

ORGANIZATIONAL RESILIENCE AS A TOOL IN SUCCESSFUL ENTREPRENEURSHIP: A LITERATURE REVIEW

Dolly Mehta

Assistant Professor, Department of Psychology, DAV College for Girls, Yamuna Nagar, Haryana

ABSTRACT

The concept of resilience originated from positive psychology is now being used in different fields including psychology, sociology, disaster management and business administration. With the dawn of 21st century the topic of organizational resilience has become an area of focus for many researchers as more recently, there has been a shift in interest toward healthy ways of adjustment and coping. The Organizational resilience is basically an ability to survive and adapt in the face of sudden shift or change. This paper will provide a narrative review on the link between organizational resilience and successful entrepreneurship and how employees can be benefitted. Along with it, the review accounts on how organizational resilience can be inculcated with the help of counselling strategies. Data has been synthesized using different tools and search engines. The paper synthesis reveals that resilient organizations can better support their workforce to cope with this newly altered work environment. It affects the organizational factors by making people more motivated, capable of dealing with change, and less susceptible to burnout which in turn leads to improved work productivity. This paper also shows that resilience can be taught in organizations through counselling the employees with the help of counselling strategies and resilience training which equip the working individuals with skills that they can use to curb the problems which are faced by organization and improves employees' mental health and in turn improves people's performance throughout the workplace.

Keywords: Resilience, Organizational Resilience, Counselling, Employee Resilience, Successful Entrepreneurship, Workplace

INTRODUCTION

The majority of research into organizational resilience is focused on its conceptual understanding, resilience and entrepreneurship across academic discipline and organizational resilience models. The concept of counselling and its role in building workplace resilience has not been explored before. This research attempts to fill that gap by developing a understanding of the role of counselling in building resilience in organizational settings.

Several researchers have argued about the growing importance of resilience studies, due to the speed of changes in the economy, society, and technology. Because of this changing pace endurance is now viewed as a pivotal aspect of business, and resilience is crucial trait for such survival. The organizations are subject to unexpected and sudden shifts and never ending cut throat competition. To survive and adapt to the changes, at the same time making lucrative decisions for the success of the organization one needs to be resilient.

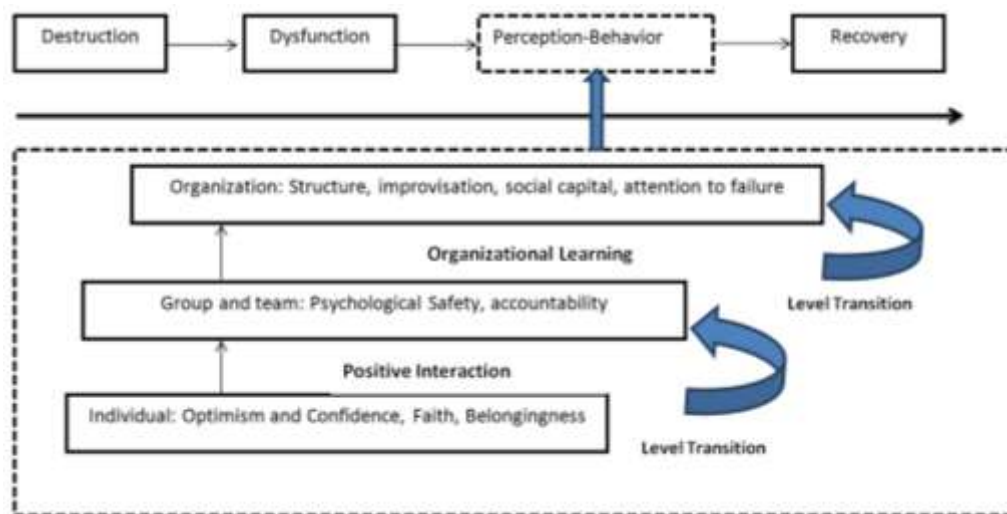
The part resilience plays in workspace is critical. It is the ability to anticipate, survive in and recover from a turbulent environment with the ability to return to original or an improved state. Resilience has three main aspects—anticipation, avoidance and adjustment which, respectively, focus on predictability, immunity and recovery.

There is a substantial corpus of research on why organizations fail when viewed from the perspective of disaster, as well as several studies proposing models of crisis causation and management (Hwang and Lichtenthal 2000; Pearson and Mitroff 1993; Pearson and Clair 1998; Shrivastava et al. 1988; Smith 1990; Turner 1976). Less focus is placed on what causes organisations to thrive in the face of calamity. However, organizational resilience literature is beginning to fill this gap and to focus on the characteristics of organizations that survive and thrive (Corey and Deitch 2011; Kendra and Wachtendorf 2003; Seville et al. 2008).

As Mitroff (2005) has stated, organizational resilience is a changing target that influences performance in both routine and emergency situations. It requires organizations to adapt and to be highly reliable (Weick and Sutcliffe 2007) and enables them to manage disruptive challenges (Durodie 2003). Seville et al. (2008; p. 18) discuss organizational resilience as an organization's "...ability to survive, and potentially even thrive, in times of crisis."

