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Resilient Organization Roadmap for Sustained Organization using a Generative Approach: A Case of Landesa Myanmar

Ohnmar Myo Aung¹, Maria Socorro C. L. Fernando²

¹Corresponding Author, Director of Program Coordination, Landesa, Myanmar,
Email: ohnmarmyoa@gmail.com

²Lecturer and Program Director, MMOD and PhDOD , Graduate School of
Business and Advanced Technology Management, Assumption University,
Thailand
Email: mlfernando@gmail.com

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Abstract

The global pandemic and political situation in Myanmar disrupted the country's economy and put at risk of gradual economic progress. Ongoing programs for the rural communities are facing adversities and Landesa Myanmar is no exception. The reactions of employees and organization are critical for organizational sustainability and employees need to understand the factors governing the resilience and applications of those factors in organizational resiliency. The research was conducted to co-create the roadmap of organizational resiliency by using quick SOAR analysis to discover the strengths of the employees and to explore the shared aspirations of employees. In this study, qualitative method with phenomenology research approach was applied, and data were gathered via structured interviews. Fifteen employees from different level positions were horizontally selected to participate in the research. Data from interviews were analyzed by using content analysis with three coders consists of the researcher, another coder from outside of the organization and one from the respondents. The MAXQDA 2020 software was also used to double checking the relevancy of the results. The findings show that strengths and aspirations are core elements to achieve resilient organization towards the sustained organization. The components of strengths include three stages of resilience, Employee Engagement, Organizational Commitment and Appreciative Resilience practices of leadership built from AI. The aspirations include future of organization, employees' contributions, success of organization and difference between now and after crisis. Finally, the roadmap of organizational resilience is generated based on the strengths and aspirations of employees for enhancing organizational resilience and sustainability.

Keywords: SOAR, appreciative inquiry, organizational resiliency, appreciative resilience, sustainability of organization

Introduction

The global pandemic and political situation in Myanmar disrupted the country's economy and put at risk a decade of gradual economic progress. Due to the Covid-19 pandemic, employees from different sectors are affected in different ways. Myanmar is no exception to face this global pandemic crisis, and the first case of Covid-19 was found in Myanmar on 23rd March 2019. The military coup has happened in Myanmar on 1 February 2021, and the country's situation has been worsened after it. United Nation report mentioned that the political turmoil and Covid-19 could impact up to 25 million Myanmar people, which is nearly half of the country's population will be living in poverty by early 2022.

Nearly 70 percent of the population of Myanmar relies on agriculture for their livelihood and as many as half of them (an estimated 4 million families) are completely landless, and millions more farm with weak legal rights to the land on which they depend. Due to the crises, the rural people especially landless people both women and men are one of the most vulnerable groups in Myanmar. Landesa Myanmar, a non-profit, international non-government organization has joined international agencies, development partners, and civil society groups in supporting land reform processes with technical assistance and shares its international expertise as an advisor to government officials developing pro-poor and gender-responsive national land policies. Under the circumstances, Landesa's ongoing program works for the rural communities are hindered and found weakened dynamism of work functions. Landesa staff members and family members have been facing difficulties and challenges in terms of physical, mental and livelihoods insecurity.

This research is a case study of Landesa Myanmar focusing on the resiliency of employees and organization during crises those Myanmar has been facing from 2020 to 2021. The experience of resiliency of employees in the workplace are key data contribution used in this study.

Statement of the Problem

Since early 2020, Myanmar has been facing two crises in terms of global pandemic and political situation. To "bounce back" to equilibrium, reactions of employees and organization to adverse circumstance which is called resiliency is critical for organizational sustainability. Therefore, this study was conducted to develop roadmap for resiliency and sustainability of organization by understanding the theories and concepts related to resilience, engagement, commitment, strengths, and aspirations.

Significance of the Study

It is a perfect timing to conduct the study as Myanmar has been facing crises in recent years. Resilience is a key factor for both employee and organization to overcome the stressful and adverse conditions. Therefore, the researcher and the personnel of the organization can learn together and appreciate the resiliency of both employees and organization under this situation. The results would provide the information which can support the sustainability of organization in

upcoming years.

Research Objectives

1. To explore how employees and organization define “resiliency, commitment and engagement”, as experienced during the global pandemic and military coup in Myanmar.
2. To discover the strengths which the respondents consider as necessary in their experience of resilience of employees and organization.
3. To explore the shared aspirations, preferred future in terms of results and opportunities of employees towards organizational resiliency and sustainability.
4. To generate a roadmap of organizational resiliency based on the strengths, shared and preferred aspirations and results for enhancing organizational resilience and sustainability.

Research Questions

1. What are the definitions of “resiliency, commitment and engagement” those defined by employees and organization based on their experiences during the global pandemic and military coup in Myanmar?
2. What are the strengths of employees and organization which the respondents consider as necessary in their experience of resilience?
3. What are the shared aspirations, preferred future in terms of results and opportunities of employees towards organizational resiliency and sustainability?
4. What roadmap may be generated based on the strengths, shared and preferred aspirations and results for enhancing organizational resilience and sustainability?

