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Survival, Resistance, Opportunism, and the Growth of Organizations in Challenging Situations: presentation a Strategic Concept of Resilient Organizations Types

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Introduction

Organizations today face many problems that appear both critically and erosively. Each challenge should be examined based on the organization's conditions, resilience status, environment, and how they innovate in the crisis. Resilient organizations, their conditions and their types in some industries have not been accurately identified. In this regard, although a number of researchers have provided explanations for the concept of resilience and organizational resilience (Halak, Osaker, Connor, Lee, 2018; Torabi, Hughes and Hughes, 2018; Jones, 2015), they disagree on the definition of organizational resilience and the key characteristics for adapting to change in a resilient manner.

This research seeks to explain organizational resilience by looking at it from a spectral perspective. In the previous models of resilience, little attention has been given to that perspective and there have not been much scientific knowledge about resilient organizations and their states during periods of recession and crisis. Therefore, this study seeks to answer this question: *what are the types of resilient organizations?*

Objective

Resilience provides the process of dealing with disasters and the skills to deal with and protect against disorders (Jones, 2015: 27). Resilience can be defined as the ability of a system to absorb or tolerate change without losing specific traits or expected behaviors (Di Florio, 2017). Organizational resilience is also the capacity to withstand and recover from events, shocks, or natural disasters that can affect an organization or a system (Anarley and Nonio, 2015). The concept of resilience is related to the survival, resistance, opportunism and growth of organizations in the face of challenging or critical situations.

Data/Methodology

The paradigm of the present study is interpretive and its strategy is grounded theorizing with the emerging approach (Glaserian). The study population of this study includes construction product manufacturing organizations that operate in Mazandaran province, Iran. The qualitative pool of this research includes managers and experts from selected organizations who, in addition to executive background, have theoretical and practical knowledge in the field of study and have experienced organizational resilience in the event of a problem. Data were collected through semi-structured interviews with 22 participants, and theoretical sampling was also used. To increase the trustiness of the findings (validity and reliability), Guba & Lincoln's (1985) four criteria - credibility, transferability, dependability, and confirmability – were used.

Results/Findings

According to the analyses, at the end of the theoretical coding stage, four types of resilient organizations were identified according to the Glaserian "Types" family. These organizations are in a two-way spectrum, with one end of the spectrum being survival-oriented organizations and the other being growth-oriented organizations. Between these two spectrums are resistance-oriented and opportunistic organizations. Growth-oriented organizations are more influential and seek opportunities, while survival-oriented organizations are more influenced and seek solutions. Each of these organizations is in a specific range of resilience and has a specific strategic position. These positions can be changed. In general, the research findings showed that organizational resilience is a state for organizations and each of the resilient organizations is at a certain level of resilience. Figure 1 shows the pattern resulted from the axial coding, which includes the types of resilient organizations. The horizontal axis indicates the extent to which organizations influence or be influenced by the environment, competitive power, and being active and passive.

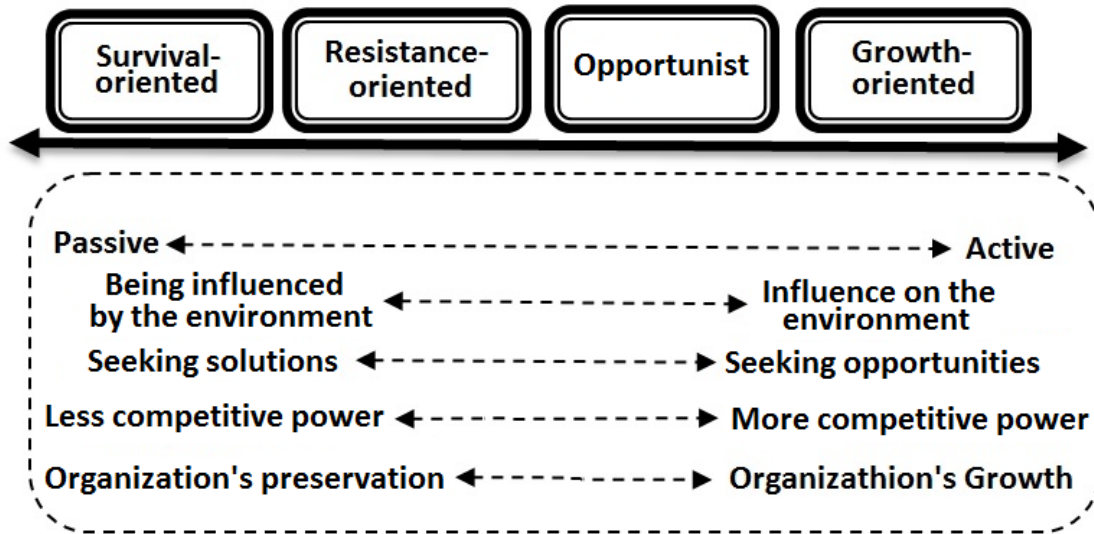


Figure 1. Pattern resulted from data analyses in the theoretical coding stage

Each of the raised issues, such as being active or passive, being influential or influenced, etc., are spectral, and their purpose is not to say, for example, that survival-oriented organizations are only influenced, or that growth-oriented organizations are only influential. Rather, each type is both influential and influenced. However, this shows that growth-oriented organizations are more influential and less influenced, and survival-oriented organizations are more influenced and less influential.

Implications

Given the unfavorable conditions of Iranian industries, especially the construction industry, awareness of the status of organizational resilience helps organizations to determine their future goals and plan to achieve them. For example, the managers of survival-oriented organizations must first try to reach the level of resistance-oriented organizations and then opportunistic organizations, and finally plan for growth-oriented.

Keywords: Resilient organizations; Survival-oriented; Resistance-oriented; Opportunist, Growth-oriented.

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