Organizational resilience is a newer tradition in organizational theory that incorporates insights from both coping and contingency theories. It is important to realize that resilience arises from a complex interplay of many factors at different levels of analysis (Van Der Vegt et al., 2015). It is important to understand that organizational resilience is influenced by many factors and have many levels. A multi- level and multi-factors model is depicted in Figure 1.

Figure 1. Theoretical model of organizational resilience (Lei XIAOa , Huan CAO b, ITA 2017)



In the field of human endeavour known as guidance and counselling, the main goal is to help a person better understand their attitudes, emotions, values, feelings, needs, strengths and shortcomings (Adeoye 1998; Yahaya, 2002). Guidance and Counselling is universal and an age long practice (Makinde, 1983; Okon, 1984) useful in all human endeavors (education, family, religion, politics and even economy). Yahaya (2002) opines that, counselling is an important activity that basically assists people to understand themselves and the environment they found themselves and help them to take effective decisions necessary for their personal growth and development.

Resilience is an active, dynamic process. The Centre for Confidence and Wellbeing (2006) states that:

‘the good news is that although some people seem to be born with more resilience than others, those whose resilience is lower can learn how to boost their ability to cope, thrive and flourish when the going gets tough’. Hence resilience can be improved.

There are many ways to build resilience at work. Through counseling, a good counselor try to help individuals find the building blocks of resilience already in themselves. If the foundation is not there a client can still work on the building blocks of resilience.

Workplace counselling is a type of employee support intervention that is often of a brief duration and offers a resource that is autonomous and specialized to persons working in various industries and work settings. Giving all employees access to a free, confidential, workplace counselling service can potentially be viewed as part of an employer’s duty of care (Rick Hughes, 2015).

Because they primarily serve two clients—the person in front of them and the organization as a tangential client—workplace counsellors have a specialized perspective and skill set. Counselors at work are aware of the milieu in which their clients operate and have a critical grasp of the setting they will be returning to. (Rick Hughes, 2015).

METHODOLOGY

This paper includes information collected through existing research literature, and articles in Google, and Google Scholar and manually searched the reference lists of selected papers and reviewed.

DISCUSSION

Overall synthesis of the existing literature reveals that organizational resilience is a complex interplay of different factors of which employees are the foundation. Successful entrepreneurship is a result of joint efforts of resilient employees working toward the betterment of themselves and their organization. Diversity, connectedness, learning, social engagement, and inclusive policy making are all elements of a sustainable and resilient workplace that help it endure and recover from crises without sacrificing its sustainable values (Choi et al. 2021; Shamout et al. 2021).

Resilience is a trait of personality however one can develop resilience through guidance and resilience training. Counselors and psychologists working in the field of positive psychology and organizations can be a great help in building skills and behaviors which make them resilient.

Following are some characteristics that are associated with resilient individual: ability to manage stress, positive thinking, problem-solving skills, trusting connections with others etc. Studies show that such characteristics can be developed in an individual through workplace counselling.

The body of studies on counseling's effectiveness is expanding, and among professionals, workplace counseling has received a lot of attention.

Workplace counseling programmes have been found to lower sickness absence rates in firms by as much as 50%, according to a 2010 systematic analysis of the research evidence by McLeod. This fact alone demonstrates the cost-effective nature of counseling, and the positive impact it can have on an organization's productivity.

Over 28,000 EAP counseling interventions were evaluated for this UK Employee Assistance Professionals Association (EAPA) study. The results show how effective EAPs are in engaging with clients, matching client issues with counselors who can help, and providing quick interventions that reduce the amount of time employees must wait for professional assistance.

One important conclusion from the aforementioned study is that 70% of the EAP participants clearly recovered or got better after receiving counseling.

The personality trait of hardiness has been found to buffer or lessen the negative effects of stressful events or adversity (Jackson, Frito, & Edenborough, 2007). It is feasible to pick up habits and techniques that will make you more resilient. It is also possible to enhance and develop human resilience by creating techniques that lower vulnerability to stress and the effects of adversity.

Resilient employees build strong connections and relationships with others (Davis Laak, 2014). Connections are characterized by effective communication in which an individual listens actively and is responsive to their colleague and their emotions (Davis Laak, 2014). To build strong connections, it is important to communicate supportively, be an effective listener, build trust, and have moments of play (Dutton, 2014).

Social support plays an important role in workplace resilience (Jackson, Firtko, & Edenborough, 2007). Resilient employees are able to manage stress effectively so it is not overwhelming and detrimental (Davis Laak, 2014). Resilient workers prevent "burnout" by regularly practising self-care and nourishing themselves in the wake of a stressful event, no matter how minor. Employees that exhibit resilience are aware of specific thought patterns that may be restricting their chances of achieving professional success by acting consciously (Davis Laak, 2014). This awareness promotes a capacity to cope with stress and unexpected challenges.