Literature Review

Appreciative Inquiry (AI)

AI is the “theory and practice of inquiry-and-change that shifts the perspective of organization development (OD) by suggesting the very act of asking generative questions has profound impact in organizational systems” (Stavros et. al., 2016). There are four leading organizational change approaches such as action research, appreciative inquiry, large-group interventions, and parallel learning structures (McShane & Von, 2009). Among them, appreciative inquiry, in fact, is not applying problem-solving mentality of traditional change management practices but it is reframing the relationships around positive and the possible elements. It can be said that AI approach is emphasizing on strength-based approach rather than correcting the problem (McShane & Von, 2009).

AI can be applied as informal and rapid process with individual, for instance, a friend or colleague or employee. It can be also applied formally with group of stakeholders such as organizations or communities. There is no specific process for AI but most of the process follow the 4 D-Cycle which includes Discovery, Dream, Design and Destiny (Cooperrider & Whitney,

2005). Another version used the 5Is such as Initiate, Inquire, Imagine, Innovate, and Implement (Godwin & Stavros, 2021).

Strengths, Opportunities, Aspirations, and Results (SOAR)

In the current field of Organization Development (OD), SOAR is a comparatively innovation framework which is feasible alternative to Strengths, Weaknesses, Opportunities and Threats (SWOT) framework for the OD practitioners who is going to apply Appreciative Inquiry (AI) (Stavros & Hinrichs, 2009; Zarestky & Cole, 2017). Stavros (2017) stated that SOAR is a “positive approach to strategic thinking and planning that allows an organization to construct its future through collaboration, shared understanding, and commitment to action” (Stavros & Hinrichs, 2009).

Resiliency and Resilience Theory

Several researchers have conducted resiliency-based research in psychology, and they have described that resiliency is the ability to endure the hardship and return to normal condition by mending person’s self (Higgins, 1994; Wolin & Wolin, 1993). Similarly, Werner and Smith (2001) stated that resiliency is the ability to resist or endure the adversity in human development field.

Richardson (2002) reviewed and reported the “Metatheory of Resilience and Resiliency” and described as three waves of resiliency inquiry. The resiliency inquiry includes 1) Resilient Qualities: A Phenomenological View, 2) Resiliency Theory: The Process and 3) Resilience Theory. The first wave describes the phenomenological description of resilient qualities of individual and lists the internal and external qualities those support people to endure the adversities. The second wave of resiliency inquiry describes the resiliency theory which is founded upon the resiliency model (Richardson et. al., 1990). It was mentioned that resiliency is the process of coping with adversity, change, or opportunity which results in the identification, fortification, and enrichment of protective factors. In the second wave of resiliency inquiry, the desired resilient qualities are achieved through the law of disruption and reintegration (Richardson et. al., 1990). The third wave of resiliency inquiry describes the resilience theory and revealed force within individual as resiliency. Lifton (1994) stated the resilience as the human capacity of individuals to convert and change even though risks factors are in place.

According to Richardson (2002), resiliency and resilience will bring people’s hope and those come from individual’s internal human spirit and also external sources of strengths. The therapies such as meditation, Tai Chi, prayer, yoga, Aikido, and other alternatives can be applied to improve resilience of human being (Richardson, 2002).

Theories of Motivation and Employee Engagement

Employee motivation plays critical role in achieving the success of every organization. Motivated employees bring commitment, energy and passion to workplace and those employees

are essential to the organization (O'Donnell, 2022). Lee and Raschke (2016) reported that motivated employee in one organization supports organization to get high performance and that employee itself is more effective, efficient, and engaged in the workplace. In this regard, organization will always recognize that motivated and engaged employee who is benefit to the organization (Marczak & Yawson, 2021).

Motivation theories have been developed since early 1990s by several researchers and some remarkable theories related to OD interventions are the hierarchy of needs (Maslow, 1943), motivation-hygiene theory (Herzberg, Mausner, & Snyderman, 1959), equity and justice theory (Adams, 1963), expectancy theory, also referred to as the Valence Instrumentality Expectancy theory (Vroom, 1964), and cognitive evaluation theory (Deci, 1971). Motivation theories are found as different categories, but they are inter-connected each other and given satisfaction of employees in workplace (Badubi, 2017). Maslow's Hierarchy of Needs Theory defined the basic needs of human being consisting physiological, safety and security, social, esteem, and self-actualization needs and from this theory content theories of job satisfaction related to employees' needs were derived to achieve employees' satisfactions (Maslow, 1943; Saif et al. 2012). Theory of Equity and Justice was defined by Adam (1963) and revealed the employees strive for equity among employees (Marczak and Yawson, 2021). This theory highlighted the importance of employee's motivation come up from the treatment of leaders to followers and equity and equality in the organization as well. Cognitive Evaluation Theory (CET) was defined by Deci (1971) and is related to equity theory. This theory was explained about consequences of external effect to the internal motivation (Deci, 1971). The Motivation-Hygiene Theory, also known as Herzberg's Two-Factor Theory was developed by Herzberg et al. (1959) and the theory consists of two factors such as motivators and hygiene. Loiseau (2011) stated that motivators (also called satisfiers) are involved with job satisfaction which means sense of achievements, intrinsic value received from the job, recognition of colleagues and superiors, the advancement of position and responsibilities. Hygiene factor (also referred to dissatisfiers/ or maintenance factors) is associated with anxiety and stresses and those can lead to job dissatisfaction (Bartholomew & Smith, 1990). The examples of Herzberg's hygiene factors include salary, position, benefits, security, working conditions, personal life, etc. (Breuning & Hoover, 2000).

