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

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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.

Text

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**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.

Chart, diagram, sunburst chart

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**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.

Diagram, timeline

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**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 e*t 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.

Diagram

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**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.

Diagram

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**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 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.

## Data 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.

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**Project Proposal**

Students must complete this project proposal and submit it to an Ethics Committee for consideration and approval. Students cannot proceed with data collection and analysis without formal approval.

|  |  |
| --- | --- |
| Student Number | 1013364 |
| Submission Date | 12/12/2022 |
| Lecturer | Kristina Ilieva / Khetish Hurry |
| Date of Submission to the Ethics Committee | 12/12/2022 |

|  |  |
| --- | --- |
| Proposed Title of the Project | **The impact of resilience on public service organizations** |

Section 1

|  |
| --- |
| Rationale for Project (why do you want to conduct this project and how does it fit with the ‘theme’ of your assignment brief) |
| According to Hillman and Guenther, (2021), a resilient organization can be defined as one that has a 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 in order 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.  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 crisis situations, which in turn, has a negative impact on everyone. |
| Aim of the Project |
| The aim of this research study is to critically analyze the impact of resilience on public sector organizations. |
| Research 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. |

Section 2

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| Have you conducted some preliminary reading to check if this is a viable project? |
| 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.  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 crisis situations.  Resilience is extremely important for Public Service Organizations. Highly resilient organizations are able to prepare, and adapt according to the needs of the people during crisis situations. 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 the literature. |

Section 3

|  |
| --- |
| Data Collection |
| 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 intend to 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. |
| Sampling Rationale (explain who your participants are and how did you arrive to the sampling calculation) |
| 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 a scope for the randomization of selecting suitable samples for the research |
| Access to the organisation |
| The interviewees will be accessed through Gmail. |

Section 4

|  |
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| Timescale (how long will it take for you to complete this project. Consider breaking down your tasks using either a Gantt Chart or a Work Breakdown structure) |
| https://lh6.googleusercontent.com/ibuE-XhyYn-uegf8qSp_B07pOVsQssrILOl9rm_9Hpyce9--K_doybI7-K9hexXd4WDkIapE3m4zcigaxQz2xfaElNqqtv9zyoUiZO9fcgl--ZN5ZIeFK62UZQBldI1tDKc90vlYOrFmLP6fcUegczs2SAxEPJRzzp3-gj-vIPcWu7zk7hsljnSZjDORuQ  https://lh3.googleusercontent.com/rxuHuWWniAIzwmK7AasXpOIfh4UMXZWSSy9dhxLQqme4G5V1gnZbrIz672fKmKlOd6hYFSuJqUm7GnC9T008X2LjMGpNJ_aflj4YAtftEdk_t0zIA41gNFyKagwcB0k2vAjQjo9vfa4zN4rHnBLAK2EePIE4KQtnEwQM3hSt2jJVqoUAmlysblXEtMIQUg |

Ethical issues approval form

It is very important that your research is carried out in an ethically acceptable manner.  Please indicate how you will be addressing relevant ethical issues concerning your research. If you tick **No or Not Applicable** for any of the questions, please provide an explanation of how you intend to address this issue at the bottom of the table.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Yes | No | N/A |
| **The research participants** | | | |
| The research will not involve children under 18 or adults with known health, mental or social problems. | **✔** |  |  |
| The research will not cause physical or psychological harm to any participant or other person. | **✔** |  |  |
| The research will not involve any payment, gift or inducement being given to anyone. | **✔** |  |  |
| The research will not involve any actual or potential conflict of interest. | **✔** |  |  |
| The research will not involve withholding relevant information or misleading participants. | **✔** |  |  |
| The research will not give rise to any potential risk of harm or distress to myself. | **✔** |  |  |
| **Please explain how you will ensure compliance with the sections you have marked as YES.** | I will abide by all the sections that have been marked YES. | | |
| **The research process** | | | |
| I have already obtained permission from a responsible individual in the chosen organisation to carry out my primary research there and/or to use other data and facilities in connection with my research. | **✔** |  |  |
| I will seek and obtain written informed consent from all participants before conducting interviews or focus groups. | **✔** |  |  |
| I will provide adequate information for participants in a questionnaire survey so that they can make an informed decision whether to participate. | **✔** |  |  |
| I will ensure participant data, including recordings, is treated confidentially, and stored securely during the research project and is destroyed once my final module result has been confirmed. | **✔** |  |  |
| I will preserve the anonymity of, and information about, informants unless they give their express permission in advance. | **✔** |  |  |
| I will not name any individuals in my assignment(s) where this may potentially cause them harm or problems. | **✔** |  |  |
| I will respect the right of participants to withdraw their co-operation without notice or reason at any stage. | **✔** |  |  |
| **Please explain how you will ensure compliance with the sections you have marked as YES.** | I will abide by all the sections that have been marked YES. | | |
| **Use and publication** | | | |
| The findings from my research will be used solely for the purposes of the assignment(s) on this module and will not be used for any other purpose without the written approval of DGHE and the organisation which is the subject of the research. | **✔** |  |  |
| I will not publish my final research or use data collected during the research project without first gaining the written consent of DGHE and the organisation where the primary research was conducted. | **✔** |  |  |
| **Please explain how you will ensure compliance with the sections you have marked as YES.** | I will abide by all the privacy laws in the UK | | |
| **Honesty and integrity** | | | |
| I will always act honestly and in such a way as not to reflect discredit on the college, its staff, or students; and not to cause distress, embarrassment or unpleasantness to any party whether before, during or following contact with them. | **✔** |  |  |
| I will not make up my results: all my data will be collected by me and be presented honestly. | **✔** |  |  |
| I will cite sources correctly and not plagiarise other authors’ work. | **✔** |  |  |
| **Please explain how you will ensure compliance with the sections you have marked as YES.** | I will abide by all the sections that have been marked YES | | |

**Confirmation by the student**

In signing this research ethics application form, I am also confirming that:

* Primary research must not begin until ethical approval has been granted.
* The form is accurate to the best of my knowledge and belief.
* When I carry out the research, I will fully honour the commitments made in this approval form (unless any change has first been given specific approval by my teacher/supervisor).
* I understand that the project, including research records and data, may be subject to inspection if required in future.

**Signature of Applicant:**

**Full Name of Applicant:**

**Student ID number:**

**To be completed by the Ethics Committee**

|  |  |
| --- | --- |
| **Presented by (lecturer name)** |  |
| **Initial Comments for consideration** |  |
| **Presented to the Ethics Committee on (date)** |  |
| **Comments by the Ethics Committee** |  |
| **Approved / Not Approved** |  |