



Identification and Classification of the Organizational Resiliency Factors in the Construction Industry: Focused on the Organization's Project Portfolio

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Abstract

Proportional stability and solidity, the elimination and resistance against the impacts of the crises, and fast recovery as the final stage after crises, define the organizational resilience. The notion of organizational resilience may seem too far from construction works, but recently, it is often discussed and analyzed. Resilience of organizations is found to have three principal attributes: robustness, resilience, and recovery (RRR). Robustness enables organizations to function across a board range of conditions. When an organization faces extreme events, which are beyond its capabilities, resilience of the organization recovers it from the shock expeditiously. Finally, during recovery period, the organization can be altered efficiently to meet changed conditions. Thus, identification and classification of a number of factors, assists organizations to enhance their performance in relation to these attributes. The methodology of this research encompasses theoretical methods such as terminology analysis, logical analysis, and synthesis. Based on literature review, the current research aspires to study and analyze the concept of project-based organizations' resilience. Several organizational resiliency key factors based on the organization's project portfolio were found, including: financial power; staff turnover; staff satisfaction; the number of under-construction projects; duration of projects; and projects scope complexity. The current research provides some insights into a conceptual framework for construction organizations' resilience. Thus, this paper can be helpful to improve the characteristics of organizations, and can be implemented for a broad range of project-based organizations in the construction industry.

Keywords: Organizational resilience, organizational resiliency factors, organization's project portfolio, construction industry.

1. INTRODUCTION

Organizations form the nexus between people and societies. They provide employment for a large proportion of the community, and play an important role in delivering the essential services. Societies are becoming more complex and interconnected, and the impact of global factors is becoming immediate and menacing. As a result, organizations are becoming more exposed to disruptive events from a broad range of threats and hazards [1]. When an organization faces extreme events, which are beyond its capabilities, resilience of the organization recovers it from the shock expeditiously. Resilient organizations play an active role in fulfilling resilient communities [2]. Thus, building resilient organizations is critical to the building of a resilient community.

Nowadays, organizations are facing with diverse types of disruptions more and more [3]. The environment surrounding organizations increasingly challenges them by posing different threats in various forms from both inside and outside an enterprise's boundaries [4], and the current turbulent organizational environment is likely to continue to change in new and surprising ways [5], regardless of whether this is market or technology driven [6]. In addition, recent disasters reveal that crisis can no longer be considered rare events [7]. Although adverse events of all kinds are inevitable and have larger impacts, some organizations and societies are better able to sustain and rebound from such shocks than others. Resilient organizations and societies can successfully adjust and even thrive amidst adversity while others fail to do so [1]. In other words, resilient features of organizations enable them to withstand and adapt to challenges.