

Antecedents of organizational resilience and how these can be transferred to agriculture

A systematic literature analysis

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Abstract: The agricultural sector is increasingly characterized by national competition and a dynamic environment. The resilience concept, which is used in connection with farms, is based on the social-ecological perspective and primarily gives emphasis to a system. To this end, there is a research gap in the consideration of resilience from a management perspective in agriculture. Drawing on the literature on organizational resilience from a managerial perspective, this article examines resilience-enabling factors that can be used by operations managers to prepare for future challenges in agriculture. A systematic literature review was conducted from which four main categories of antecedents (leadership, individual factors, digitalization and strategic alignment) could be derived, consistent with a socio-technical perspective on organizations. Considering these factors can help farm managers to build resilient farms not only from a social-ecological, but also from an organizational (management) perspective.

Keywords: organizational resilience, antecedents, agriculture, farm manager

1 Introduction

Organizations are increasingly operating in a dynamic environment. The same applies to farms [PEG18]. In the agricultural sector change, economic uncertainties [Da14; S120] or global crises like the Covid-19 pandemic [Du23] pose enormous challenges. Against this background, the construct of resilience is regularly invoked to sustain business operations [e.g. Ha20]. The management literature adopted an organizational perspective, considering resilience at the organizational level. Resilience can be understood as a process “by which an actor [...] builds and uses its capability endowments to interact with the environment in a way that positively adjusts and maintains functioning prior to, during, and following adversity” [Wi17, p. 742]. Resilience research has increased in this area since the beginning of the 21st century [Li17] and will continue to increase due to developments such as the Covid-19 pandemic [e.g. DL22]. In contrast, resilience research in agriculture has a stronger focus on social-ecological resilience [PEG18]. This perspective encompasses both the agricultural system and the farm [MD03]. Up to this point, there are only isolated approaches [e.g. Da21] that understand resilience more as a

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process and thus move in the direction of the definition of organizational resilience according to Williams et al. [Wi17] or Ducheck [Du20]. Research has taken multidisciplinary approaches to studying resilience, which have led to a psychological [WLX22], a social-ecological [Wa02] and a management [Li17] perspective, among others.

Particularly from the management perspective of resilience research (organizational resilience), decisive insights can be drawn for the management of farms. This is also reinforced by the fact that scientific studies show that farmers are increasingly becoming managers of their farms, which makes commercial skills more and more important [HWZ21]. Therefore, this article focuses on farms from an organizational resilience perspective. Aside from the growing body of work on organizational resilience, Linnenluecke [Li17] and Hartmann et al. [Ha20] draw attention to the fact that it is not yet fully understood which developmental parameters promote the emergence of organizational resilience. Barasa et al. [BMG18] addressed this issue, albeit tailored to the healthcare sector, and identified antecedents such as material resources, information management, governance processes, and management practices. Hartmann et al.'s [Ha20] study supplemented the antecedents of individual and team resilience. What is still missing in the research is a cross-sector overview of the antecedents of organizational resilience. This would help organizations find concrete starting points for developing organizational resilience. To fill this research gap, the present paper identifies antecedents of organizational resilience with a focus on working methods and behaviors as factors that influence organizational resilience. These factors are considered, because these resources reside within the organization and can be influenced, for example, by the managers themselves.

Using a systematic literature review based on Fink [Fi14], a literature review of the antecedents of organizational resilience is provided. By reviewing essential studies dealing with antecedents of organizational resilience, relevant insights are gained about the factors that promote the resilience in organizations. In the last section of this article, these insights are applied to the agricultural sector and concrete practical recommendations for farm managers are highlighted.

2 Theoretical background

Today's challenges impact how farmers do business. In view of this, questions about securing the harvest become less important. In this context, organizational measures that farmers can take to remain competitive in an increasingly dynamic environment gain importance. However, only a few studies have pursued this approach. As mentioned earlier, resilience in the agricultural context is still often viewed from a social-ecological perspective [PEG18]. From this point of view, resilience can be defined as “the potential of a system to remain in a particular configuration and to maintain its feedbacks and functions, and involves the ability of the system to reorganize following disturbance driven change” [Wa02, p. 19]. This understanding forms the basis of numerous studies [e.g. St21;

