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by Aa Bb

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Chapter 1: Introduction

1.1 Background

Resilience can be described as one's ability to recover from adverse situations. It is one of the key factors that assist an individual to recover from changes, or hardships whether it is from their workplace or life. The same can be said for Public Service Organizations. Adversities that have sprung up in recent years have indicated that public service organizations must be able to adapt to change quickly (Duchek, 2020). A resilient government and maintain the flow of essential operations, and services. As the world steps nearer to an era that is marred by uncertainty, government organizations are coming to realize the importance of formulating resilient strategies. However, so far, only 23% of government leaders agreed that their organizations are resilient enough to embrace change. The impact of resilience was further realized during the global pandemic (Bryce *et al.* 2020). Resilient governments were much better at managing this crisis than non-resilient governments. They were also able to support the people during the crisis period. Considering this, this research study aims to investigate the impact of resilience on public service organizations.

1.2 Research Rationale

According to Hillman and Guenther, (2021), a resilient organization can be defined as one that has the plan to invest during disruptions, and can change, adapt, and rebound quickly, such that they can succeed, and can lead to a better future. A resilient organization plans in such a way that it can change and adapt to recover from a crisis. In light of this statement, it can be said that public service organizations must be resilient to deal with change.

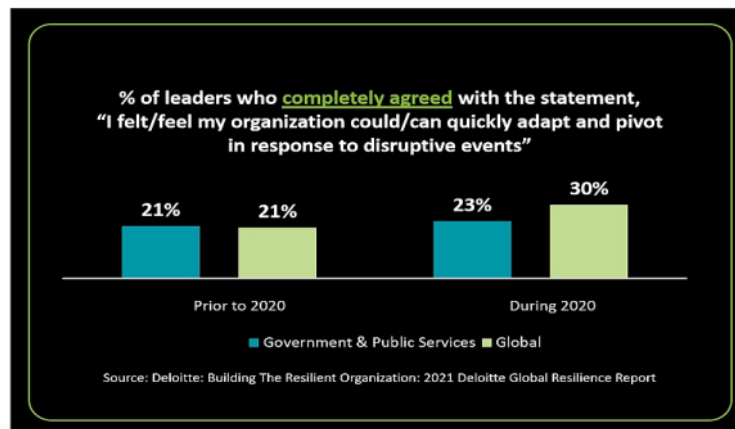


Figure 1.2.1: How leaders feel about resilience

(Source: Deloitte, 2022)

As described in the figure provided above, only 20-23% of government organizations believe that they are resilient. This situation can be further magnified during the time of the Covid-19 pandemic (Deloitte, 2022). As mentioned earlier, resilient governments were much more adept at crisis management. In contrast, adopting non-resilient policies has made the public sector face intense public scrutiny, as they have been incapable of adapting to change. Further, it has limited these governments' ability to predict future crises, which in turn, harms everyone.

1.3 Aim and Objectives

This research study aims to critically analyze the impact of resilience on public sector organizations.

Objectives

- To examine the impact of resilience on Public Service organizations
- To investigate the challenging factors that are limiting these organizations' capability to be resilient
- To recommend potential strategies for public service organizations to increase their resilience capability.

1.4 Significance of the study

In recent years, there is a growing need for public service organizations to be resilient. Recent studies which have tried to deduce the impact of resilience on public service organizations around

the world have concluded that it has a positive impact. Not adopting resilient policies can limit the sector's capability to predict future crises, and thus, it will be unable to adapt to change. Considering this context, this research will be instrumental in highlighting the importance, and impact of resilience in public service organizations.

Chapter 2: Literature Review

2.1 Concept and importance of Resilience in Public Service organizations

According to Hillman and Guenther, (2021), organizational resilience can be defined as an organization's capability to anticipate, prepare, respond, and adapt to incremental changes, or sudden disruptions, in order to sustain its survival. Hence, from this definition, it can be clearly understood why organizational resilience is important- it enables an organization to provide security during sudden, or gradual change. In addition, it also enables the organization to create certain structures that can assist in adapting to change. In this way, resilience helps an organization to limit future potential crises and also helps to leverage the scope of strategic opportunities that invite positive change.