Resilience

In recent years, interest and application of resilience is increased across the world. Resilience has been defined by different ways based on the different settings. Britt et al. (2013) developed definition of resilience as "the demonstration of positive adaptation in the face of significant adversity". Britt et al. (2016) again did in-depth review about resilience, and the study included the review of different definitions, approaches to recommend standard terminology of resilience and identification of future research directions of research and practice in the area of industrial and organizational (I-O) psychology. There were 104 different definitions of resilience developed by the prior researchers and those researchers have emphasized on (a) individual basic abilities, (b) adaptability to adversity, and (c) documentation and demonstration availability of

positive changes after the adversity (Meredith et al., 2011). Britt et al. (2016) also stated one key theme in their study that individual must have growth or positive changes after receiving stressful circumstances and it can be considered as resilience. However, some researchers described resilience as positive growth but most of the researchers defined resilience as positive adaptation of individual after facing significant adverse events (Fikretoglu & McCreary, 2012).

Employee Resilience (ER)

ER is “not only the ability to recover from adversity but also the capacity to utilize and proactively develop personal and workplace resources” (Kuntz et al., 2017). ER is characterized by different scientists as ER is observed as developable quality (Malik & Garg, 2018; Naswall et al., 2019) as well as “developed, sustained, and grown through discourse, interaction, and material considerations” (Buzzanell, 2010). Teng-Calleja et al. (2020) stated that ER is not just the simple personal resilience but organization support to its employees is vital in the working environment (Naswall et al., 2019). However, human resource management practices in the organizations can enhance or extinguish the resilience of employees (Seville, 2018; Bardeel et al., 2014).

Organizational Resilience (OR)

Several studies were conducted by the researchers in organizational field of studies and organizational resilience was defined mainly “as the resistance capacity of the organizations to face against adverse and stressful conditions, as the capacity of the organizations to preserve their position and as the capacity to benefit from unfavorable conditions and to benefit from them (Kantur and Iseri-Say, 2015). According to the Duchek (2020), there are three stages of resilience such as anticipation, coping and adaptation. During the anticipation stage, organization identifies threats to prepare for potential adversity. Unexpected circumstances can be occurred during the coping stage, and organization must have accepted the situation, developed solution method and come up with implementation process. Adaptation is reflected on post-event and from learning experiences. Generally, if one organization can anticipate, cope and adapt to the adversity, it can be called as resilient organization. Some organizations try to avoid facing the adversity and they have succeeded. However, it cannot be called resilient organization (Vakilzadeh & Haase, 2020). Resilient organization is characterized by the presence of organizational processes, practices and procedures and it will manage to overcome the adverse situation (Lengnick-Hall et al., 2011).

Appreciative Resilience

Appreciative Resilience was firstly introduced by McArthur-Blair and Cockell (2018). It was defined that Appreciative Resilience is a powerful practice that is built from the appreciative inquiry (AI). AR will support leaders to develop their hope, despair, and forgiveness during the

adversity and to develop their understandings to resilience and application of the principles and practice of AI. The core elements of the leadership states of hope, despair and forgiveness are interrelated each other. By using AI approach, those core elements will enhance resilience of leaders as well as teams and organizations. According to McArthur-Blair & Cockell (2018), Hope is an essential element for leaders who wants to move forward. According to Moore (2004), despair was defined as “dark night of the soul”. The resilient leaders can focus on their capabilities in their times of despair through AI approaches to become more resilient. In the context of AR, forgiveness is the ultimate act of resilience, and it can be defined as “giving up resentment, anger, fear and ego, and entering into a deep understanding of what is”. Forgiveness possesses abilities to accept the reality, the expectation of positive change, looking forward to seeing strength and possibilities while facing the challenges. It was also stated that the practice of appreciative forgiveness is the central part of AR (McArthur-Blair & Cockell, 2018).

Employee Engagement (EE)

Nowadays, EE is the popular topic of organizations, executives, and consultants (McShane & Von, 2009). Ariani (2013) stated that EE is an employee’s positive attitude or enthusiasm which is related to organization. According to Robert and Davenport (2002), EE, however, is inter-connected with organizational commitment and organizational citizenship behavior (OCB), but they have main different things. Moreover, EE is the key indicator of organization’s sustainability and capability, and its result can answer whether organization will reach its goals and succeed (Fletcher and Robinson, 2013).

