

## Systematic literature review and content analysis of organizational resilience

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### **Abstract**

The term organizational resilience has been widely used in a variety of fields, with varying connotations. The concept, on the other hand, is not new and has been used in a variety of industries for quite some time. This paper aimed to conduct a review of 40 articles on organizational published between 2008-2018. The papers were classified using a content review of various sectors. Manually searching the reference lists of the selected papers was used to conduct a systematic search for literature in Google Scholar, IEEE, Mendeley, Research gate and other databases. The papers selected in this study concentrated on organizational resilience rather than individual resilience.

**Keywords:** organizational resilience, content analysis, literature review

## **Systematic literature review and content analysis of organizational resilience**

### **1. Introduction**

In today's turbulent and volatile conditions, individuals, organizations, groups and communities concerning resilience as desirable traits. The term 'resilience' has been used in a variety of fields, including psychology, environmental science, engineering, and organizational studies. In fact, it was first used in the area of child psychology (Garmezy, 1970; Werner & Smith, 1977) and ecology (Holling, 1973; Holling & Gunderson, 2002). Meanwhile, in organization studies, other scholars such as Paton and Johnston (2001); Sutcliffe and Vogus (2003); Tierney (2003); Weick and Sutcliffe (2001); Weick et al. (2008) applied resilience's concept in crisis management, disasters high-reliability organizations (HROs) and positive organizational scholarship literature as the critical part of the capability of communities, organizations, and groups that are exposed to external shocks such as natural disaster, uncertain environment and the act of terrorism. On the other hand, in the face of adversity, resilience allows people to maintain their hope and strength. Holling (1973) stated that the capacity of a system to preserve its identity and adapt its basic structure and function in the face of disruption is referred to as resilience.

In psychology, resilience is important for children's growth, in that case, many early childhood resilience studies focused on individual resilience (Werner and Smith 1977; Ma et. al 2018). However, in comparison to other sectors, there is relatively recent access to global health debates, whereby the concept of resilience (Norris et al., 2008) has been used for an extended period of time (Barasa et al., 2018). The concept derives from physics, referring to a physical system's ability to return to its normal form after a disturbance (Norris et al., 2008). In spite of the increasing interest in the concept of resilience, there is little evidence exists of how organizations, health systems or psychological and other sectors build or strengthen their resilience (Barasa et al., 2018). The literature on resilience is mainly conceptual and concentrates on concepts and principles (Bhamra et al., 2011). However, it is essential to understand what makes an organization resilient in the real world is critical when considering how to improve resilience. As a result, the increasing number of researches on organizational resilience prompted this study to conduct a content analysis of forty articles on organizational resilience published between 2008 and 2018 based on the year of publication, the geographical area of the research written in the article, and the sector involved in organizational resilience.

### **2. Literature review of organizational resilience**

The term organizational resilience is an important concept in the disaster management literature that can be referred to as the adaptation from any disturbances and take advantage of opportunities arising from changing environment (Orchiston et al., 2016; Smit & Wandel, 2006). Organization keep our economy running by providing jobs, goods, and services as well as community (McManus et al., 2008). Organizational are increasingly facing threats that are not recognized until the threats becomes a crisis as a result of the modern world's increasingly globalized nature. An organization of any size, location or financial strength not able to identify and plan for all possible hazards and their consequences. As a result, the idea of strengthening organizational resilience is gaining momentum (McManus et al., 2008). Organizational resilience has been defined from a systematic perspective, where it is defined as the capacity to adapt to anticipated disruptions and predictable sudden shocks (Oeij et al., 2017; Tierney, 2003). Organizational resilience, according to Cumming et al. (2005), is characterized as a system capability in the face of exogenous shocks and disruptions.

In addition,, organizational resilience depends on the adaptive capacity and vulnerability of the system (Dalziell & McManus, 2004). Luthar et al. (2000), on the other hand, defined organizational resilience as the ability of a system to resist and recover from internal or external shocks or disaster. In other words, resource availability is viewed as a critical enabler of organizational resilience (Barasa et al., 2018; Felland et al., 2003;

Lembani et al., 2015; Ma et al., 2018; McManus et al., 2008; Pal et al., 2014). Organizations can overcome disruption when material resources are used strategically. In the time of crisis, financial resources are also needed to mobilize other critical resources. Pal et al. (2014) mentioned that the resource constraints, specifically material, financial and, technical constraints, harmed the resilience of SMEs to the Swedish economic crisis.

