


## Chapter 9

# An Organizational Structural Framework for Reliability, Safety, and Deployment of Organizational Resources

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### ABSTRACT

*This chapter analyzes an organizational structural construct based on a framework for elements for reliability, safety, and deployment of organizational resources. It is assumed that theoretical and empirical studies in organizational resilience have limited contributions on the concepts of high-reliability organization applied to a diversity of entities and with a variety of characteristics. The method employed is the analytical reflective of the theoretical and empirical literature review. This study concludes that the emerging concept of organizational resilience confirms that the creation and development of an organizational resilience framework for structural construct can be supported by elements based on flexibility of organizational culture, organizational safety and reliability, the promotion elements, and the deployment of organizational resources.*

### INTRODUCTION

Organizations seek to improve resilience of structure and functions, assets and infrastructure against disruption, degradation, and destruction. Organizational resilience can be evaluated on its facilities, infrastructure, and supply chains (Kohno et al. 2012). Organizational resilience is considered as a second-order construct but manifests at the first-order level constructs identified by Richtner and Löfsten (2014) as cognitive, structural and emotional resources linked to organizational creativity. Resilience is also considered as the ability to absorb, stabilize the system structure, achieve function and identity in the cope of shocks.

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A methodology to develop organizational resilience is based on structures and processes aimed to enhance the ability to respond to disruptions and create opportunities (Denyer, 2017, 20). Organizational resilience can be defined in terms of its outcome or what does, as “the maintenance of positive adjustment under challenging conditions such that the organization emerges from those conditions strengthened and more resourceful” (Sutcliffe & Vogus, 2003; Vogus & Sutcliffe, 2007).

Enhancing organizational resilience has a variety of concepts, principles, approaches, guidelines, and elements which combined enable to design a framework to be implemented at different organizational levels combined with different factors at each level, creating and developing a theoretical model to influence organizational resilience. The concept of organizational resilience can be a single at the organizational level or multi-level concept (Linnenluecke, 2017) constructed and achieved at different organizational collective levels. Organizational resilience from the perspective of individual level is based on the inference that the organization is resilience as its individuals (Coutu, 2002; Horne, 1997; Horne and Orr 1998; Mallak 1998; Shin *et al.* 2012).

The concept of organizational resilience emerges from cognitive and engineering sciences among others to create and develop a framework for structural construct of organizational resilience supported on elements based on flexibility of organizational culture, organizational safety and reliability, the promotion elements, and the deployment of organizational resources.

## **FRAMEWORK OF ORGANIZATIONAL RESILIENCE**

The concept of resilience is very promising theory and empirical research in organizational studies, despite that the conceptual and operational issues are considered of being fuzzy and the urgent need to develop taxonomies and construct frameworks (Clement and Rivera, 2017; DesJardine *et al.* 2017; Limnios, *et al.* 2014; Linnenluecke, 2017; Williams, *et al.* 2017). The constituent elements of the concept of organizational resilience are not clear under any specific discipline encompassing a set of diverse organizational disciplines and challenging the validity of unconnected concepts in a theoretical paradigm (Hirsch and Levin 1999).

There is a lack of a process framework for individual elements in different resilience phases. There is not an exhaustive list of elements and practices that constitutes organizational resilience which is contextualized in various settings. The definition of organizational resilience includes common elements and context-specific aspects. Definitions of resilience lack some common constituent elements (Aleksić *et al.* 2013). Organizations that experience collapse are more specific in benefits rather than a general organizational resilience frame (Hamel & Välikangas, 2003). The collapse of an organizations can be reframed as a process of resilience.

A comprehensive and integrated model that draws on various frameworks and approaches combines elements (Pasteur, 2011). Several factors improve organizational resilience which can be enhanced by the elements of people, core business systems and facilities (Foster and Dye 2005). An institutional, legal, organizational and procurement aspects of societal resilience are used as a framework to retrieve indicators and patterns able to identify critical issues (Becker, Abrahamsson, and Tehler, 2014; Herrera, Pasquini, Ragosta, Vennesland, 2014; Van Der Beek, Schraagen 2015). The components of the organizational resilience framework may change depending on the cumulative or individual weather extremes. The multi-disciplinary perspective of organizational resilience inquires the contribution of organization

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