The Resilience of Organizations in the Context of Regional Social Sustainability: Management Challenges under Uncertainty

The article defines the links between the resilience of organizations and the social sustainability of regions, describes the difficulties and management challenges faced by organizations in conditions of uncertainty. The theoretical part reveals the concept of regional social sustainability, discusses the strengthening of the resilience of organizations in the context of regional social sustainability, presents the challenges of organizational management in an environment of uncertainty. The study identifies the ability of organizations to act in the face of uncertainties and reveals the management challenges faced by organizations operating in an environment of uncertainties.

Keywords: resilience, governance, organization, regions, social sustainability.

Introduction

The issue of social sustainability of regions has recently been relevant both nationally and internationally – the EU Strategy 2020 Europe (COM, 2010) emphasizes the goal of long-term social sustainability of regions, and the Law on Regional Development of the Republic of Lithuania (2000, Art. 3). The policy aims to reduce socio-economic disparities between and within regions and to promote the balanced and sustainable development of the entire territory of the state. M. Keck and P. Sakdapolrak (2013) note that the overall sustainability of a country depends on balance, so in the face of disadvantage, it is important to ensure the social sustainability of regions, where the resilience of organizations becomes a particularly important aspect. According to research data, the resilience of organizations has an impact on the sustainable development of the sector in the sector and

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region, in the latest scientific literature, it is called social sustainability (Missimer et al., 2017; Croom et al., 2018).

**Research on the topic.** Global interest in the topic of regional social sustainability and organizational resilience is growing, and the theoretical and empirical perspectives of this phenomenon are analyzed by D. Marchese et al. (2018), A. A. Ardebili and E. Padoano (2020), E. Balugani et al. (2020). Theoretical and empirical perspectives on regional sustainability reveal S. Christopherson et al. (2010), R. Martin and P. Sunley (2015), H. Gong and R. Hassink (2016), E. Giannakis and A. Bruggeman, (2017). Organizational resilience, concept, planning system, resilience building, and resilience building factors are presented by the following researchers: Pike et al. (2010); Gilly et al., (2014); Herbane, (2018); Barasa et al., (2018); Burnard et al., (2018); Esposito et al. (2019); Rodríguez-Sánchez et al. (2019); Gečienė, Raišienė, (2019), and others.

Although the topic is extensively researched, modern research that systematically examines the links between organizational resilience and regional social sustainability has failed to detect. Therefore, this topic is relevant to determine the impact of the resilience of organizations on the social sustainability of regions.

The social sustainability of regions and the resilience of organizations can be examined to varying degrees, but research analysis (Norris et al., 2008) suggests that sustainability assumptions emerge at the organizational level and resilience depends primarily on the ability of organizations and other social systems to balance elements, pool available resources and competencies, manage needs and adapt to change. Therefore, this article analyzes the strengthening of the resilience of organizations in the context of social sustainability of regions, defines the difficulties faced by organizations in adverse circumstances, what actions are necessary for the organization to manage an unforeseen situation in a period of uncertainty.

The question of the research problem – what resilience actions help organizations meet challenges by operating in an environment of uncertainty?

**The research object** is the resilience of organizations and management of challenges operating under conditions of uncertainty in the context of regional social sustainability.

**The aim of the research** is to theoretically substantiate the strengthening of the resilience of organizations in the context of regional social sustainability and to empirically identify the management challenges faced by organizations operating in an environment of uncertainty.

**The research methods.** To achieve the aim, the analysis of academic literature, theoretical modeling, information summarization methods are applied. A quantitative study was performed to collect empirical data. The research method is a questionnaire survey. The study involved employees of public, private and non-governmental social service organizations from all 10 regions. The survey was conducted in writing. The questionnaire was distributed by providing a direct link to the questionnaire created on the website apklausa.lt.

**The objectives of the article** are to reveal the ability of organizations to act in the face of uncertainties, to define the resilience of organizations and its importance for the social sustainability of
regions, to describe the management challenges encountered in dealing with the environment of uncertainties.

**Strengthening the resilience of organizations in the context of regional social sustainability**

The concepts of resilience and sustainability are considered interrelated, but due to the multiplicity of the two concepts, a complex relationship emerges that can vary depending on the context (Redman, 2014; Marchese et al., 2018). The principles of social sustainability are key factors in ensuring a rapid and dynamic response to frequent and unpredictable changes and in supporting the growth and survival of organizations and contributing to the resilience of organizations (De Mandojana, Bansal, 2015). To meet problematic challenges, organizations need to increase resilience, which is a complex combination of technological capabilities, experience dependency, and institutional factors, including coordination and control arrangements (MacKinnon et al., 2009). Organizations can experience shocks that have a direct impact on the ability of regions to develop (Dawley, 2013).