Furthermore, human resources play a critical role in an organization's ability to withstand everyday challenges as well as severe shocks (Barasa et al., 2018). Having a sufficient number of existing resources and the necessary skills was cited as a key factor in resilience. Beyond numbers and skills, however, it was emphasized that ensuring that employees should be and fully committed to the organization's goals is more important (Ager et al., 2015; Felland et al., 2003; Hassall et al., 2014; Lembani et al., 2015). For instance, Ager et al. (2015) noted that the staff commitment and enthusiasm, as illustrated by the acceptance of challenging job shift arrangement and informal role shifting, has increased the healthcare sector's resilience in the face of Boko Haram terrorism insurgency in Yobe State, Nigeria. Thus, when complicated and demanding circumstances cannot be prevented or reduced, resilient businesses use a variety of methods to handle and succeed in the midst of adversity. According to Ma et al. (2018), resilient organizations normally begin their adversity management with a quick and precise assessment of the challenging and difficult situations whereby, continue to carry out required procedures and basic protocols as possible in order to deal with emergencies. The resilient firm also diligent in addressing adversity therefore, they will make the necessary changes to respond to the changing environment.

According to Rai et al. (2021), when considering resilience, the primary focus is on firm vulnerability, disturbances and complexities since these factors are the main issues affecting the systems of resilience. In fact, great efforts have been undertaken to comprehend organizational resilience, but the results are unfortunately dispersed. As a consequence, literature on high-reliability organization, organizational learning, business governance, human resource management, organizational philosophy and strategic management scattered studies on organizational resilience (Barasa et al., 2018).

### **3. Review methodology**

The previous literature on organizational resilience has been reviewed using content analysis in this study. Content analysis is a precise research approach for systematically analysing the literature in a particular field. The authors used a variety of websites to locate journal papers, including Google Scholar, Mendeley, Science Direct, and others. The authors searched for relevant articles using the following keywords in those databases: 'organizational resilience.' They then manually searched the reference lists of journal studies for relevant articles. In this analysis, the authors using time restrictions ranging from 2008 to 2018. The following criteria were used to select papers for the review: 1) articles that concentrated on organisational resilience rather than person resilience, 2) articles that were published in the English language, and 3) articles that were published between 2008 and 2018. The authors had previously screened the abstracts and obtained the full-text paper format for studies that they thought were important. Initially, the literature search yielded a total of 40,300 papers in the first round. After a study of abstracts, 40,000 papers were found to be focusing on person resilience rather than organizational resilience, and therefore were removed. In addition, 15 papers were removed from the study because they were duplicates. Further exclusions were made after an examination of the full-text formats of the remaining 275 journals. In the end, the study contained a total of 40 studies. The stages of the screening process for papers collected through searches are depicted in Figure 1.

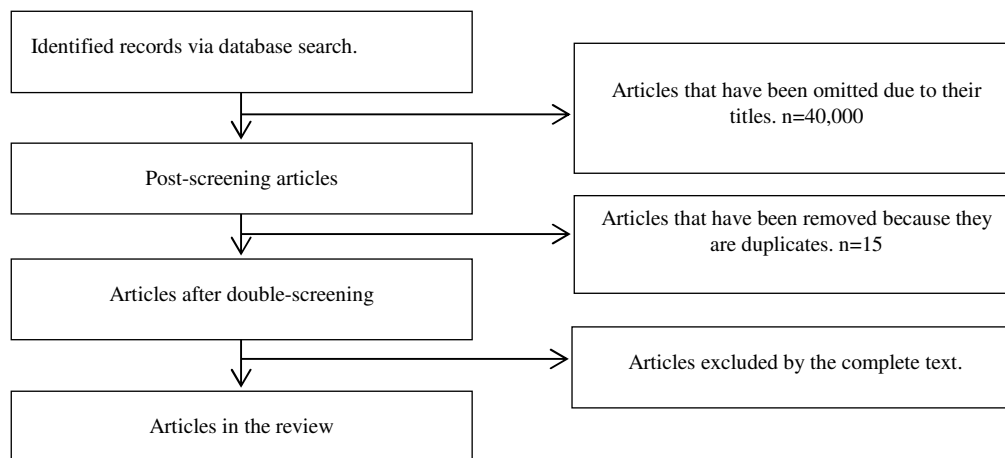


Figure 1. Stages in the screening process of articles searches

#### 4. Analysis of literature review

Given that the primary objective of this study is to conduct an extensive review of articles on organisational resilience, this study analysed 40 articles in order to identify gaps for future research and to enlighten the readers. The analysis of this study is divided into four sections, which analyse the publication year in Section 1. Section 2 presents the geographical area of this study. Finally, section 3 classifies the scholars in accordance with the sector or field approach.