Du23; PMM20; Da19]. Some of them focus on the characteristics of social-ecological resilience, which Milestad and Darnhofer [MD03] and Darnhofer [Da14], following Carpenter et al. [Ca01], define as buffering capacity, self-organizing capacity, and adaptive capacity. Meuwissen et al. [Me19] tend to move away from the social-ecological focus and “define resilience of a farming system as its ability to ensure the provision of the system functions in the face of increasingly complex and accumulating economic, social, environmental and institutional shocks and stresses, through capacities of robustness, adaptability and transformability” [Me19, p. 1]. As can be seen from their definition, Meuwissen et al. [Me19] attribute the following capacities to resilient farms: robustness, adaptability, and transformability. In doing so, they laid the foundation for work by Slijper et al. [Sl20] or Kangogo et al. [KDB20]. While their work was an essential step in identifying the capacities of resilient farms, it is not yet clear how resilient organizational capacities like these can be developed. This, however, is an important aspect in order to provide farmers with concrete implementation proposals. Therefore, it seems promising to take a look at resilience research from an organizational perspective.

The concept of resilience is a comparatively new area of research in the working context [KNL16]. The beginnings of resilience research in the 1980s and 1990s were shaped by the concept of the reliability of internal processes in organizations. It was not until the September 11 terrorist attacks in the U.S. that the focus shifted to coping mechanisms and response strategies of organizations under conditions of great uncertainty [Li17]. While resilience generally means “a system’s ability to continue to perform and meet its objectives in the face of challenges” [BMG18, p. 496], organizational resilience has been conceptualized in different ways i.e., as an outcome or a process [Du20]. This paper follows the definition of Williams et al. [Wi17] and defines organizational resilience as a process “by which an actor [...] builds and uses its capability endowments to interact with the environment in a way that positively adjusts and maintains functioning prior to, during, and following adversity” [Wi17, p. 742]. This definition expands the understanding of resilience by looking at resilience from a process perspective and dividing it into three phases. Hartmann et al. [Ha20] and Linnenluecke [Li17] point out that one of the essential elements of the resilience process are resilience-promoting factors. Thus, they highlight the need to study the factors that promote resilience in each phase in more detail.

In order to do so, Duchek's [Du20] capability-based conceptualization of organizational resilience offers a solid starting point. Similar to Williams et al. [Wi17], Duchek [Du20] argues that organizations have to be able to anticipate unexpected events and minimize their impact, cope effectively with those events and adapt through learning, reflection and change after they overcome them. However, in addition to these capabilities supporting factors like the prior knowledge base of the organization, resource availability, social resources, power and responsibility and cognitive as well as behavioral skills positively influence the resilience process [Du20].

This implies a sound understanding of resilience-promoting factors (in the further course referred to as antecedents of resilience) in organizations. In her work, Duchek [Du20] lists several approaches from related research fields of how organizations can build the capabilities of anticipation, coping and adaptation. However, the direct link of these

approaches like routines to acquire external information such as extensive market research to resilience in organizations has not yet been established [Du20]. This creates a significant difficulty for organizations to act and establish concrete working methods to promote their resilience.

To shed some light into what antecedents are already known to improve organizational resilience, the next section expands on the understanding of those methods by performing a literature review of antecedents of organizational resilience.

Antecedents are comprised of working methods and the ability to act in organizations that can be a promising approach to building more resilient organizations and farms. Especially given the serious impact of recent crisis, creating an understanding of the way organizations can build and sustain their resilience is more important than ever before. As Barasa et al. [BMG18] note, understanding the antecedents of organizational resilience can help organizations of any type to prepare for adversity and overcome future challenges without loss of performance.

3 Methodology

The methodological basis for this paper is a systematic literature analysis based on Fink [Fi14]. A literature search was carried out in the following three databases in October 2022: EBSCOHOST, ScienceDirect and Web of Science. *Organizational resilience* and *organisational resilience* were utilized as keywords to be used in the title, abstract, or keyword. After reviewing the EBSCOHOST literature list, the keywords used for the other two databases were further specified by putting the two keywords in quotation marks to search for these fixed terms. This approach was chosen because many publications have examined resilience in organizations, but the focus was, for example, on individual or supply chain resilience and not on organizational resilience. A total of 1592 publications were identified and screened in two steps.