The question of how organizations overcome adverse circumstances and adaptively adapt to activities in emergencies has interested both classical and modern representatives of management science, therefore the issue of strengthening the resilience of organizations becomes an important object of research in the field of management science. To overcome shocks, adversity, and continue to thrive, an organization must adapt and operate in an environment of evolving challenges and emergencies, that is, strengthening the resilience of organizations (Coombs, 2010).

Organizational resilience of many researchers (Luthar et al., 2000; Cummings et al., 2000; Rudolph, Repenning, 2002; Norris et al., 2008; Chandra et al., 2013; Christopherson, et al., 2010; Pike et al., 2010; Martin, Sunley 2013; Gilly et al., 2014; Salehi, Veitch, 2020; Sanchis et al., 2020) are defined as the organizational ability to anticipate, prepare, and respond, and to recover and adapt to ever-increasing changes resulting from sudden disruptions, unexpected, stressful, and adverse situations for the organization to survive, continue to operate, and prosper. Resilience refers to the ability of an organization to manage failures, failures, and surprises in a way that avoids complete collapse and ensures adaptation and improvement. Analyzing the importance of resilience, J. F. Horne and J. E. Orr (1998) noted that resilience is crucial for organizations to respond productively to significant changes that interfere with predicting the pattern of events. Meanwhile, C. A. Lengnick-Hall and T. E. Beck (2005) found that resilience influences an organization’s response to environmental change; the higher an organization’s resilience, the more strongly the organization adapts to adversity. Therefore, the ability of an organization to respond to various disruptions depends on the goals of the organization and the level of maturity in a crisis.

Various authors present different approaches to the resilience of organizations in the context of regional social sustainability:

From B. Fikret and C. Folke’s (1998) point of view, the most important thing is
to maintain a balance between the various elements in a crisis, concentrating available resources and competencies, the ability to manage the needs, challenges and changes faced. According to the authors, maintaining balance, people, organizations, regions recover from major shocks and return to normal activities;

C. S. Holling and L. H. Gunderson (2002), based on systemic thinking, argue that resilience needs to be strengthened in a process of continuous adjustment at three levels of change: the potential of accumulated resources available to the system; internal communication of system participants or variables; stages of creative and flexible response. Increasing resilience provides flexibility to organizations, increases sensitivity and understanding of external variables, and consequently reduces vulnerabilities in the region.

P. A. David (1985) explains that resilience is determined by dependence on circumstances, as choices made by organizations based on certain circumstances may persist until the initial circumstances change.

B. T. Litz (2005) argues that the long-term perspective is key to strengthening resilience, as organizations seek to strengthen their resilience, they are interested not only in the current equilibrium conditions but also in the long-term functioning of the system. A long-term perspective is particularly important for an inclusive environment and interoperable processes to ensure regional sustainability (Pierson and Skocpol, 2002).

Other researchers, R. Zhang and W. Liu (2012) found that the key features of organizational resilience are an organization’s ability to manage or stop disruptions and maintain their core functioning, self-organize disorder management and strengthen resilience, and learn and adapt to change. The above-mentioned authors note that organizational resilience includes developmental progress, where significant changes in the environment can be quickly perceived, accepted, and quickly adapted to them.

Theoretical sources present two perspectives on organizational resilience, operational resilience and strategic resilience. Operational resilience, otherwise known as passive resilience, is geared towards overcoming the crisis and returning to the normal state associated with the ability to interpret and act adaptively (Pasteur, 2011). Strategic resilience, otherwise known as active resilience, is used to quickly turn threats into opportunities and identify a unique opportunity for effective operations (Välikangas et al., 2012).

Studies by B. Ingirige and K. Jones (2008) found that small and medium-sized organizations suffer the most and are the most resilient in unforeseen situations and crises. Small and medium-sized organizations, compared to large ones, have different operating environments and are more sensitive to financial fluctuations, laws, technological change, changing customer needs, and political instability, which has a significant impact on regional sustainability (Bhamra et al., 2011). The resilience of both large and medium-sized and small organizations is influenced by the following factors: organizational governance processes and human resource management; standardized risk management procedures; strategic planning; innovation and initiative; technology and knowledge development and information management, organizational
culture, social networks and cooperation (Gečienė, 2019). The applied resilience factors of organizations enable organizations to overcome adverse events in adverse circumstances and help to continue to function effectively and achieve positive results in emergencies.

