78	0.82	0.57
	DHRM2	0.74		
	DHRM3	0.79		
	DHRM4	0.71		
	DHRM5	0.76		
	DHRM6	0.73		
LFMS	LFMS1	0.76	0.87	0.54
	LFMS2	0.73		
	LFMS3	0.77		
	LFMS4	0.73		
OR	OR1	0.80	0.84	0.60
	OR2	0.77		
	OR3	0.75		
	OR4	0.78		

IEER
Institute for Excellence in Education & Research

4.3. Regression Results

Table 3 is the regression of hypothesised direct and mediating relationships between Digital HRM (DHRM) and Organizational Resilience (OR), the moderating effect of Leaders Fixed Mindset (LFMS) on the DHRM OR relationship. Altogether, the results are solid support of the idea that digital HRM improves resilience in the textile industry in Pakistan, and the direction of leadership determines the intensity of the resulting impact. The outcomes are also congruent to the Resource-Based View (RBV) which states that the better firms are able to create valuable organizational resources and capabilities and effectively utilize them to gain sustained advantage, the better results they achieve (Barney, 1991).

The findings reveal that there is the positive and statistically significant influence of Digital HRM on organizational resilience ($\beta = 0.38$, SE = 0.07, $t = 5.43$, $p < 0.001$), which can explain 14 percent of variance in OR ($R2 = 0.14$). Empirically, this implies that those textile companies that have more robust digital HR practices i.e., integrated HR information systems, digitized employee databases, HR analytics, and automated workforce planning are better placed to maintain continuity and effective coordination during disruption. This observation holds significance to the textile industry in Pakistan where companies are often faced with fluctuate energy prices, fluctuations in export demand, compliance audits and disruption of supply chains. Under these conditions, the proficiency to operate human resource effectively and clearly will be critical in the operation stability and prompt recovery of shock. Thus, the positive coefficient proves that the digital HRM is not only an efficiency instrument, but a resiliency-promoting mechanism contributing to organizational operation in times of uncertainty.

On the theoretical level, the given outcome supports the RBV assumption according to which

valuable and well-integrated resources may help an organization become resilient. Digital HRM may be used as a strategic resource to infrastructure that enhances the human-capital handling power of the organization by enabling better visibility of the workforce, accelerating the communication process, and decreasing the time lag in coordination. Notably, the resilience benefit acquired with the assistance of DHRM might become challenging to be copied within the short time frame by the rivals since it will be required not only to buy software but also to integrate digital systems into the particular organizational practices and HR procedures. This justifies the views of RBV that resources are a source of competitive advantage when they are integrated through firm specific integration and the learning over time (Barney, 1991). The result also aligns with the findings of the empirical evidence that indicates that digital HRM has a positive impact on the outcomes of an organization, but its influence is still dependent on situational factors and the quality of implementation (Theres and Strohmeier, 2023). In addition, resilience scholars presume that in case of disruption, firms develop resilience due to such capabilities, including adaptability, coordination, and continuous improvement (Duchek, 2020), which are directly facilitated by the enhanced information processing and standardization facilitated by DHRM.

More to the point, Table 3 shows that interaction term LFMS x DHRM = OR is statistically significant (β = - 0.12, SE = 0.05, t = -2.40, p = 0.016), and the model explanatory power also rises with an additional moderation effect, R2 = 0.14 to R2 = 0.16. This, when it comes to leadership mindset, empirically implies that it adds more explanatory value and that the effect of DHRM on resilience varies by the degree of fixed mindset of leaders. Within the framework of the current study, the interaction of the value of digital HRM resistance is significant and demonstrates that the transformation of digital Hr investments into resilience results may be limited by resistance to change on a leadership level. This is in line with the narrative of the study that in cases where the leaders are opposed to change, the digital HRM will tend to only be restricted to administrative automation as opposed to being an administrative resource that enhances the adaptive capacity.