Another characteristic of a resilient employee is that the individual is true to their 'real' self (Davis Laak, 2014). They are content to be vulnerable (Davis-Laack, 2014). Resilient workers have a meaning or purpose in their lives. They achieve this in a number of ways, such as through giving back to the community, being proactive in addressing issues, achieving their goals, and seeking out chances for self-discovery (American Psychological Association).the

The favourable impact of time-limited counselling (seven sessions on average) on disturbed clients was strongly demonstrated by a 2012 Cambridge University study. Evidence gleaned from a sizable treatment sample revealed that such counselling results in an elevated level of wellbeing. In accordance with another study, workplace counselling led to "substantial gains on most attitude-to-work criteria, including opportunity for control, skill utilization, job demand, clarity, feeling valued, interpersonal contact, competence, work spillover, adequate pay, and job satisfaction." Another way to say it is that happier, more upbeat, more secure employees are the result of counselling.

Research focused on expressive counselling reveals the effectiveness of expressive therapies in enhancing Emotional Wellbeing and Resilience. Expressive Therapy (ET) is an approach to counselling that utilizes an emotion-focused, growth-promoting way and promotes client wellbeing through offering a range of interactive, creative arts-based, projective techniques. ET aims to help clients access more resilient tendencies. To support the development of resilience ET therapists concentrate initially on promoting a warm accepting relationship with clients. Nurturance for the self of the client is encouraged through offering self-esteem building activities, self-discovery opportunities, supporting a client's more positive self and fostering their creativity for formulation of problem-solving steps (Pearson & Wilson 2007).

Resilient workers are able to maintain perspective and reject illogical ideas, such as exaggerating problems or assuming that no one likes them. Additionally, employees that exhibit resilience reframe unpleasant events and capitalize on challenges when they occur. They also accept change, have hope for the future, yet are also able to learn from the past (American Psychological Association).

The four-step Strengths-Based Cognitive-Behavioral Therapy (CBT) paradigm developed by Padesky and Mooney is intended to assist clients in developing positive character traits. The success of CBT across such a wide range of disorders has led to speculation that CBT therapy models also might be employed to help people develop positive qualities and attributes (Mooney & Padesky, 2002; Fava & Ruini, 2003; Padesky, 2006). These ideas germinated in early years of this

century in the context of an increased interest in positive psychology, the study of positive human qualities and experiences (Seligman & Csikszentmihalyi, 2000; Fredrickson, 2001; Snyder & López, 2002).

While the popular view of resilience is that we can and should *bounce back* from adversity, this may not be a helpful approach in resilience counselling. It implies that a person who is resilient overcomes challenges with ease and quickly gets back to "normal" without skipping a beat (Neenan, 2018). Coming back demands time for adaptation and recuperation, whether dealing with traumatic adversity or something less severe but yet significant (like job layoffs or a difficult customer) (Neenan, 2018).

Overall, resilience is a positive quality and provides a useful set of skills for employees. However, there is a turning point whereby employees can possess too much resilience. This can lead to employees tolerating toxic environments such as an abusive supervisor because they have high levels of resilience and resist the urge to leave (Chamorro-Premuzic & Lusk, 2017).

FINDINGS AND SUGGESTIONS

Review of literature reveals that, for entrepreneurship to be successful it is crucial to work on employees' level. This will enable them to build decision making skills, manage stress, and motivate them to face challenges with determination, all of these are the factors which make individuals resilient.

The role of counselling is salient for guiding the employees building resilience which ultimately works in favour of the organization as a whole. The helps in increasing job satisfaction, reducing the burnout rates, managing the work stress, make them able to anticipate, prepare and manage the unknown and sudden situations, develop effective communication, build trust and maintain strong connections and relationships, getting engage in self-care, in developing a positive viewpoint towards life and events, and to be mindful which are some key characteristics of a resilient person. Entrepreneurial counselling is simply a tool to raise an entrepreneur above average (Mamarou, 2012).

Entrepreneurial counselling is highly necessary in any entrepreneurial empowerment programmes, be it at the local, state and especially at the federal level. Without entrepreneurial counselling, the whole purpose of empowerment is often jeopardized. No matter how worthwhile or attractive an entrepreneurial policy may be, if entrepreneurial coaching and counselling are not prioritized and given appropriate attention by being made a crucial component of the empowerment process, the entire empowerment exercise is likely to be fruitless. This is so because awakening brings about empowerment (Trump and Donald, 2006).

Hence it can be concluded on the basis of reviewed literature that the organizational resilience is a predictor of successful and effective entrepreneurship. It is also clear that the role of counselors and counseling interventions is major in the organizational and business setting to develop resilient employees which then contribute to the team level which in turn affect the whole organization.

This research will also open avenues and attract future researchers to study the usefulness of counseling in this area. As this paper is based on limited researches so possibility is some important points would have been remain untouched. Because this topic has not been explored in previous researches that is why there are not enough empirical evidences. Although it also ensures that there is need to delve into this topic more and explore the vastness and the scope of counselling in developing resilience in helping develop organizations.

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