Resilient organizations have the capacity to sustain positive change and overcome many challenges in difficult situations, while non-recoverable and resilient organizations are threatened with extinction, while at the same time threatening the social sustainability of regions.

**Social sustainability of regions**

The regional debate on regional development has recently focused more on competitiveness, technological growth and the avoidance of external economic shocks. The development of the economic, social and environmental conditions of the regions and the problem of reducing the differences between the regions of the country are receiving more and more attention among politicians, scientists and regional development specialists. In recent years, the debate on future perspectives has evolved into a debate on responsiveness, adaptability, and regional social sustainability (Pendall et al., 2007; Chapple, Lester, 2007). Sustainable regions can respond to and adapt to short-term external shocks or long-term downturns in markets, according to G. Grabher (2009), where markets and organizations are constantly adapting to changing environmental conditions, notes T. Swanstrom (2008).

The term social sustainability of regions is flexible because the term originated in environmental research, it described the biological ability to adapt and thrive in adverse environmental conditions (Foster, 2007). H. Kitano (2004) argues that social sustainability is a trait that is considered to be the core spectrum of many systems, from biological organisms to social systems to modern engineering systems. J. M. Whitacre (2012) explain social sustainability as the coherence and stability of structures and functions. In another aspect, in the economy, regional sustainability is linked to a diversified economy, including small advanced manufacturing industries, as well as educational, health, and social organizations. In the social sciences, the term social sustainability encompasses the link with regional adaptation and therefore has a strong link to evolution, (Hudson, 2010; Pike et al., 2010). The analysis of regional social sustainability should focus on the regions’ ability to meet social, economic, technological and environmental challenges, their ability to engage in collaborative processes in planning and implementing change, given their existing constraints and the infrastructure of regional institutions, notes D. Wolfe (2010).

Scientific sources analyze the various causes of the economic, social and environmental problems of the regions. Some authors, as K. Geppert and A. Stephan (2008), argue that ensuring the social sustainability of regions is hindered by the region’s geographical features, history and cultural experience, others point to insufficient coordination of development processes and free competition, which fails to even out regional development disparities. M. Sørensen (2002) notes that the problem of regional development is inequality - different levels of prosperity between territories and differences in
economic and social structures. Rising inequality means higher deprivation, and regions with higher inequality achieve lower levels of economic growth, and such regions are more prone to social unrest. Economically weaker regions, due to their unattractiveness, face unemployment, low incomes, weak purchasing power and become less attractive for new business investment. In economically stronger regions, meanwhile, faster capital turnover and profitability create more favorable conditions for investors, workers to find employment, to live, and to create greater added value and innovate (McKay, 2002). J. Novotny (2007) analyzes regional issues at the income level, S. Rengansamy (2009) notes that to address regional issues and strengthen social sustainability, it is important to analyze both income and production and ensuring the availability of employment and other services in the region. Meanwhile, I. Kasinskaitė (2005) states that the social sustainability of regions can be ensured by strengthening the development and use of information and communication technologies in different areas of social and economic activity. D. Wolfe (2010) found that the most effective strategies for social sustainability in regions are based on the acquired level of civic capital and the development of regional organizations. There are many indicators of socio-economic sustainability: employment rate; income distribution and growth; regional gross domestic product (GDP); regional internal income equality and various other measures, notes T. Swanstrom (2008). Other authors note that the success of a region can be measured by current and past economic growth, employment rates, living standards, and quality of life (Howells, 1999; Archibugi, Lundvall, 2001; Clark et al., 2010).

The pursuit of social sustainability of regions is reflected in the state strategic documents – the State Progress Strategy “Lithuania 2030” notes that in today’s world the directions of rapid change are not accurately forecasted, therefore it is difficult to anticipate and quickly create the necessary adaptation measures. In order to respond effectively to unforeseen changes and to ensure the sustainable development of the state, it is necessary to strengthen the basic capacity - social sustainability. Meanwhile, the White Paper on Regional Policy (2017) identifies inclusive, empowered and competent regions as one of the pillars of Lithuania’s regional policy. And municipal institutions, establishments, small, medium and large businesses from Lithuania and abroad are considered important implementers of regional policy. A region is an integral part of the territory of a state where national regional policy is implemented. National regional policy is defined as the targeted activity of the state, municipal institutions and other entities that has a different impact on the social and economic development of regions to reduce social and economic disparities between regions and promote even and sustainable development throughout the state (Law on Regional Development of the Republic of Lithuania, 2000).