Harter et al. (2006), a research team of A Gallup organization, proposed three dimensions of EE and categorized into three groups such as engaged employees, not-engaged employees, and actively disengaged employees. The researchers explained that engaged employees are targeted achievers who focus on their goals, and they are keen to achieve organization’s achievement as well. Not-engaged employees are mainly focus on their job compared to organization’s expected goals, outcomes, and achievement. Actively disengaged employees seem having inferiority complex that they feel their work done and potential are not recognized and appreciated as well. And they always stay away from the colleagues, lack of coordination and relationship, and against the organization as well. Those employees are always misunderstanding with colleagues and creating problems among other colleagues (Saunders & Tiwari, 2014).

Organizational Commitment (OC)

Organizational commitment as well as affective commitment is defined as “the employee’s emotional attachment to, identification with, and involvement in one organization” (McShane & Von, 2009). Authors also mentioned that the definition was highlighted the “affective” because it is related to emotional attachment and employee’s feelings of loyalty to the organization. It is different from “Continuance commitment” which means employees decided to work with organization instead of moving and working at other places and it can be called

calculative attachment. In this continuance commitment, the calculate value of working with current organization is higher than moving to other organizations. Organizational commitment is related to the employee engagement, but the visible difference is organizational commitment mentioned about personal attitudes and attachment towards the organization, but engagement is not about attitude (Ariani, 2013).

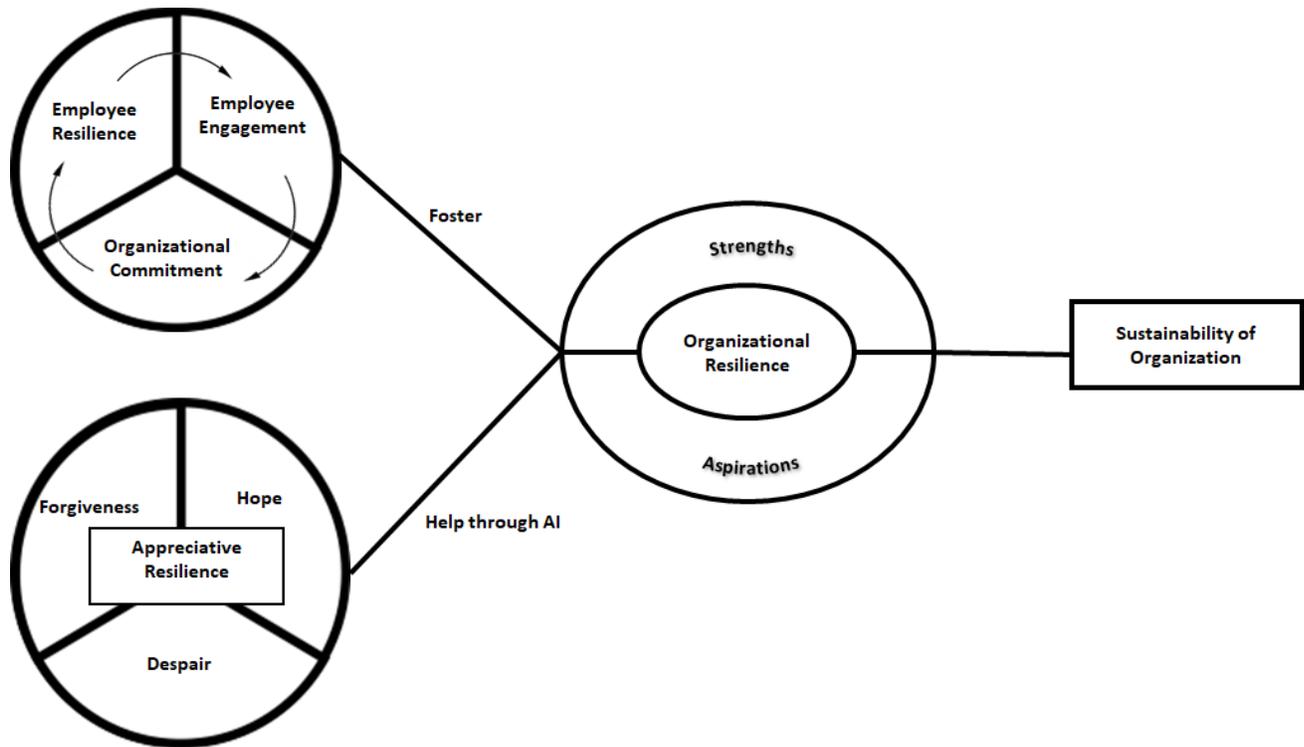
Meyer and Allen (1987) described that organizational commitment can be categorized into three groups such as “affective”, “continuance” and “normative” commitment. The authors explained that employees who possess affective commitment continue their work because they “want” to, the employee who has strong continuance commitment remains at their work because they “need” to, and employee with strong normative commitment remains because they “ought” to stay with the organization (Allen & Meyer, 1990).