Theoretically, the moderation finding provides a valuable addition to the RBV-based accounts on digital transformation. RBV posits that resources can only create value upon the ability of organizations to mobilize them into value. Although DHRM may be the potentially useful resource, it does not necessarily have to be reflected in the resilience of the organization unless the firms have the complementary managerial and behavioural circumstances that allow the successful utilization of resources. The fixed mindset of leaders is such a limiting situation. Leaders who perceive that the capabilities are impossible to develop and express opposition to the experimentation risk diminishing system embedding through discouragement of learning behaviors, constriction of feedback loops, and emphasis on strict control over the use of HR data instead of the adaptive use. Consequently, the organization can no longer derive strategic value on digital HRM, which diminishes its potential to enhance resilience. Conversely, organizations that have more change-ready and learning-oriented leaders will be more likely to turn DHRM into a capability that would increase workforce flexibility, quick response, and disruption recovery. The results of this finding confirm the general organizational data that the performance benefits of technology-based resources arise only on the condition of their corresponding managerial support, as well as organizational preparedness (Theres and Strohmeier, 2023).

The moderation outcome would be very applicable to the textile industry in Pakistan where most companies work under the traditional managerial system and hierarchical leadership models. Under these conditions, leadership with a fixed mindset may hamper employee empowerment and active exploitation of digital platforms, which makes it difficult to go beyond mere compliance and documentation when digital HRM promotes employee resilience. Thus, the moderation result reveals that it is not enough to invest in HR technologies but that firms should also create leadership orientations and change-supportive behaviours that enable digital HRM to

be an organizational resource that can produce positive results in terms of resilience. Even though the rise in explained variance is small (R2 is increased to 0.16), it is substantial in the context of social science, especially studying the effects of interaction, which tend to contribute less to incremental variance but still are potentially important boundary conditions.

All in all, these findings give empirical and theoretical information. The DHRM to OR path is significant and positive, which proves that digital HRM may help with resiliency in the export-oriented and disruption-prone manufacturing industry. At the same time, the high level of interaction indicates that leadership mindset is an important contextual influence that determines the ability of firms to realize the full resilience advantages of digital HRM. All in all, these findings reinforce the main idea in the study that digital HRM is a resilience-creating asset, although its usefulness becomes null when leaders are reluctant to change, which confirms the reasoning of RBV that organizational performance does not only rely on resource ownership but also the ability to utilize the resources in the most beneficial way.

Table-3: Regression Results

Path	Beta (β)	SE	t-stat	P-value	R-square
DHRM → OR	0.38	0.07	5.43	0.000	0.14
LFMS × DHRM → OR	0.12	0.05	-2.40	0.016	0.16

5. Conclusion

This paper looked at the role of Digital HRM (DHRM) towards the Organizational Resilience (OR) in the Pakistani textile industry and how Fixed Mindset (LFMS) of Leaders undermines this association. The results validate the positive influence of DHRM on OR, which suggests that digital HR practices improve the capability of firms to stay afloat and counter the disruption. In line with previous findings, digital HRM has the potential to enhance workforce coordination, transparency, and responsiveness, which form a basis of resilience to turbulent environments (Theres and Strohmeier, 2023). Nevertheless, the findings also prove that DHRM effect depends on the leadership mindset as the term interaction between LFMS and DHRM is statistically significant. This helps to substantiate the main thesis that the technological resources are not sufficient to ensure resilience however, the organizational value of the digital systems is conditional upon leaders advocating experimentation, learning, and change-oriented use.

According to the RBV view, DHRM is an effective strategic resource that can enhance resilience in case it is integrated into the routines of firms and transformed into capability. RBV also points out that companies benefit performance through the acquisition and effective deployment of valuable resources that are hard to imitate (Barney, 1991). The textile industry of Pakistan is a very contextually applicable area to experiment with this sinceolved companies are repeatedly disrupted, and dependent on exports, resilience is a strategic requirement and not a fortuitous result. In general, there is evidence indicating that DHRM can also be a resilience-enhancing tool, yet the effect of DHRM is sabotaged when the leadership is opposed to change. In this way, this research is beneficial as it focuses on changing the question of whether DHRM is more effective or not to under which leadership circumstances DHRM converts into resilience.