The concept of social sustainability of regions is not complete without an organizational environment, social sustainability increases when a region has a cohesive organizational structure where diversity exists open to radical change (Boschma, 2014). This is confirmed by R. Nelson (1994), who states that the social
sustainability of regions is influenced by the organizational environment.

**Organizational governance and challenges in an environment of uncertainty**

Recently, as organizations operate in an environment of uncertainty, they face management challenges. Technological innovations, new communication channels, economic fluctuations - all this means that previously well-functioning organizational structures and management systems must be constantly improved to meet the needs of today's organizations. Today's global phenomena and their consequences lead to the formation of new requirements in the governance structure of organizations and lead to unexpected and unforeseen external changes and inevitably inspire internal changes in organizations, causing additional management problems and challenges for organizational leaders. It depends on the skills of the leaders whether those changes will challenge the survival of the organizations or become new opportunities. Thus, one of the problems in operating in an environment of uncertainty is the theoretical and practical preparation of managers, the ability to respond to the phenomena of globalization. The country's development opportunities and the social sustainability of the regions depend on the ability of organizations to plan and make rational decisions and implement them using the available resources and opportunities.

Various scholars (Smithson, 1989; Babrow, Matthias, 2001; Courtney et al., 2001; Dimoka et al., 2012), in presenting the concepts of uncertainty, argue that uncertainty is a situation where there is insufficient information in decision-making, insufficient communication, and therefore not all possible probabilities and outcomes of the action are predicted, known, or calculated. Uncertainty can take many forms, but most often one is faced with uncertainty arising from insufficient information, conflicting information that contradicts other available information, then one chooses to ignore any information received because the available conflicting information does not help to make the right decision. Researchers argue that uncertainty can also arise from the unpredictability of future outcomes, where the probabilities of their occurrence are the same with several possible outcomes, in which case the uncertainty is extremely high, and if one outcome has a higher incidence rate compared to other outcomes. Meanwhile, M. B. Asselt et al. (1999) found that the main sources of uncertainty are two, namely:

- Changing situation – human actions, social, economic, cultural dynamics, etc.;
- Lack of knowledge – inaccurate information, lack of observations, practical immeasurability, etc. Other researchers (Urniežius, 2001; Mathiesen, 2003) note that people, without knowing what the future will be, are forced to guess what the most likely outcome of the decision will be, and when faced with uncertainty, people rely on their intuition, some factors may have probabilistic values. but the rest will be unknown and indeterminate.

One of the most important challenges for organizational leaders is management change. The importance of change in organizations led by managers familiar with innovations in management science that implement the latest organizational
changes remains competitive and ensures the long-term survival of the organization (Perlow et al., 2002). Meanwhile, H. Barkema et al. (2002) state that organizational management challenges are caused by the following factors: accelerating external change; increasing uncertainty; shortening operating cycles; the growing need for rapid solutions; the growing need for learning and innovation; the growing need for interoperability; rapidly aging knowledge; increasing risk of competence traps; the increasing importance of time. S. Videikienė and L. Šimanskienė, (2013) note that managing in an environment of uncertainties is not an easy process, managers face various obstacles and challenges: employee resistance, financial difficulties, reluctance to change routines and implement changes, and so on.

Management decisions made in an environment of uncertainty are those in which the potential outcomes are not known. In this case, there is a high probability that the solutions will be suboptimal. New information can either increase or decrease uncertainty, so greater knowledge does not mean less uncertainty, and vice versa (Garškienė, 1997). To gain an advantage, an organization must be prepared to continually improve, learn, change, and adapt appropriately to the conditions dictated by the business environment. One of the most important tasks in forming an organizational management structure is to involve members of your company in this process, whose cooperation, horizontal relations, effective communication, innovative approach to change and involvement in daily organizational management processes are the key to a successful organization in an environment of uncertainty (Staniuliene,