Conceptual Framework

The conceptual framework was developed based on the review of theoretical frameworks from previous studies and SOAR Analysis of Landesa Myanmar. It shows the factors governing the organizational resilience towards sustainability of organization. The factors can be categorized into two main parts: 1) employees and organization as a whole and 2) leadership’s practices under the unexpected situation. The elements in the first part consists of employee resilience, employee engagement and organizational commitment those foster the organizational resilience. These elements are inter-connected each other and indicate the positive adaptations, capacities and positive attitudes of both employees and organization after facing significant crises which will generate sustained organization through resilient organization. The second part of elements in the framework also included the appreciative resilience of leadership. Appreciative Resilience is the practices of the leaders in the organization which apply with AI approach through the leadership spirits of hope, despair and forgiveness. Those elements will also enhance the strengths and aspirations of employees and organizations.

Figure 1

Conceptual Framework



Note. Developed by the researcher (2021).

Research Methodology

Research Design

The qualitative research with phenomenology approach was used in this study. The reasons for using phenomenology are (1) Landesa Myanmar is a small size organization in the country, (2) the research was originated from philosophy, (3) the researcher as well as investigator is part of the team, (4) the interviewees and researcher can share knowledge upon the study, and (5) common forms of expressions are found between the researcher and interviewees (Grossoehme, 2014). As for the small group of organization, purposeful or purposive sampling method was used. The selection criteria of the participants in this study are (1) participants who can present insight into current situation and answer the interview questions, (2) participants who can present well about organization’s mission and (3) management level participants who have been taking leadership role. According to Jones (2006), a small group of people will be “purposefully selected for the quality of insights they are likely to reveal about the

phenomenon of interest”. Open-ended questions were used in the interviews and data were extracted to “capture direct quotations about people’s personal perspectives and experiences” (Patton, 2002, p.40). The interview data were captured from the essence of participants’ perceptions and document analysis was focused to obtain insider’s perspectives on the other team members and interactions within a team. According to phenomenology approach, research report was developed based on the rich narrative allowing readers to vicariously experience phenomenon through eyes of participants (Fernando, 2020).

Research Instruments

Developing Questionnaire

The questionnaire was developed based on previous studies related to resilience, ER, OR, EE and OC. In this study, a quick SOAR Appreciative Inquiry framework was used. As this study is focusing on resiliency in the time of crises in Myanmar, the research questions were developed mainly based on the Strengths and Aspirations of the SOAR framework and Appreciative Resilience Model developed by McArthur-Blair & Cockell (2018).

Item Objective Congruence

Before conducting interviews, the reliability of questions was done by experts’ evaluations of Item Objective Congruence (IOC). One expert from the Assumption University and two experts from Landesa were requested to evaluate the developed questions whether the questions are congruence with research objectives and conceptual framework. The criteria for the IOC evaluation are +1= Congruent, 0 = Questionable and -1 = In congruent. Researcher has checked the average values of IOC indices rated by experts. According to Jusoh et al. (2018), if the average ratings is less than 0.5, the question is not acceptable, and it should be removed from the research. However, researcher set minimum score as 0.66. There were some questions and discussions between experts and the researcher and finally all experts agreed the proposed questions with some revisions. Total 21 questions were agreed to use in the interviews. Below are the questions used in the interviews based on SOAR framework.

Part I (Initiate): To find out the understanding of resilience and organization commitment.

1. What is the meaning of resilience for you?
2. What is the meaning of organizational resilience for you?
3. What is the meaning of employee engagement for you?
4. What is the meaning of organizational commitment for you?
5. What is the meaning of hope?
6. What is the meaning of despair?
7. What is the meaning of forgiveness?

Part II (Strength): To find out the strength of each individual through their achievements and memorable events in their work life.

1. Could you please tell me what challenges you have faced during the crises?
2. Could you please tell me a story of resilience in your daily life under the circumstances? What strengths did you exercise in that story?
3. What role did hope play in your story?
4. What was your greatest strength in times of despair? How did you exercise that strength? What was the outcome?
5. Did you experience any forgiveness? If you did how did you find your way to forgiveness?
6. Could you please tell me how you and your organization deal with these challenges (anticipation/coping/adaptation)?
7. How do you find yourself working with this organization? Are you an engaged employee or not engaged employee or actively disengaged employee?
8. What is your commitment to the organization (affective/ continuance/ normative)?

Part III (Aspiration): To find out the aspiration of each individual through their contributions to achieve their goals and expectation in their work life.

“Imagine that the crisis is now over, and you see all your aspirations in place and Landesa is awarded the INGO for sustainability and resilience.”

1. What do you want to see in place in Landesa after crises?
2. What contribution did you to make for Landesa to attain this achievement?
3. What will success look like for your team?
4. When we’ve achieved this goal, what will be different for the organization?

Part IV: Probing questions

1. If you could talk to other leaders/ employees directly about fostering resilience, what would you say to them about
 - a. Practicing hope and hopeful view in leadership/ workplace?
 - b. Amplifying their core strengths in times of despair
 - c. Fostering forgiveness
2. Why was it essential for you to participate in this discussion?

