**THE IMPACT OF RESILIENCE ON PUBLIC SERVICE ORGANIZATIONS**

**Abstract**

The Introduction chapter has described about the aim and objectives of the research. It also included identification significance in terms of conduction of study process. The literature review section followed next which includes conduction of empirical study using aims and objectives developed. The section also includes theoretical perspective in relation to the research topic. The methodology section has focused on differ tools and techniques in use to collect necessary data for research. The Conclusion and recommendation chapter comes next which has highlighted key findings of the research. A reflective note on overall study has been added in the end of the research.

**CHAPTER 4 Methodology Explanation**

**4.1 Access**

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 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**

**5.1 Findings**

***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**

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**

**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**

**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 an 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**

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 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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# Appendices

## Appendix 1: Questionnaire

|  |
| --- |
| 1. Why maintaining a good resilience level helps in improving the quality of outcome of a task?  2. What are the ways to deal with setbacks in a work process in public service organisations?  3. How does resilience help in managing challenges in public service organisations?  4. What are important skills in terms of incorporating resilience in the workplace?  5. How is employee resilience responsible for development of the public sector? |

**Table 1: Questionnaire**

(Source: Self-generated)

## Appendix 2: Responses

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

|  |  |
| --- | --- |
| Participant | Responses |
| Participant 1 | It helps in developing positive outlook to work process |
| Participant 2 | I believe it helps in building working skill |
| Participant 3 | I think resilience helps in adapting with difficult work situation |
| Participant 4 | Resilience helps in improving “coping” ability of the people |
| Participant 5 | In my opinion resilience helps in guiding future behaviour and thus improving quality of outcome |

**Table 2: Responses for question 1**

(Source: Self generated)

|  |  |
| --- | --- |
| Participant | Responses |
| Participant 1 | I believe in acknowledging mistake and work accordingly |
| Participant 2 | I prefer to develop strategies beforehand in order to minimise chance of setback occurring |
| Participant 3 | I believe it is important to work hard and does not focus on setback and waste time on the process |
| Participant 4 | The most important strategy of success is to deal with failures and work on it |
| Participant 5 | I prefer to recognise success and failure as a judgement of the entire process |

**Table 3: Responses for question 2**

(Source: Self generated)

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

***Findings***

***Analysis***

|  |  |
| --- | --- |
| Participant | Responses |
| Participant 1 | I think it helps in coping with dynamic environment |
| Participant 2 | It helps in development of flexible response |
| Participant 3 | I believe it is important to adapt to different difficult situation with confidence |
| Participant 4 | In my opinion, resilience helps in dealing with adverse strikes |
| Participant 5 | Resilience helps in managing changing situation which improves the quality of overall work process |

**Table 4: Responses for question 3**

(Source: Self generated)

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

|  |  |
| --- | --- |
| Participant | Responses |
| Participant 1 | I believe adapting with changes helps in responding to pressure at workplace |
| Participant 2 | Self awareness is an important skill in terms of managing work pressure |
| Participant 3 | In my opinion, establishing connections with fellow employees helps in successful starting a new project |
| Participant 4 | Learning from past experience is an important skill |
| Participant 5 | I believe in showing up real self helps in earning trust from other employees |

**Table 5: Responses for question 4**

(Source: Self generated)

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

|  |  |
| --- | --- |
| Participant | Responses |
| Participant 1 | Resilience helps in meeting changing demands at the workplace |
| Participant 2 | I believe employee skill and jon understanding helps in enhancing job satisfaction |
| Participant 3 | In my point of view, employee resilience helps in managing anger issues |
| Participant 4 | It helps in recovering from any form of change occurring at the workplace |
| Participant 5 | I think employee resilience is responsible for completion of project in fixed deadline |

**Table 6: Responses for question 5**

(Source: Self generated)