5.1. Theoretical Implications

The paper provides valuable theoretical insights into the body of literature on the concept of digital HRM and organizational resilience in the light of the Resource-Based View (RBV). It introduces RBV at first by making Digital HRM a resource of an organization and contributing to resilience rather than efficiency or performance. Although the meta-analytic data indicates that digital HRM usually live up to the performance expectations, researchers also emphasize that the effects differ

and depend on contextual factors (Theres and Strohmeier, 2023). The study provides both conceptual and empirical evidence to the perspective that digital HR technologies are considered strategic assets promoting the continuity and adaptive operations of an organization in the face of disruption, by showing a positive relationship between DHRM and resilience.

Second, it reinforces the argument that resilience may be considered as an outcome of a capability, based on the capability research view, in which resilience is viewed as a meta-capability that is a combination of anticipation, coping and adaptation processes (Duchek, 2020). DHRM facilitates resilience through better information quality, coordination and workforce planning, which help in accumulating resilience capacity.

Third, Leaders Fixed Mindset (LFMS) moderation effect contributes to a valuable theoretical improvement in RBV. According to RBV, it is only when organizational resources are efficiently utilized and deployed as well as complemented with complementary conditions that they generate value (Barney, 1991). The high interaction suggests that the leadership mindset is a critical complementary element that can define the achievement of the potential value of DHRM. That is, DHRM can be a resource, but the contribution of resilience is diluted in cases where leaders do not welcome learning, do not encourage experimentation and limit the use of change to drive change utilization. This adds to the theory by bringing leadership mindset as a significant boundary condition that influences the digital resource deployment.

In general, the research contributes to the development of the RBV-based thinking through demonstrating that the benefits of resilience are not inherent in technology per se, but rather in the capabilities of the organization to activate digital HRM as a resource in favorable conditions of organizational leadership.

5.2. Practical Implications

The findings have practical implications on managers and the policymakers in the Pakistani textile and apparel industry. The first one is that the feature of a significant positive correlation between DHRM and OR implies that the investment in digital HR systems could enhance the resilience by enhancing the workforce coordination, documentation, and responsiveness to disturbance. Integrated HR information systems, digitized attendance and payroll systems, digital learning and HR analytics can help textile firms to experience continuity and minimize the decision lag in case of shock conditions. The implications are aligned to the findings that digital HRM can create organizational advantages, but the effectiveness relies on the context of implementation (Theres and Strohmeier, 2023).

Second, the moderation results indicate that digital HRM investments can be ineffective in providing resilience results when there is an inappropriate leadership mindset. Fixed mindset leaders can only use digital HR tools to be automated and compliant to the relevant regulation, restricting the engagement of employees and the inability to continuously improve. Hence, the digital implementation of HRM should be accompanied by the implementation of leadership development and change-readiness interventions in the textile organizations. Indicatively, companies ought to educate managers to promote experimentation, learn through the feedback of the system, and HR analytics are to be used as a strategic instrument, but not as a control mechanism.

Third, according to RBV, companies must consider DHRM as an asset that must be developed in terms of capabilities to generate value. That is to say zero in on more than just software acquisition but also on better user adoption, integration of HR processes and routines based on data. The operational requirements like compliance reporting, labor required to operate in multi-shifts and quick redeployment of workforce during disruptions should be aligned to digital HR systems.

Lastly, policymakers and trade groups that advocate digitalization in the textiles must also highlight the idea of capability-building as opposed to the need to buy the technology. Some of the support programs may encompass training in leadership, developing HR analytics capacity, and guidance on the implementation of technology to make sure that technology resources

can result into resilience to maintain competitiveness and stability in an industry that is largely reliant on exports in Pakistan.

5.3. Limitations and Future Research Directions

This study has a number of limitations despite its contribution and presents an opportunity to research in the future. First, the research design is cross-sectional and thus, it restricts the possibility to be causal and hinders the possibility to assess resilience as a dynamic capability through time. The longitudinal designs are to be implemented in future research to investigate whether digital HRM reinforces resilience paths and the effects of the leadership mindset in various disruption cycles. This would be consistent with the resilience theory which highlights that resilience is achieved by learning and adapting (Duchek, 2020).