Figure 2.1.1: Organizational Resilience

(Source: Ruiz-Martin and Lopez-Peredes, 2018)

In this context, it can be stated that Public Service Organizations have a moral obligation to be resilient in the face of an imminent crisis. According to Gong *et al.* (2020), in case a private organization takes time to recover from a crisis, such as the pandemic, the general public can understand. However, in case the public sector is unable to handle the crisis, the public will be in a state of panic. The masses rely on this sector to provide the services that they need to sustain their survival during the crisis. In case they are suddenly unemployed or are unable to access certain services, they will find themselves to be helpless. This, in turn, will have a negative impact on everybody. Therefore, according to Shamsuddin, (2020), it is critical for public service organizations, and their leaders to maintain a resilient perspective. This can help them to maintain a long-term perspective during certain crises.

2.2 Challenging Factors contributing to the lack of resilience

According to Mazzucato and Kattel, (2020), despite realizing the importance of resilience in the public sector, many public service organizations around the world still fail to adopt a resilient approach during crises. In fact, many studies conducted on this topic have concluded that although many of these governments want to adopt a resilient approach to improving their crisis management procedures, they are unable to achieve it due to some major factors.



Figure 2.2.2: Factors of Lack of Organizational Resistance

(Source: Self-Created)

In light of this, Liu *et al.* (2021), state that some of these factors are *a lack of adequate resources, organizational capabilities, and strategy*. Out of these factors, lack of resources has been deemed as the leading factor. As opined by Kahn *et al.* (2018), governments with fewer resources are more adversely affected and their people are unable to regain lost resources in the wake of a crisis or a traumatic period. In addition, these governments are often deemed to be inefficient due to their lack of resilience. Lack of resources also contributes to a lack of strategic planning. According to Mavrodieva *et al.* (2019), building resilience can enhance the national capacity of individuals and empowers communities to absorb and adapt when they are faced with a sudden crisis. In this context, the availability of proper resources is of cardinal importance as they can guarantee the chances for long-term success. The resources can provide public organizations with a foundation to develop certain capabilities that can lead to long-term resilience.

2.3 Strategies used by Public Service organizations to increase resilience

In order to be resilient in the wake of sudden changes, or crises, many public sector organizations have adopted several strategies. Considering this context, some of the most resilient public service

organizations have used strategies that are centred around **People, Preparation, and Adaptation**. According to Sanderson-Bellamy *et al.* (2021), resilient governments have chosen to take up people-centric approaches, while determining the type of services that they offer to their citizens. This includes avoiding one-size-fits-all approaches, and mapping services to an individual. For instance, these public organizations have aimed to increase options for providing patient-focused healthcare.



Figure 2.3.3: Factors influencing Resilient Strategies

(Source: Self-Created)

According to Coaffee *et al.* (2018), these governments have also prepared for short, and long-term scenarios with a focus on people, industries, and society as a whole. They have formed strategies to deal with probable disasters such as another pandemic, or climate crisis disasters. In addition, they have also formulated strategies to deal with cyber-attacks, data breaches, and other similar issues. Lastly, Satterthwaite *et al.* (2020), opine that adaptability to resilient public organizations is a multifaceted concept. This strategy includes the organization's capability to make quick decisions and support continuous learning. Besides that, it also includes the capability of the organization to scale the services it provides accurately.

2.5 Theoretical Underpinning

In order to judge the impact of resilience on Public Service organizations, **Duchek's Model** can be applied. According to Duchek, (2020), there are three primary stages of resilience: anticipation, coping, and adaptation. An organization's level of resilience will be based on these three key factors. In addition, resilience during these three stages will ensure the creation of efficient resilient practices. However, there are several challenges present in all these stages. Hence, it will make the organization better prepared to manage crises. This model will be highly instrumental in reducing the level of resilience adopted by public service organizations.