Target group of informants in this study

In Landesa Myanmar, there were 40 employees before the coup. Currently, two were taking leave of absence, two were expired and one has gone abroad for further study. Based on the objectives of this study, 15 employees from the different level positions were horizontally selected to participate in the research regardless of gender and marital status. Table 1 represents the detail figures of respondents.

Table 1*Research Participants (Informants) from Landesa Myanmar*

No.	Job level of respondents	Number of respondents
1.	Management level employees	6
2.	Deputy Manager level employees	2
3.	District level field employees	1
4.	Deputy District level field employees	2
5	Subject Matter Specialists	4
	Total	15

Data Analysis

The data and information gathered from the interviews were analyzed by using content analysis. The medium of interviews was Myanmar native language, and the answers were translated into English and synthesis for some answers. As data from the interviews were wide-ranging, MAXQDA software was used to verify the manual coding analysis. Three coders including researcher self, and another two coders have done the manual content analysis. Two coders: one from outside of the organization and one from the respondent group were requested to participate as coders.

Results and Discussion**Demographic Data**

The Demographic data from the research revealed that 15 numbers of Landesa Myanmar staff participated in the research. Based on the gender, number of female respondents are higher 8 (53.33%) than male respondents 7 (46.67%). The gap % between male and female is not very high, therefore the research is found as gender balance approach. Regarding the age group, highest number of respondents group is 55 and above (46.67%) followed by 25-34 year-old (20%), 35-44 year-old (20%) and 45-54 year-old (13.33%). The position of respondents are divided into five groups and consists of management level (40%), deputy manager level (13.33%), district level field employees (6.67%), deputy district level field employees (13.33%) and subject matter specialists (26.67%), respectively (Table 2).

Table 2*Summary of Demographic Data*

No.	Categories	Group	No. of respondents	Percentage %
1.	Gender	Male	7	46.67
		Female	8	53.33

2.	Age	25-34 year-old	3	20.00
		35-44 year-old	3	20.00
		45-54 year-old	2	13.33
		55 and above	7	46.67
3.	Current Position	Management level	6	40.00
		Deputy Manager level	2	13.33
		District level field employees	1	6.67
		Deputy District level field employees	2	13.33
		Subject Matter Specialist	4	26.67

Summary of MAXQDA 2020

The data and information gathered from the research was big enough to make analysis. The researcher thought that the results from content analysis might have missed some points during inter-coding process. In order to get concrete result, the researcher has tested the data by using MAXQDA 2020 software to double checking the relevancy of the results (<https://www.maxqda.com/new-maxqda-2020>). The researcher has defined 96 codes under the 13 main categories. The total frequency received from the coded frequencies was 663. Among those codes, the researcher again selected the most common codes those are directly relevant to the study and excluded the codes below frequency 7 as well. The most common codes results are described in Table 3.

Table 3

Most Common Codes related to the questions

No.	Code System	Frequency
1	Aspirations	135
2	Strengths	112
3	Appreciative resilience	105
4	Organizational Resilience	71
5	Organizational Commitment	66
6	Resilience Process	65
7	Challenges	31
8	Employee Engagement	28

By using MAXQDA 2020, it was found that Aspirations and Strengths have highest frequency numbers (135) and (112) respectively. High frequency numbers were also found in Appreciative Resilience (105), Organizational Resilience (71), Organizational Commitment (66), Resilience Process (65) and Employee Engagement (28). The frequency of challenges was also

high (31).

Research Objective 1: Definitions of “resiliency, commitment and engagement” defined by respondents based on experience during the global pandemic and military coup in Myanmar.

Based on experience received during the global pandemic and military coup in Myanmar, Landesa employees from Myanmar defined and shared their views on resiliency, commitment, engagement, hope, despair, and forgiveness during the individual interviews. The common themes received from the respondents are described as follows.

Resilience: According to the respondents, resilience refers to the capacity to respond constructively and endure the challenges and difficulties by adapting the adversity and figuring out solution to overcome delays and hinderances without abandoning to get results of meaningful life during the crises. Respondents also mentioned that organizational resilience is the collective team’s skill to endure the crisis for a certain period by adapting the changing situation to find new and possible approaches to resume works. It also means overcoming all challenges and difficulties without deviating from the vision, missions and goals of organization. Therefore, the organization can be seen as a resilient organization, and which is characterized by the organizational processes, practices, and procedures to achieve organization’s goals by managing to overcome the adverse situation (Lengnick-Hall et al., 2011). In order to generate sustained organization through the resilient organization, all employees and organization should have positive adaptations to overcome all adversities to get positive results. It is also proved to the demonstration of resilience that while individual employees have faced the significant circumstances, they have demonstrated the positive adaptation to the situation (Bonanno, 2014, Britt et al., 2016).