Second, the research is based on the textile industry of Pakistan, which increases the relevance of the study to context but could reduce its external validity to other industries or countries. The proposed model could be tested in the other manufacturing industries (e.g., pharmaceuticals, automotive or food processing) in the future, and compared results would be tested in the exports and domestic-demand industries. Comparative research would help in explaining the greater strength of the DHRM-resilience interrelationship in high-volatility industries.

Third, despite a good and solid foundation of RBV, it is expected that future studies explore other complementary resources and capabilities that can interact with DHRM, including HR analytics capability, organizational culture, digital skills, or strategic flexibility. According to RBV, value creation is a product of resource bundles and not single assets (Barney, 1991), thus analysis of multi-resource makeups may provide greater theoretical understanding.

Fourth, the moderator that was investigated was leadership mindset, but future studies may consider other psychological processes. As an example, leadership approaches such as growth mindset, digital leadership, and transformational leadership can enhance the outcomes of digital HRM, whereas leadership approaches like defensive or authoritarian leadership can undermine them.

Lastly, in future research, mixed-method plans can be used by incorporating survey-based models with qualitative interviews to justify how the fixed mindset leaders limit the application of digital HRM in the actual organizational practices. This kind of work would elucidate micro-level mechanisms that can be used to understand why technology is either a strategic asset of resiliency or an administrative form of automation.

Acknowledgement:

This manuscript is derived from the first author's PhD dissertation and represents part of the doctoral research conducted in fulfillment of the degree requirements at Bahauddin Zakariya University, Multan.

References

Ahmić, A., & Ćosić, M. (2025). Digital human resource management influence on the organizational resilience. *Organization Management Journal, 22*(2), 111–125.

All Pakistan Textile Mills Association. (2023). *Industry updates on energy costs and operational challenges in Pakistan's textile sector*. https://aptma.org.pk

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99–120.

Board of Investment Pakistan. (n.d.). *Textile*. Government of Pakistan. https://invest.gov.pk/textile

Bondarouk, T., Parry, E., & Furtmueller, E. (2017). Electronic HRM: Four decades of research on adoption and consequences. *The International Journal of Human Resource Management, 28*(1), 98–131. https://doi.org/10.1080/09585192.2016.1245672

Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the "strength" of the HRM system. *Academy of Management Review, 29*(2), 203–221. https://doi.org/10.5465/amr.2004.12736076

Browder, R. E., Davidson, E., & Van der Meer, D. (2024). How digital transformation promotes organizational resilience. *Strategic Entrepreneurship Journal*.

Business Recorder. (2023, June 13). *APTMA's North Zone sends out an SOS*. https://www.brecorder.com

Duchek, S. (2020). Organizational resilience: A capability-based conceptualization. *Business Research, 13*(1), 215–246.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39–50.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications.

Hayes, A. F. (2018). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd ed.). Guilford Press.

International Growth Centre. (n.d.). *Phase I research on the garments industry in Pakistan*. https://www.theigc.org

International Organization for Standardization. (2017). *ISO 22316:2017: Security and resilience–Organizational resilience–Principles and attributes*. ISO. https://www.iso.org/standard/50053.html

Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review, 21*(3), 243–255. https://doi.org/10.1016/j.hrmr.2010.07.001

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.

Ovais, S. (2025). The role of digital human resource management on organizational resilience: Evidence from Pakistan. *International Journal of Social Sciences and Economic Review*.

Pakistan Bureau of Statistics. (2024). *Quarterly review of foreign trade: October–December 2024*. Government of Pakistan. https://www.pbs.gov.pk

Pakistan Bureau of Statistics. (2025). *Quarterly review of foreign trade: January–March 2025*. Government of Pakistan. https://www.pbs.gov.pk

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). Wiley.

Theres, C., & Strohmeier, S. (2023). Met the expectations? A meta-analysis of the performance consequences of digital HRM. *The International Journal of Human Resource Management, 34*(20), 3857–3892.

Theres, E., & Strohmeier, S. (2022). Performance consequences of digital HRM: A meta-analysis. *The International Journal of Human Resource Management, 33*(14), 2734–2768.

Zhou, Y., Cheng, Y., Zou, Y., & Liu, G. (2022). e-HRM: Antecedents, consequences, and cross-national moderators: A meta-analytic review. *Human Resource Management Review, 32*(4), Article 100862.