##### 4.1 Section 1 (Year of Publication)

In this section, 40 articles have been analysed based on the year of publication to identify the trend regarding the number of articles per year. Figure 2 revealed the trend of 40 organizational resilience’s articles in 2005-2018. It shows that the trend of the articles number has fluctuated. The graph demonstrates only 2 articles in 2008. On the contrary, there is no article published in 2009. From 2011 until 2014, it indicates the number of articles is gradually increasing from 3 publications to 6 publications. The number of publications is ceteris paribus from 2014 to 2015. However, the number dropped slightly from 2015 to 2017 which is from 6 articles to 1 article. Eventually, the number of articles rocketed about 5 articles in 2018 due to the growing interest in organizational resilience across the world in different fields such as in the health sector, engineering and etc. (Barasa et al., 2018). To recapitulate, this graph provides an opportunity to compare the organizational resilience articles within ten years in several countries all over the world.

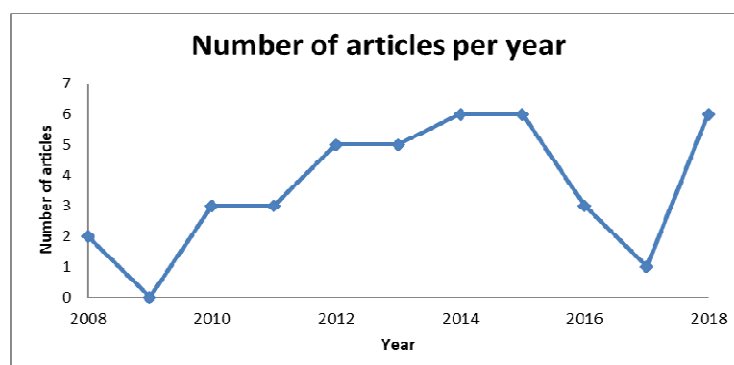


Figure 2. Number of articles per year

#### 4.2 Section 2 (Geographical Area)

This section examined the geographical distribution of organizational resilience articles, which spans five continents: Asia, Australia, the United States, Africa, and Europe. The percentage of organizational articles by geographical area is depicted in Figure 3. Initially, Australia has the highest percentage of published articles on organizational resilience, at 28%. Asia, on the other hand, has the fewest relevant literature, accounting for only 15% of all articles. According to the analysis, Australian scholars have certainly been concerned with organizational resilience in times of crisis, emphasising how organizations use their resources to overcome disruption. For instance, the Canterbury earthquake disaster occurred in New Zealand. Meanwhile, African researchers have concentrated on ways to build or improve the health sector's resilience. Therefore, there's should be more articles on organizational resilience in Asia countries due to less publication in that field.

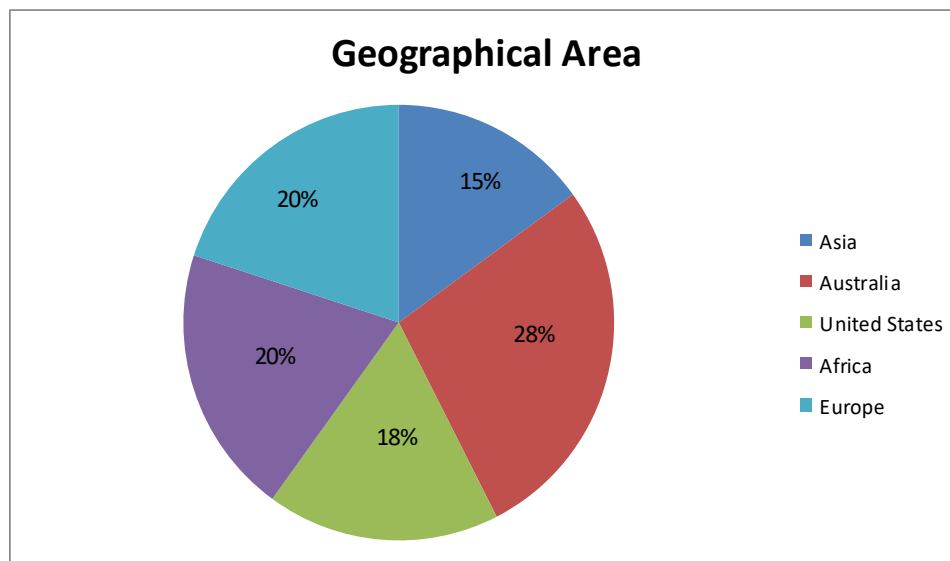


Figure 3. Geographical area of articles published.