Reconciliation with change is very important in organizational governance (Chakravarthy, 1982). To be successful in the management of uncertainties in the environment, the competence of the manager is very important - the ability to make the best decision in a specific situation and implement it in the best possible way. A. Seilius (1998) reveals that management functions form a coherent complex, systematic, holistic management mechanism of each organization, it is only necessary to perform them all, and not to choose only those that you like. S. Stoškus and D. Beržinskiene (2005) distinguish the following main organizational management functions: planning; organization; leadership; work with staff; motivation; coordination and control. The authors A. A. Грачев (2013) and P. Manikandan (2010) note that even though management is a very complex process and the organization manager needs the ability to see several directions simultaneously to implement change, the management process can be described by distinguishing the main elements. identifies as 4 views of the guide:

1. Looking back – learning from experience;
2. Looking ahead – anticipating the vision and direction of the organization;
3. Look at oneself – personal qualities, abilities, the self-confidence of the manager;
4. Looking around – situations, market perception.

L. Šimanskienė (2002) notes that managers seeking effective leadership should use the following such management tools: management functions; leadership gazes; organizational culture. The author argues that organizational culture, in addition to
the listed management tools, is not only a means of connecting those mechanisms into a coherent management system but also an ideological driving force for all employees that helps the organization achieve its goals.

In the conditions of environmental uncertainty, it is necessary to take into account the types of organizations (by functions, by products/services, by type of consumption (markets), by marketing channels, by geographical principle, by processes or equipment) when forming organizational management structures. The research has shown (Bučinskaitė, 2016) that organizations that have such characteristics as decentralization, cooperation, delegation, cooperation, low level of hierarchy adapt more easily to environmental uncertainty. Recently, researchers in scientific sources analyzing the management of organizations in an environment of uncertainties (Staniulienė, 2006; Bakanauskas et al., 2011; Mann, 2011; Bozkurt, Arman, 2014) by analyzing the organizational management structure as a deliberately designed system that facilitates work organization, implementation and control, distinguishes the categories of types of organizational management structures:

1. Classical (hierarchical) organizational management structures, which include; linear, functional, linear-functional, patriarchal and linear-staff management structure. These governance structures are not fully appropriate for organizations operating in an environment of uncertainty, making it difficult to apply these governance structures in the face of environmental uncertainty.

2. Adaptive (organic) management structures, which include: design and matrix management structure. Structures of this nature are suitable in the presence of environmental uncertainty.

3. Modern organizational structures, which include: network, spherical modular, virtual, internal market organization structure. These types of structures are well suited to conditions of environmental uncertainty.

In leading an organization in an environment of uncertainty, it is critical to be aware of ongoing changes, to overcome challenges and disadvantages, and to use all available tools and resources to maintain the continuity of the organization and the success of the organization.

**Research methodology**

To empirically identify and substantiate the ability of organizations to act in the presence of uncertainties and to reveal the management challenges faced by organizations operating in the environment of uncertainties, a quantitative exploratory study was conducted, the method of which is a questionnaire survey. As social service organizations work with a vulnerable group of clients and have experienced crisis situations in an environment of uncertainty, these organizations are not equally successful in overcoming challenges – research on these organizations and their management is relevant (Gečienė, Raišienė, 2019). Organizations providing social services from all 10 regions of Lithuania were selected for the study. The survey was conducted in writing. Random sampling was used, based on online lists of organizations. The study population is about 200 organizations providing social services. 120 organizations in
the contact list e-mail a questionnaire was sent, by providing a direct link to the profile, created on the website apklausa.lt. The survey involved representatives of 58 organizations: employees of public (75.8%), private (15.6%) and non-governmental (8.6%) organizations. The return rate of the questionnaires is 48.33 percent. Due to its low reversibility, the study is considered exploratory in nature.

The limitation of the study is that only active and willing individuals to participate in the study participated.

This research model was based on theoretical analysis and verified in the following publications: (Gečienė, 2019, 2020; Gečienė, Raišienė, 2019).

The research data were analyzed by SPSS (Statistical Package for Social Sciences) data processing program. The results of the study were interpreted based on the recommendations of S. B. Green and N. J. Salkind (2016).

**Research results**

In order to identify the problems faced by organizations in an uncertain environment and to reveal the management challenges faced by organizations in an emergency, study participants were asked to: answer what problems/challenges organizations face in the event of unforeseen changes were divided into different categories (Table 1).