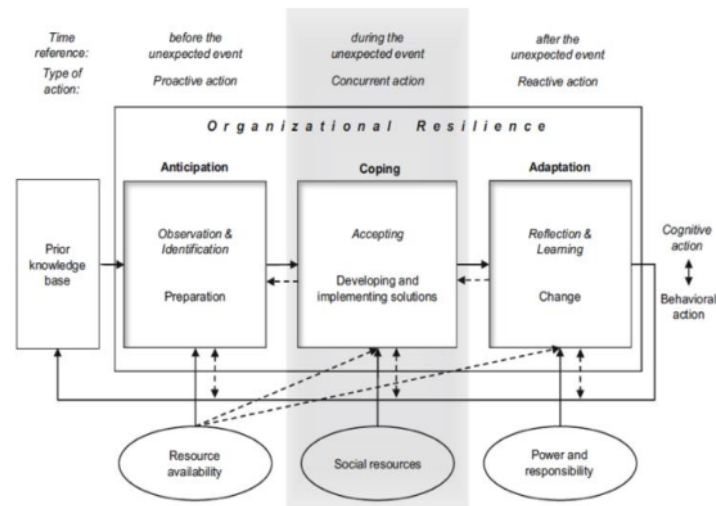


Figure 2.5.5: Duchek's Model

(Source: Duchek, 2020)

Another theory associated with organizational resilience is Palk's theory. According to Allen and Palk, (2018), this theory asserts that there are four diverse patterns related to resilience: dispositional, relational, situational, and philosophical. These four patterns are far greater than an individual's sense of resilience. Although this theory is commonly used to determine causes of burnout among nurses, and other nursing officials, it will prove instrumental in determining how public service organizations are resilient during periods of crises.

2.6 Literature Gap

As has been mentioned above, resilience is extremely important for Public Service Organizations. Highly resilient organizations can prepare and adapt according to the needs of the people during crises. In addition, they are also able to provide adequate support, and services to the masses.

However, this literature has not addressed the challenges that are associated with high organizational resilience. This has created a gap in literature.

Chapter 3: Methodology

Research paradigm

For this research, the interpretivism research philosophy will be applied. One of the key benefits of this research philosophy is that it helps to facilitate an empathetic understanding of how a particular set of values and norms influence certain perceptions and behaviors (Myer and Dykes, 2019). Considering the research topic, this approach can help to gain a better understanding of how organizational values are connected to resilience.

The approach that will be adopted for this research study is the Deductive Research approach. The primary benefit of this research approach is that it provides a scope for testing an existing theory (Ollila and Ystrom, 2020). Considering this context, this approach will help to have a better understanding of the theories that are connected with organizational resilience. Lastly, a descriptive research design will be used for this research. The key advantage of this research study is that it provides a scope for an in-depth study of the research topic. Thus, in this research, this design will allow a chance ⁵ to gain a deeper understanding of the impact of resilience on public service organizations.

Data collection method

The data found to be relevant for this research study will be collected with the help of a primary Qualitative method of data collection. In order to do so, the researcher will organize an online interview with five managers of prominent Public Service Organizations. In that interview, the researcher will ask three open-ended questions that are related to the topic of the research study. After that, the researcher will use the Random probability Sampling method to select three out of the five samples. According to Sarsstedt *et al.* (2018), this method allows scope for the randomization of selecting suitable samples for the research.

⁴Data analysis method

In order to analyze the data that will be collected for this research study, the researcher will utilize the Narrative Data Analysis technique by utilizing transcripts, or tables. According to Akinyode and Khan, (2018), this technique can be defined as a cluster of analytical methods that are utilized

for interpreting data that has been presented in the form of a story. This will allow the researcher to write their findings, and then review, and analyze them accordingly.

Ethical considerations

In order to conduct this research, some ethical considerations will be adhered to by the researcher. Considering these ethics will be extremely important for this research as it will assist the researcher to promote the principles of knowledge, and honesty throughout the research. In light of this statement, prior consent will be taken from the managers before conducting the online interview. During the interview, no participant will be harmed in any way, or form. Furthermore, all the information collected for this research will be from reliable sources. The researcher will also abide by the *Data Protection Laws (2018)*, and the *GDPR Laws* of the UK.