In the first step, the title and abstract were considered. The main focus was to investigate whether papers examine organizational resilience from a management perspective. To be considered relevant for the second screening step, papers had to meet the following criteria: (1) peer-reviewed (2) written in English, (3) examine organizational resilience, (4) investigate the antecedents (working methods or behaviors) of organizational resilience, and (5) conduct a quantitative study. After this first screening step, 1493 publications were removed from the review (including 213 duplicates). A large number of publications were excluded because they did not consider organizational resilience from a management perspective. For this reason, studies from the agricultural context were also excluded. It was noticeable that no contributions in German were to be found, but e.g. Chinese-language papers. In addition, research on organizational resilience from a managerial perspective seems to be deeply rooted in the English community.

In the subsequent second screening step, the focus was on examining the papers in detail for the antecedents addressed and the underlying methodology used. Since access to all 99

full papers was not possible, only 60 contributions were analyzed in more depth. In the course of this, further 48 papers were excluded because they dealt with antecedents that did not focus on working methods or behaviors applied within the organization, or the empirical study was not considered to be representative. In total, the literature review includes 12 studies. The figure below (Fig. 1) shows the screening process in summary.

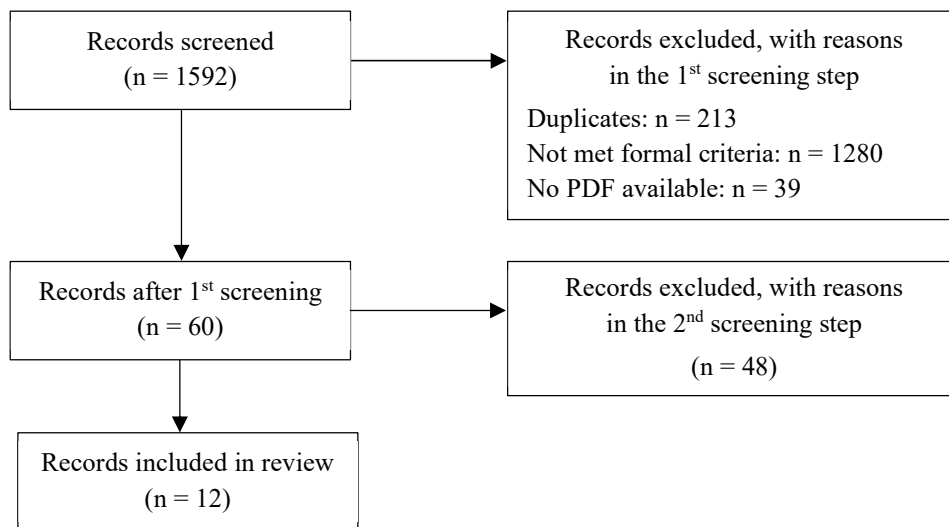


Fig. 1: Summary of the screening process

Two authors carried out this review process. Based on Fink [Fi14], a pilot test was also organized for the reviewing process. Only publications for which both reviewers agreed were included. In cases where the reviewers disagreed, a reassessment was made by the reviewers, which resulted in agreement in all cases considered.

4 Key findings: antecedents of organizational resilience

The literature review shows that various working methods and behaviors have already been examined that represent influencing factors for organizational resilience. A total of 12 studies were included in the review. The selected antecedents can be divided into four categories: (1) leadership, (2) individual factors, (3) digitalization, and (4) strategic alignment. The figure below (Fig. 2) provides a summary overview of the selected relevant antecedents from the literature review.