Based on the research data, we see that when operating in an environment of uncertainty, organizations are most often faced with the following challenges: legal – insufficient preparation of the state legal framework; organizational – lack of organization, time planning gaps, workload distribution, working remotely; human resource management – teamwork is not ensured, motivation and responsibility are not encouraged; communication – communication is not active, information transmission efficiency is low, lack of feedback. Although organizations also have to overcome the following challenges: financial – financial instability are less described; competence development – an undeveloped habit of distance learning; and technical – barriers to information and telecommunications technologies, problematic management of new technologies. In overcoming challenges, organizations strengthen their resilience, on which the overall social sustainability of regions depends (Keck, Sakdapolrak, 2013).

After identifying the main challenges, it was important to find out what actions are necessary for the organization to manage an unforeseen situation, to survive uncertainty. The averages of the study results are presented as a percentage in Figure 1.

The research data reveals the most important actions necessary for the organization to operate in a period of uncertainty. Respondents note the importance of financial management in ensuring financial stability. As financial management has been singled out as a less important challenge, it can be assumed that organizations can ensure financial management, which is important to strengthen the resilience of organizations. The participants of the study believe that the next step is to predict how business continuity will be ensured. Respondents point out that another step is to adapt and maintain balance in business and problem-solving. Research shows that managing human resources is an important step in times of
Table 1. Challenges of organizational management in an environment of uncertainty

<table>
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<th>Challenge category</th>
<th>Description of problematic management challenges</th>
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| Legal                               | Insufficient preparation of the legal basis, i.e. legislation adapted to work in normal circumstances  
                                          Lack of legislation governing the activities of the organization in the event of an emergency  
                                          The state is not ready to manage the state of emergency in the country, therefore worries and disruptions arise not only due to objective circumstances but also due to the unpreparedness of state institutions  
                                          The position of state support is not clear to either organizations or partners, which adds additional uncertainty to decision-making |
| Financial                           | Irregular funding for organizational development  
                                          Financial instability  
                                          Prices for necessary measures have risen |
| Organizational/operational organization | Insufficient preparation and attention of the municipality to the organization  
                                                        It is problematic to properly distribute the workload to those working at the workplace and remotely, to share work during colleagues’ holidays  
                                                        Lack of work organization skills, lack of organization, chaotic work  
                                                        Lack of time - moving work to a virtual space is very time consuming  
                                                        Reconciling work and family life when starting work from home, remotely  
                                                        Uncertainty about how work will be organized and uncertainty, uncertainty about future prospects |
| Human resources management          | Employee panic, anger, stress, ignorance, peer indifference, differences in attitudes  
                                                        Difference in team personal characteristics  
                                                        Problems are difficult to solve  
                                                        Insufficient employee motivation and responsibility |
| Communication                       | Lack of live contact, lack of communication, reduced efficiency of information transmission  
                                                        It’s hard to convey knowledge, get feedback  
                                                        Not sure where to go to get the information you need to work in the event of unforeseen changes or adverse circumstances  
                                                        There is no single system that provides advice in one case or another  
                                                        Due to unforeseen changes, communication is not active, information reaches employees slowly |
| Competence development              | Undeveloped habit, lack of knowledge on how to distance learning, lack of development of new skills |
| Technical                           | Information and telecommunications technology interference  
                                                        Limited knowledge of information technology  
                                                        Failure to master new technologies so quickly |

Source: composed by the author.

uncertainty. According to respondents is the strengthening of an inspiring organizational culture that encourages personal commitment. The findings of the study reveal the need to promote employee concentration, responsibility-sharing, and empowering leadership at all levels of leadership. Respondents note the importance of developing new skills to adapt to changing conditions and to regularly assess, identify and manage relevant risks in times of uncertainty. The survey data show
that there are no insignificant of the 18 listed actions when organizations operate in a period of uncertainty, all actions that strengthen the resilience of organizations are important. Respondents identify as less important actions: the provision of measures to strengthen the organization’s resilience in the operational (emergency) management plan.
management plan; change planning by setting up compensation mechanisms and providing psychological counseling to employees.

The respondents also identified additional actions that are necessary for the organization to operate in a period of uncertainty to continue operations and strengthen the resilience of organizations. The study participants state that it is very important to distribute workloads and to systematically assess whether the activity will be carried out as effectively as circumstances change to ensure its continuity while strengthening the resilience of the organization. Researchers also note that it is very important to manage the organization in times of uncertainty – to present information properly, clearly, comprehensibly, reduce bureaucracy, develop cooperation, support employees emotionally, provide feedback, strengthen teamwork and improve the microclimate within the institution.