CHAPTER 4 Methodology Explanation [around 1,000 words]

CHAPTER 4 Methodology Explanation [around 1,000 words]

4.1 Access 150

One of the important aspects of collecting data using primary research tools is to select a particular population set for the study process. It is impossible for the researcher to conduct a study using the whole population set. Hence, In order to gain access to the sample, there are a few relevant and possible techniques.

- Reaching out using online communities
- Conducting different types of testing using online tools such as “email technique”
- Incorporation of tools that can help to find testing participants such as the use of testing tools

Reducing the number of sample accounts is an effective technique in terms of reducing the cost of the project as well as the workload. However, one important aspect in this regard is that the chosen individual must represent the whole population (Newman and Gough, 2020). In order to gain access to the sample one important strategy is gaining the support of a personal network. This helps in the development of an enthusiastic sample group which helps in the successful conduction of the research process.

4.2 Sampling

Definition and justification of the population

The population of the research process is mainly defined as the set of individuals coming from a common background. In this study process, the population set is the managers associated with “public service organizations” (Snyder, 2019). One of the primary reasons behind the selection of the population set from the chosen organisation is because the topic of the research is aiming to assess the impact of “resilience” across “public service organizations” and conducting a study using this population can help in the collection of useful information.

Explanation and Justification of sampling technique

This study is using a “random” sampling technique. This sampling technique provides scope for selecting suitable samples and does not limit the choice to a certain criterion.

Sampling size

There are Five managers from prominent Public Service Organizations who are participating in the interview. The collection of opinions of different managers can help in assessing the influence of this “resilience” across the working process of “public service organisations”.

4.3 Primary data collection Instrument

The data collection instrument for this research process is a set of questionnaires. The questionnaire developed is based on the topic of the research. There are three questions developed in order to assess the influence of “resilience” across public service organisations. Answers collected from different managers can highlight different opinions and thus effectively compare the answers as well. Analysis of different data collected using the interview can help in collecting relevant information in terms of what the person is thinking about the particular topic of the research (Patel and Patel, 2019). One of the important aspects of conducting an interview is to collect relevant responses which can help in analyzing the topic. As the primary data collection instrument for this research process is the Interview, the inclusion of “email” can help in the establishment of a quick connection with the participant. Researchers can share potential questions and also collect interviews through “emails” in case participants are not comfortable with the “face-to-face” interaction process.

4.4 Administration of Primary data collection

The questionnaire consists of three open-ended questions based on the topic of the research. In the process of conducting interviews, one important aspect is making the candidate comfortable with the setup. It should include starting with some informal conversation such as the educational background of the candidate. Then asking the relevant question to the candidate and noting down the response (Al-Ababneh, 2020). This technique can also provide a chance to compare the answers of every candidate and identify the influence of this “resilience” across the “public service organisation” space.

4.5 Data Analysis Approach

In order to effectively utilise the information collected, it is important to identify the right data analysis technique. This study is using *thematic data analysis technique* in order to evaluate the information collected for the study process. This data analysis technique mainly includes the identification of patterns in the dataset and then developing themes by analysing the meaning of the data. In order to conduct the analysis of information, one significant step includes reading through the total dataset (Zawacki-Richter *et al.*, 2020). It includes reading transcripts collected

using interviews. It helps in assessing the meaning and thus serves themes from the information set. This overall aspect ¹ plays an important role in terms of developing meaning from the dataset. One of the primary advantages of using this data analysis technique is that it provides a chance to generate new insight into the topic of the research. Since this is a quick method, it also helps in saving time in the process of conducting the research process. It also helps in the interpretation of large volumes of data and thus effectively reaches a conclusion within the research process. This analysis technique also considers different attributes in terms of the personal experience of an individual.

4.6 Ethical Issues

One of the important aspects of an ethical approach is that every participant in the study is participating willingly in the research process. Hence, in order to conduct the study process, it is necessary to obtain permission from every individual participant of the chosen organisation. It includes seeking and obtaining written informed consent forms from every participant in the research process. In order to proceed with the interview, it is important to inform participants about the content of the research process(Boada *et al.*, 2021) It also includes creating awareness about the need and purpose of the research process. This way it becomes possible for the participant to develop an understanding of the need and purpose of the research.