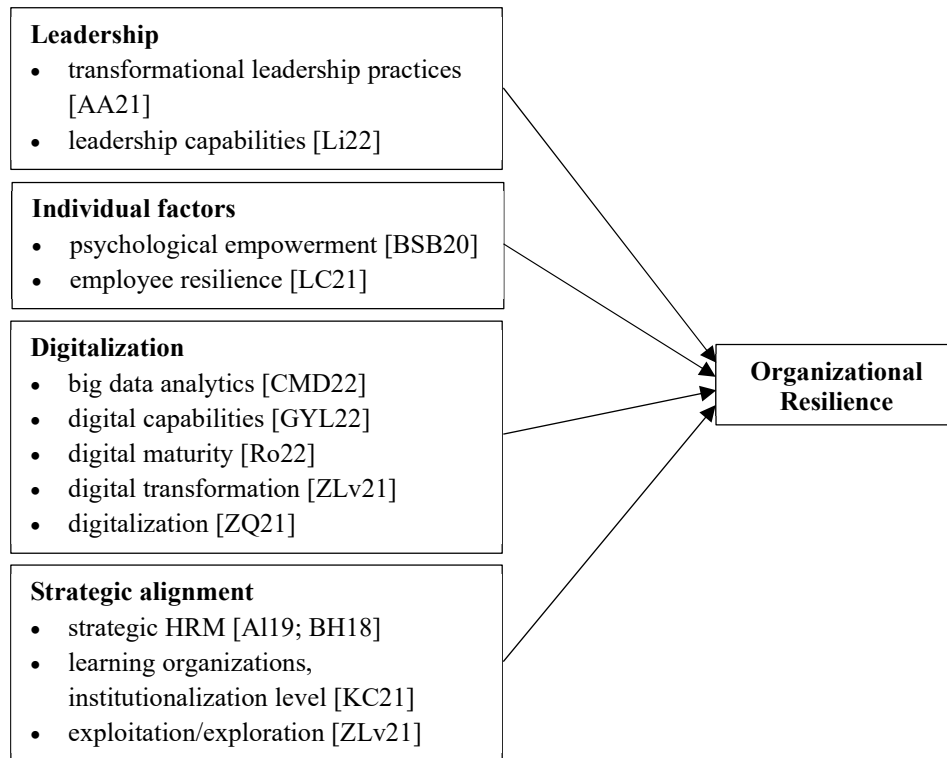


Fig. 2: Summary of the selected studies

The first category focuses on leadership antecedents. Abd-El Aliem and Abou Hashish [AA21] highlighted transformational leadership when examining leadership as an antecedent of organizational resilience. To that end, Liang and Cao [LC21] concentrated on leadership skills in a more general sense. Applied to farms, this means that managers (farmers) can help increase their farm's resilience and prepare it for crises. As has already become clear, studies show that farmers are increasingly becoming managers of their farms [HWZ21] and the task of managing employees falls within the remit of a farm manager. If they actively lead their employees and it is clear what is expected of employees, this can contribute to the resilience of the organization.

Another category, which deals more with human aspects, addresses individual factors. Beuren et al. [BSB20] examined psychological empowerment as a factor influencing organizational resilience. In the agricultural context, this means that when farmers give meaning or impact to their work, it can contribute to organizational resilience. Liang and Cao [LC21] focused on employee resilience. In their study, employees assessed their own resilience and the resilience of the organization. Looking at resilience at different levels enables a holistic view of an organization's resilience, as the levels are interrelated

[KNL16]. If farmers have high levels of resilience at the individual level, this can have a positive impact on resilience at the organizational level.

The literature review makes it clear that most studies relate to the topic of digitalization. These include the studies with the antecedents big data analytics capability [CMD22], digital capabilities [GYL22], digital maturity [Ro22], digital transformation [ZLv21], and digitalization [ZQ21]. The consideration of the operationalization of digital transformation shows that the studies focus on the use of digital technologies [e.g. GYL22], but also on the possibilities of digital transformation in the direction of new business processes, business models or customer acquisition [e.g. ZQ21]. On the one hand, the perspective of digitalization is directed at what is immediately available, but at the same time there is also a future perspective. Both perspectives show a positive correlation with organizational resilience. In a study by Hohagen and Wilkens [HW22], it became clear that farmers tend to focus more on the existing and less on the future possibilities offered by digitalization. Regardless of the understanding of digitalization, the study results considered illustrate that a focus on digitalization topics can add value to the resilience of organizations.

Another category relates to strategic alignment. Both exploitation/exploration [ZLv21] and strategic HRM [A119; BH18] were considered. The strategic perspective on innovations that relate to adjustments or updates of existing products/services (exploitation) as well as innovations related to the development of new products/services (exploration) are positively related to the development of organizational resilience. This implies that companies, regardless of whether they focus on the existing in their company or alternatively look to future issues, can make a contribution to the development of organizational resilience. With a focus on strategic HRM, it is noticeable that various operationalizations were used. Al-Ayed [A119] focused on strategic value of HR practices, HR analytics and high performance work practices, whereas Bouaziz and Hachicha [BH18] used the indicators staffing, training, participation, performance appraisal and compensation. This reveals that managers with a focus on strategic HRM can contribute to developing the resilience of their organization. Looking at the category of leadership and strategic orientation, it appears that larger farms that have hired several employees tend to benefit more from the antecedents shown than smaller farms, e.g. family-run farms. Furthermore, Bouaziz and Hachicha's [BH18] operationalization seems more appropriate for the farm use case. A complete strategic HRM requires comprehensive planning and monitoring. This cannot be considered realistic for farms with only a few employees, for example. However, facilitating individual aspects of strategic HRM, e.g., enabling participation in training courses on agricultural topics or involvement in decision-making, can contribute to the development of organizational resilience.