Based on the analysis of scientific sources and empirical research, it can be stated that the theoretical data largely coincide with the empirical data of the research results.

Comparing the results of this study with the factors of organizations’ resilience identified by other authors, Table 2 presents the factors of organizations’ resilience singled out by the respondents in this study, comparing how this is reflected in the context of the theoretical model.

Comparing the results of this study with the organization’s resilience factors identified in the theoretical models, we see that resilience factors are similar or
replicate each other. It can be assumed that the resilience factors identified in this study are a tool for organizations to overcome difficulties and strengthen resilience in the face of uncertainty.

Conclusions

The social sustainability of regions is closely linked to the resilience of organizations, as organizations operate in an environment of uncertainty and have a direct impact on the social sustainability of regions by overcoming emerging governance challenges. The study found that the most important actions that strengthen the resilience of organizations and help to overcome the challenges of the organization in a period of uncertainty are: financial management, ensuring financial stability; the anticipation of how business continuity will be ensured; adaptation and balance in business continuity and problem-solving; human resources management; strengthening the culture of an inspiring organization; promoting staff concentration, sharing responsibilities and strengthening empowering leadership; development of new skills; regular assessment, identification and management of relevant risks; change planning by creating compensation mechanisms; workload distribution, and systematic evaluation or, in the event of a change in circumstances, activities will be carried out just as effectively to ensure their continuity while strengthening the resilience of the organization.

The results of this study can be useful for organizations operating in Lithuanian regions to carry out activities in an environment of uncertainty, to combat emergencies and to strengthen the resilience of organizations, on which the sustainability of regions depends.

To identify which resilience actions of organizations are the most significant for the survival of the organization and strengthen resilience in an environment of uncertainty, it is necessary to continue the investigation in the normal situation in the country. Further research would allow the development of an action model for resilience assessment of organizations that would enable organizations to systematically deal with adverse events in uncertain circumstances.

References


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ORGANIZACIJŲ ATSPARUMO IR REGIONŲ SOCIALINIO TVARUMO ŠAȘJOS: VALDYMOS IŠŠŪKIAI NEAPIBRĖŽTUMO SĄLYGOMIS

Santrauka

Straipsnyje atskleistas organizacijų gebėjimas veikti esant neapibrėžtumo sąlygoms, atskleista organizacijų atsparumo svarba regionų socialiniam tvarumui, apibūdinti valdymo iššūkiai, su kuriais organizacijos susiduria veikdamas neapibrėžtumų aplinkoje.

Teorinės analizės pagrindu atskleista, kad bendras šalies tvarumas priklauso nuo balanso, todėl, esant nepalankioms situacijoms, veikiant neapibrėžtumų aplinkoje, svarbu užtikrinti regionų socialinį tvarumą, kurio koncepcija nėra išsami be organizaciinės aplinkos. Organizacijų atsparumas iš esmės reiškia jos gebėjimą įveikti trikdžius, nesėkmes ir netikėtumus taip, kad būtų išvengta žlugimo ir būtų užtikrinta adaptacija ir veiklos tęstinumas. Atsparios organizacijos pajėgos išlaikyti teigiamus pokyčius ir įveikti daugelį iššukų sunkiose situacijose. Mokslininkų atliktuose tyrimuose nustatyti organizacijų valdymo iššūkiai iš esmės sutampa su šio straipsnio tyrimo metu nustatytais valdymo iššūkiais, kuriuos lemia greitėjantys išoriniai pokyčiai; didėjantis neapibrėžtumumas; didėjantis greitų sprendimų poreikis; didėjantis mokymosi ir naujovių poreikis; greitai senstančios žinios; didėjant kompetencijos spastų rizika; didėjant laiko reikšmė.

Straipsnyje pateikiami tyrimo rezultatai, atskleidžiantys su kokios valdymo iššūkiai susiduria organizacijos veikdamas neapibrėžtumų aplinkoje bei kokie veiksmai yra būtini valdant nenumatytą situaciją, išgyvenant neapibrėžtumus, siekiant tęsti veiklą ir stiprinti atsparumą. Nustatyta, kad organizacijai veikiant neapibrėžtumų aplinkoje, labai svarbu suvokti vykstančius pokyčius, įveikti iššukius ir nepalankias situacijas, panaudojant visas turimas priemones ir išteklius, siekiant išsaugoti veiklos tęsinumą ir sėkmingą gyvavimą.