#### 4.3 Section 3

The graph bar shows the types of sectors involved in resilience studies of organizations. The findings indicate that organizational resilience research in all sectors is relatively new. To begin, 13 of the selected articles dealt with a variety of industry sectors, including real estate, wholesale trade, and construction. Second, eight articles were based on experiences in the health sector, while three articles were based on experiences in the textile and clothing industries. In addition, three articles on tourism, 11 based on other industry experience, were also available. It seems that research on organizational resilience, on the basis of the selected articles, has largely focused on identifying features that make systems or organizations resilient. On the one hand, Sawalha (2015) used the prior framework for a quantitative evaluation of Jordan's resilience to the respective day-to-day challenges of competition, customer loss, financing shortfalls and political instability in general insurance organizations. According to Hassall et al. (2014), perspectives on organizational resilience to unspecified acute shocks from practitioners across multiple industries (healthcare, services and consulting, oil, gas and refining, manufacturing, transportation, and logistics) in Australia. The healthcare resilience strategy of healthcare organisations in the UK has been explored by Achour and Price (2010) on the economic challenges. The mechanisms which affect the Ivory Coast health system's resilience to civil war-related disruptions were further studied by Lembani et al. (2015).

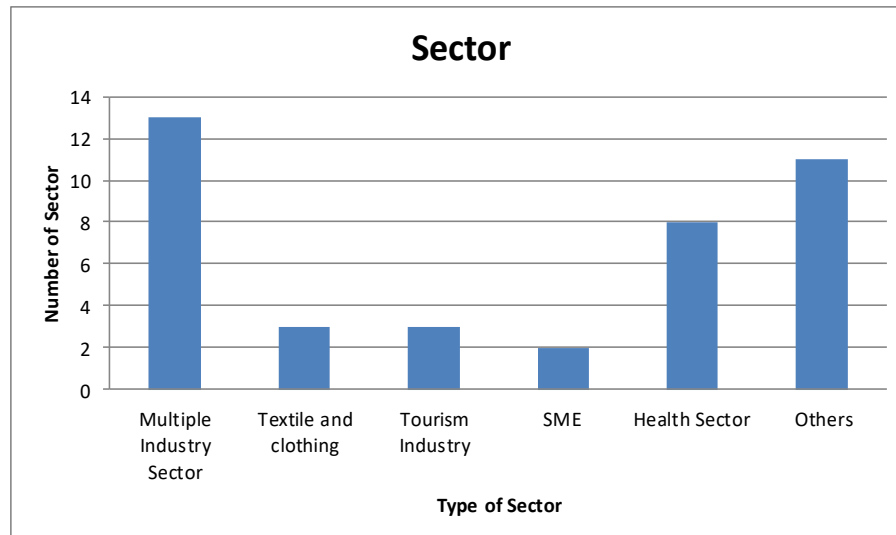


Figure 4. Types of sectors involved in organizational resilience studies.

## 5. Discussion and Conclusion

Generally, based on the selected articles, it can be concluded that the topic of organizational resilience has attracted the interests of both academicians and practitioners since the concept has an enormous impact on organizational wellbeing. According to Ma et al. (2018), The majority of review papers in the literature demonstrate that there is a dearth of empirical research results in the field of organizational resilience (Bhamra et al., 2011; Ponis & Koronis, 2012). This research focuses on empirical studies of organizational resilience conducted around the world. However, for future study, more empirical research papers from other fields should be examined to gain a clearer understanding of the function of organizational resilience. Furthermore, According to Downes et al. (2013), social science resilience research has primarily focused on individual employees' responses to human-induced change events, while natural science research has primarily focused on ecological environments and communities' responses to environmental and human-induced change events. Additionally, further research should be conducted on a personal level to determine how it can enhance resilience. For instance, Siebert (2009), there are five simple things employees can do to improve their organization's overall level of resilience. First, improve the health and well-being of employees. Second, boost their problem-solving abilities. Third, cultivate special and fortunate problem-solving skills and create high-level synchronicity. Lastly, identify excellent problem-solving talents, and unlock these gifts. On the other hand, there are a few obstacles that hinder the success of this article. To begin, only 40 papers on organizational resilience from 2008 to 2018 were reviewed. Secondly, we failed to review the overall goal of each article before including it in the collection. Thus, the only aspects which have not been extensively addressed in this analysis are the organization's dimension and scope. Future studies should consider these restraints.

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