Engagement: In this study, the respondents believe that sustained and successful organization can fully operate its work functions only with engaged employees. Employee engagement is the strong participation of individual staff from all levels in the organization and all staff must understand their responsibility and take accountability well and work with enthusiasm. The respondents understand well about the requirement of sustained and successful organization, individual participation as involvement and commitment, taking responsibility and accountability with enthusiasm in this context. During the interviews, the respondents also understood well about three dimensions of employee engagement such as engaged employees, not-engaged employees, and actively disengaged employees which were revealed by Harter et al. (2006) a research team of A Gallup organization. The respondents are also interested in taking responsibility and accountability of the job and thinking all the time to make good contributions for the sustainable development of the team.

Commitment: The respondents stated the organizational commitment as personal

attitudes of team members to strengthen the binding force between their pledges and their duties to accomplish their tasks. It was also defined as team members' loyalty to the organization. The common answers from the respondents supported the definition of organizational commitment applied in this research. They mentioned about the personal attitudes, commitment of their duties and responsibilities and loyalty to the organization. However, in the first part of interview, respondents did not understand well about the link between personal attitudes and attachment with resiliency of organization. They just answered how they understood the organizational commitment.

However, while answering Part II "Strength related questions", the respondents became covering the questions and they answered that they have committed for continuance to keep supporting farmers even after the program is terminated. Majority of respondents have committed to be normative as dutiful staff, team players and sharing and caring bright sparks. They have high expectations for organization as Landesa be a normative organization in terms of implementing its aims and objectives and sustaining amidst the crisis. It is clear that organizational commitment is about the personal attitudes and attachment towards the organization (Ariani, 2013).

Appreciative Resilience: In this study, researcher has included the questions related to Appreciative Resilience (AR). According to the answers, the common theme for the **hope** is the optimistic state of mind, and it is the willingness to bring about good scenario. Landesa employees have positive attitudes and are working and showing remarkable composure in such a difficult time. They also mentioned that hope is the feeling of expectation and desire for a particular thing to happen or to cherish a desire with anticipation. The respondents said that **despair** can be divided into two parts: down-heartedness (depression) and losing or abandoning hope. Losing hopes is the causes of despair and downheartedness. The respondents answered that **forgiveness** is looking upon weaknesses with understanding, big heart and take things into considerations mainly with sympathy. However, one straightforward answer from the one respondent is notable as "Majority of the ordinary people can forgive only within a limit, but they cannot forgive the acts that go beyond that, crime against humanity or inhumane and brutal acts. (Such kind of crimes can now be seen and heard in Myanmar)." This answer reflects the current situation of Myanmar after the coup was happened.

Research Objective 2: Necessary of strength in experience of resilience of employees and organization.

The researcher has used quick SOAR method in this study and emphasized on Strength and Aspiration. In Part II, eight questions were asked to understand the strengths of employees and organization which the respondents consider as necessary in their experience of resilience during two crises. The common themes from the respondents' answers related to challenges faced during the crises and stories of resilience applied in daily lives are described as follows.

According to the respondents, there were two crises found in Myanmar, one was Covid

19 pandemic, which was started since 2020 and another one is the military coup happened on 1 February 2021. The challenges, the team faced during the crises were mentioned as follows.

Challenges during Covid pandemic: As a global pandemic, Myanmar and Landesa family is no exception for Covid pandemic. The main challenge during Covid pandemic is the insecurity of physiological and psychological needs. Many staff and family members suffered from 3rd wave of Covid-19 and no medical facilities were received. Due to the Covid restrictions, some of the people could not reach out to the family and colleagues as well.

Challenges since after military coup: The main challenge is the insecurity of basic needs such as insecurity of lives of the people, relocation to other places and some family members became displaced persons due to arm conflict in their areas, physical and mental hurts, facing banking crises and skyrocketed commodity prices. The livelihoods of both employees and family members are insecure due to the military coup.

Major challenges for the Landesa program: Due to the crises, Landesa's ongoing program works are hindered and found weakened dynamism of work functions. The staff could not go site visits to assist the beneficiary farmers in person. It means employees cannot be able to give farmers a helping hand in practice.

According to the respondents, many staff and family members were exhausted in the 3rd wave of Covid pandemic, and many people lost their loves. Political crisis also affects the team members and family members in many ways as mentioned above. However, the employees and organization itself have outstanding efforts and strength to respond the crises and endure the challenges. The strengths exercised by Landesa Myanmar team under the circumstances are found as follows.

- Good management of leadership.
- Accept the despair time and endure with the hope.
- Make collective efforts amidst various kinds of difficulties.
- In order to have mental strength, calming down, reducing anxieties, adapting to the situation, able to utilize the supports and guidance of the organization as a strength, and following organization's rules.
- Keep focusing on organization's aims, building the capacities through learning, following Buddhist doctrines, and keeping fit and healthy.

Regarding the Appreciative Resilience related questions, the answers from the respondents are interesting as they confide their personal feelings and perceptions. During the selection of respondents, researcher has intentionally included higher numbers of manager level staff to know their perception on the AR. It is noted that even the strengths and exercises for despair times and forgiveness are mixed with personal matters, the answers for strength of hope

are almost similar among the respondents.