In summary, it can be said that there are various starting points for positively influencing the resilience of an organization. The results made it clear that three core levels emerged for the antecedents of organizational resilience: the levels of human, technology and organization. The categories of leadership and individual factors contribute to the human level, the category of digitalization to the level of technology and the category of strategic alignment to the level of the organization. In terms of a socio-technical system [e.g. Or92;

SU97], it appears that the interaction of individual ability, technological potential and organizational framework conditions is relevant. These three levels are interrelated and interdependent. This integrative approach provides a broad foundation for developing organizational resilience.

5 Discussion: implications for agriculture

In the literature review, it once again became clear that in agricultural research, organizational resilience is less considered from a management perspective. For farms, however, this perspective of resilience could create added value. The social-ecological perspective, which is widely used in the agricultural context, mainly focuses on approaches to sustain farm production under changing conditions [e.g. Wa02; PEG18]. The management perspective can be seen as complementary to this approach by looking at factors that contribute to maintaining farm operations and processes in a dynamic (market) environment [e.g. Du20]. Research in the agricultural context is already indicating initial approaches that broaden the view to include management-based factors of organizational resilience. For example, the definition of organizational resilience by Meuwissen et al. [Me19] shows a deviation from the social-ecological perspective. The management perspective can help improve operations and processes on farms and make them more resilient. To do this, farmers are encouraged to take a detailed look at their own organization in order to derive targeted measures that fit the characteristics of their farm.

In this context, the four categories highlighted (leadership, individual factors, digitalization and strategic alignment) can provide orientation. With the underlying antecedents, this study provides starting points with concrete practical implications for the development of organizational resilience in farms. Therefore, farmers now have a form of checklist that they can use to start building the resilience of their farm. However, it should also be noted that not all implementation support is equally relevant to all farms. Instead, farms should familiarize themselves with this topic and reflect on where there are suitable approaches for their farm. It is less about starting with the development of the farm's resilience in all aspects at the same time, but rather about filtering out the ones that are suitable for the farm and starting at these points. It is already known from a study by Hohagen and Wilkens [HW22] that farms are well positioned when it comes to interlocking the human and technology levels. To that end, however, there seem to be challenges in dovetailing into organizational management. Farms with fewer or no employees will hardly start with leadership or strategic HRM. Although the view of digitalization differs, there may be potential in this aspect. A digitalization perspective of farms towards the use of digital technologies, the marketing/sales of products via digital channels or the development of digital business models can offer an opportunity to react to future crises. A first step, for example, would be to start with the individual factors, since these are directly in the sphere of action of the farmers themselves, and to devote attention to other topics on this basis.

It appears that there are several starting points for developing organizational resilience. In terms of an integrative approach, however, it becomes apparent that the interaction of the factors of the three levels human, technology and organization can create a competitive advantage for organizations. If the focus is placed on only one of the levels, such as the human or the organizational, this view seems too short-sighted. Although not all identified antecedents are equally applicable to all organizations, this wide range of different aspects allows farmers to focus on selected aspects at the levels and develop them in a targeted manner, for example, through education or training opportunities. Farmers should be shown this possibility so that they have the chance to develop farm-specific approaches to promoting organizational resilience.

6 Conclusion and Outlook

This contribution represents an attempt to incorporate a new (different) perspective on resilience in agriculture. The main focus is on the added value that this perspective brings to farms. As has been shown, organizational antecedents of resilience can provide critical entry points for farmers to best prepare for future challenges. However, it must be pointed out as a limiting factor that this contribution is based on a conceptual basis. There is a lack of empirical support, which needs to be built up in the future in order to further develop and investigate this new research perspective.

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