In order to conduct the interview, one important ethical consideration is sharing adequate information about the research process. It can help participants decide in terms of participating in the research process or not. One of the important aspects in this regard also includes maintaining the confidentiality of the information shared by the participant in the need of the research process (Abma *et al.*, 2019). It is important to ensure that the real identity of a research participant does not go out in the course of the research process. Incorporation of *the Data Protection Act, of 2018* highlights the maintenance of lawfulness in processing information for the public interest.

CHAPTER 5 Findings [around 1,000 words]

5.1 Findings 700

1. Why does maintaining a good resilience level help in improving the quality of the outcome of a task?

Findings

The response shared by the first participant highlights the development of a positive outlook toward the work process. The second response highlights the importance of resilience in building

the working skill of employees. The third response highlights adapting to difficult work situations. Resilience also helps in improving quality of the outcome.

Analysis

It can be analysed that maintaining good resilience helps in improving the work process and improves the decision-making skill of employees of Public service organisations. It enables the outlook of employees in terms of facing challenges and thus maintaining motivation under every circumstance.

2. What are the ways to deal with setbacks in a work process in public service organisations?

Findings

The response shared by the first participant highlights the importance of acknowledging mistakes. The response shared by the second participant highlighted the importance of developing strategies to check setback consequences.

Analysis

It can be analysed that the most important aspect of dealing with setbacks in the work process is to develop proper strategies before the execution of work. This can provide a chance to minimize the occurrence of any form of negative consequence in the work process.

3. How does resilience help in managing challenges in public service organisations?

Findings

The response shared by the first participant emphasizes the importance of coping with a dynamic environment. The second participant highlighted the importance of developing flexible responses. Resilience helps in dealing with changing situations, thus improving the quality of the overall work process. The third participant highlighted the importance of adapting to different difficult situations with confidence.

Analysis

It can be analysed that resilience plays an important part in managing different changing situations occurring within the business process. This also helps in dealing with different types of adversities within the business (Duchek *et al.*, 2020). This approach accounts for an important aspect in terms of dealing with maintaining a positive atmosphere at the workplace. It is essential for leaders as well as business managers to face negative situations with confidence.

4. How to stay motivated in starting a new project in the workplace?

Finding

The response shared by the first participant reflected on the importance of resilience in terms of dealing with pressure at the workplace. The second participant, however, emphasised the aspect of “self-awareness”. The third participant reflected on the importance of the establishment of communication between different employees which ultimately helps in developing resilience. The fifth participant highlighted the importance of showing the “real self” which ultimately helps in improving the trust between different employees.

Analysis

It can be analysed that self-awareness is an important attribute that improves the confidence of people. It is important for employees associated with a project to work in a coordinated manner. It accounts for an important perspective that helps in improving the skills and abilities of different members as well (Jiang *et al.*, 2019). Learning from past experience accounts for an important aspect in terms of reducing the occurrence of the same mistake again.

5. How does employee resilience account for the development of the public sector work process?

Finding

The response shared by the first respondent highlights the importance of conducting meetings in order to evaluate changing demands across the workplace. The second respondent highlighted the need to understand the requirements of the job. This is an important aspect that helps in boosting the satisfaction of employees after the completion of a certain job. It is important for employees to meet the changing demands of the workplace. This helps in accomplishing business goals and also boosting employee morale.

Analysis

It can be analysed that employee skills and abilities are an important condition in terms of evaluating the job demand. This is also an important attribute that helps in improving job satisfaction. Resilient employees play an important part in managing anger-related troubles at the workplace. It also plays a crucial role in completing projects within a set deadline. It can also be analysed that the determination of an employee is an important feature that helps in the accomplishment of a task. A flexible approach towards a certain job helps in aligning with the changes occurring. It also helps in improving decision-making skills as well.

