

Resilience in Organizations: An Editorial

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Introduction

At the turn of the 21st century, organisations are facing growing uncertainty and formidable challenges which requires flexibility and adaptability to deal with this growing uncertainty. Events taking place in one part of the world, such as financial crisis, Brexit, terrorism as well as natural disasters, are affecting organisations in other countries. Some organisations are quite successful in dealing with these unexpected events, whereas other organisations struggle to cope with these unexpected challenges and fail to respond timely to such challenges (Fiksel, Polyviou, Croxton, & Pettit, 2015).

What is so special about the organisations that deal successfully with these unexpected challenges? Perhaps these organisations have developed resiliency that enable them to overcome and respond to such challenges (Sutcliffe & Vogus, 2003).

Both individuals and organisations might experience failure during their respective lifecycles. Yet, people's reaction to failure and emergencies can vary (Hobfoll, Hall, Canetti-Nisim, Galea, Johnson, & Palmieri, 2007; Kellezi, Reicher, & Cassidy, 2009). Some bounce back after a relatively short period of time while others plunge into depression. Getting insights from failure necessitates positive approach, and the emotional capability, that may eventually contribute to the organisational well-being (Cartwright & Cooper, 2009; Clark & Nicholson, 2010; Neenan, 2009). From the psychological standpoint, resilience is the skill to successfully cope with adversity (Fredrickson, 2001). In the realm of management, resilience refers to the capacity to bounce back under extremely volatile conditions (Coutu, 2002). Prior research indicates that resilience is associated with positive emotions and the capability to deal with stressful situations (Cooper, Flint-Taylor, & Pearn, 2013; Tugade & Fredrickson, 2004).

Despite the steadily increasing scholarly interest in this topic, our understanding about the origin, conceptualisation, and operationalisation of resilience is still quite fragmented and varied across different domains (e.g., Linnenluecke, 2017; Manyena, 2006).

While initiating this special issue, we believed that insights from the applied psychology (e.g., work, organisational, and social psychology) can offer important insights in understanding the factors and adaptive processes that promote individual and organisation level resilience.

The Scope of the Special Issue

Given the above-mentioned background, Applied Psychology: An International Review has announced a special issue that aimed to invite research studies exploring the role of resilience in organisations, specifically focusing on its antecedents, and outcomes as well.

The purpose of this special issue has been to solicit empirical, meta-analytical, review and theoretical research, which provide a significant contribution to the understanding of resilience in the context of applied psychological perspectives (e.g., work, organisational, and social psychology). We have encouraged submission of studies on resilience that entailed different levels of analysis, cross-disciplinary perspectives, or perspectives that actively seek to integrate interdisciplinary and diverse methodological approaches.

The first paper in the special issue by Fisher, Ragsdale, and Fisher (2018) presents a systematic review of the literature and advocates for a concise definition of resilience, along with a heuristic framework aimed at the meaningful categorisation of the various elements, features, and experiences implicated by the concept of resilience.

In the second study, Bui, Chau, Degl'Innocenti, Leone, and Vicentini (2019) conducted a meta-analysis of 174 correlations from 35 empirical studies carried out over the period of 35 years (1982–2017). Utilizing the Input–Process–Output framework the authors explored the effect of diversity attributes on communication and their impact on performance in order to better comprehend the internal group/team working mechanisms of organisational resilience.

Building on the generative experiential learning process of entrepreneurial activity and from cognition theories, the third paper by Lafuente, Vaillant, Vendrell-Herrero, and Gomes (2018) suggested that resilient entrepreneurs who re-enter business despite having faced negative entrepreneurial experiences in the past benefit from enriched cognitive schemas resulting in their higher export propensity.

The fourth study by Cooke, Wang, and Bartram (2019) pointed to the fact that in spite of the growing research interest in the employee resilience area, to date there is limited knowledge of the process through which supportive leadership and co-worker support influences affects employees' ability to cope with adverse conditions, such as work intensification, organisational change, and work stress. Based on a sample of 2,025 employees from the Chinese banking industry, their findings provided corroborative evidence to the assumption that supportive leadership and co-worker support are positively associated with employee resilience.

The next paper by Brueller, Brueller, Brueller, and Carmeli (2019) takes a micro-foundational perspective to study the processes by which work relationships between employees from buyer and supplier organisations can enhance the supplier's resilience. Elaborating on the three C's of hardiness (challenge, control, and commitment), they present the implications for the study of resilience through the lens of interorganisational work relationships and highlight the pathways that build the coping and adaptation capabilities for the organisation.

And the sixth concluding paper in our special issue by Schriber, Bauer, and King (2019) examines the resilience in a rather underexplored context of the mergers and acquisitions. Pinpointing how flexibility and redundancy, as dimensions of organisational resilience, impact the acquisition's performance, they found that flexibility can lower negative impacts of competitor retaliation and employee resistance during the post-acquisition integration phase, but this is contingent on a decentralised approach applied during the aforementioned integration process.

We hope that, taken together, the papers in this special issue will provide valuable insights on the extant research in the resilience realm and will stimulate the future studies of this important phenomenon.

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