5.2 Data Evaluation 300

The importance of organisational resilience is important as it directly as well as indirectly influences the performance of employees. According to the opinion of Franken *et al.* (2020), in

order to survive in the constantly changing business environment, one important condition includes the development of new objectives in order to ensure the growth of the business. However, the moral obligations of public service organisations account for the primary strength in the process of facing a crisis. It is the leaders of public service organisations responsible for maintaining a long term perspective within a business process. The analysis section shed light on the importance of different aspects such as maintaining coordination between different employees can help in improving the outcome of an activity. This attribute highlights the importance of maintaining good coordination between different members of the team. It also helps in assessing different types of challenges which can create a burden in the process of generating a positive outcome for the business.

It is essential for different team leaders to assess different types of challenges possible in this regard. According to the opinion of Floetgen *et al.* (2021), proper utilisation of different resources ensures the success of the business process. On the other hand, poor distribution of resources results in the delivery of a negative outcome. As a resilient government is focusing more on the adoption of people-centric approaches it is aiming to improve the quality of the overall outcome of business and also earn trust. It is essential for managers to develop strategies beforehand in order to deal with any form of disaster which can hamper the outcome of the business. It can be analysed that managers need to pay extra attention to improve employee training programs. This is an important condition that helps in improving the skills and abilities of employees as well.

CHAPTER 6 Conclusions and Recommendations [around 300 words]

Summary of Key Findings

One of the key findings of the research process is that organisational resilience is an important attribute. Which determines the survival of a business in a competitive market. Resilience accounts for an important attribute that helps in developing strategies to boost positive changes within the business process. According to the opinion of Negri *et al.* (2021), the impact of resilience is significant in terms of improving the efficiency of the organisation. It also includes managing coordination between different employees. Another important finding of this study is that different public service organisations hold moral obligations in terms of staying resilient even in face of some serious issues. This accounts for an important condition in terms of improving the work process. Findings regarding key challenges which result from lack of resilience cover a wide range

of factors covering including lack of proper distribution of resources and also impacting the capabilities of organisations.

Recommendations

- Focusing on the establishment of meaningful connections
- Development of a positive outlook for business activities
- Identification of ways to boost growth
- Development of responses in order to face a crisis situation

As identified in the findings of the study, one of the important conditions in this regard includes maintaining a positive approach. In order to overcome any form of the crisis situation, it is important for both managers as well as employees of the business to face the situation with a positive mindset. As reflected in the key findings, one important condition in terms of the development of a resilient work process is to identify key ways of employee growth opportunities. It accounts for an effective strategy that boosts employee morale and thus results in developing effective solutions for business-related problems as well. It can also help in improving the overall aspect of the work process and thus lead to the development of better outcomes for public service organisations.

CHAPTER 7 Reflections [around 400 words]

Evaluation of the success of research

One of the key ways to identify the success of the research is to analyse the aspect which emphasises meeting the key objectives of the project. Also, evaluation delivery of the project on the provided schedule and also in fixed budget accounts is another important key to measuring the success of the project. As assessed from this project, the responses collected from the participant account for ⁶an important element in terms of assessing the popularity of the topic among different working managers. This account is an effective step in assessing the success of the project.

Benefits

The conduction of the study processes helped me to know that analysing a different section from the perspective of employees could have added a different layer to the overall study process. It could have helped and added a new horizon in the study process. One of the significant benefits of the study process is an assessment of different challenges in this regard. However, the lack of solution development is an important gap in this regard. The development of effective solutions

could have developed a new perspective on the whole research process. However, I would not suggest modification of the topic in any way other than conducting this in the following format.

Important lessons

² One of the important lessons that I have learned from this project process is the importance of resilience in terms of the performance of public service organisations. In the process of conducting the study, I have identified different positive impacts of resilience across the operations of public service organisations. Adoption of this practice is an important element that plays an important part in terms of providing security to different operations even while conducting a change. This aspect also plays an important role in terms of reducing uncertainties within the work process.

The conduction of this study helped me to understand the importance of the structure of the organisation, which ultimately decides the adoption tendency. It is important for businesses to adapt to the changes occurring in different formats. The moral obligation of a Public service organisation is another important element that I have identified during the study. This ¹ is an important perspective that played a crucial role in terms of maintaining the quality of performance even during a crisis. Also, developing an understanding of different challenges accounts for an important part of the process of conduction the study. Developing knowledge in this regard can help to understand the process of “crisis management”.

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