The team has a strong hope for fully actualizing the organization's goals to achieve sustained organization and by resuming the program works, helping farmers, rural communities and focusing on secure land rights for women, men, youths, ethnic communities and vulnerable groups. The group also hoped that political situation will turn to normalcy in a short period of time and country will become a peaceful federal democratic country. There were different exercises of strength during despair times such as having resiliency against difficulties and problems and surviving with hope to overcome the adversities, practicing praying and meditation, taking physical exercises, paying attention to the safety and security, learning, reading books and references to prepare future program works. Regarding the strength of forgiveness, all respondents agreed that forgiving each other at work will attain success and create understanding among the staff. They also added that forgiveness can maintain good relationship with partners for the long run.

In order to understand organizational resilience, researcher has included the questions such as "Could you please tell me how you and your organization deal with these challenges (anticipation/coping/adaptation)?", "How do you find yourself working with this organization? Are you an engaged employee or not engaged employee or actively disengaged employee?", and "How do you find yourself working with this organization? Are you an engaged employee or not engaged employee or actively disengaged employee?".

Researcher has applied the three stages of resilience such as anticipation, coping and adaptation which was described by Ducheck (2020). Based on the answers, as Covid pandemic has been occurred globally since 2019 and the organization has anticipated preparatory measures and set up preventive plans for the team. However, the coup was happened unexpectedly on February 1, 2021, the team was not ready for anticipation, but the leadership developed the coping mechanism for the team. The leadership team reviewed and clarified the challenges, constraints and limitations of the situation and look for the opportunities to find the ways together with team members for both crises.

Staff and organization have made individual coping and organizational coping. In the sense of individual coping, the staff tried to use various ways and means to keep in touch with farmers by holding discussion through a variety of social media. Regarding the organizational coping, the team discussed and made the most suitable decision and addressed the issues case by case aptly depending on the situation without any despair. The team also developed coping measures by caring and counseling each other, building up the capacity of staff, supporting the communities with keep-consistent approach, and preparing for readiness for future.

The team members accept the adversities of the crises, adapt to the situation on timely manner, follow the guidance of leadership and implement the tasks adaptably with the situation as well. Based on the interview answers, the organization and team members are resilient to overcome the circumstances by applying the steps of organizational resilience with the high leadership skills of leaders, consolidated efforts of all of the staff and sympathy, humanitarian spirit and encouragements from the Landesa headquarter.

Regarding the employee engagement question, the respondents found themselves as engaged employees and good performers who have high aspiration and as good team players while working with colleagues to achieve organization's goals. They are also interested in taking responsibility and accountability of the job and thinking all the time to make good contributions for the sustainable development of the team.

In the context of organizational commitment, the respondents said that they are affective as they are doing their jobs out of affection to the organization and benevolence towards farmers and they have committed for continuance to keep supporting farmers even though the program is terminated in the country. The majority of the respondents have committed to be normative as dutiful staff, team players and sharing and caring bright sparks. They also believe that they are engaged employees and good performers who have high aspiration and as good team players while working with colleagues to achieve organization's goals. Not only their personal commitment, they also have committed that Landesa must be a normative organization in terms of implementing its aims and objectives and sustaining amidst the crisis.

Research Objective 3: Shared aspirations, preferred future in terms of results and opportunities of employees towards organizational resiliency and sustainability.

The questions related to research objective III is about aspirations which is one of the components of the SOAR. Under the circumstances, the team has faced challenges and responded constructively by anticipation, coping and adaptation with the leadership of management. The team has also committed to be normative and found themselves as engaged employees. Researcher also finds out their shared aspirations, preferred future in terms of results and opportunities of employees towards organizational resiliency and sustainability. The questions developed in Part III were derived based on the imagination. The common themes for the aspirations related answers are described as follows.

In the post-crises period, respondents want to see Landesa as a versatile, reliable and well-equipped organization, which is enabling to support development of rural communities and landless farmers to receive land tenures and women to get equitable rights and land ownerships who are relying on land for their livelihoods with stronger and concrete policies. The respondents hope that Landesa can restore the work function in the soonest time and gear up the works for the benefits of farmers with highly capable staff.

The respondents want to contribute and serve as a bridge between organization and stakeholders including Landesa staff, INGOs, LNGOs, CSOs and rural communities that has common goals and hone their capacities through trainings and knowledge sharing sessions.

For Landesa Myanmar, Organization's success demands diligence, resiliency, stakeholders' participation, the organization's pursuance of their commitments, aspiration, understanding and forgiveness. The respondents also mentioned that Landesa's success looks like attaining organization's goal, able to support landless citizens and smallholder farmers to receiving land tenure rights, equal women land rights, creating job opportunities, boosting

incomes and improving capacities of staff.

If Landesa achieved these goals or success Landesa will gain good reputation as an exemplary organization which can serve the best for the benefits of mankind and be recognized as reliable for stakeholder farmers. The world nations will acknowledge Landesa for its humanitarian supports to millions of rural people and it will attract more funds from donors and as a result it will be able to expand the works to the rest of the world nations.

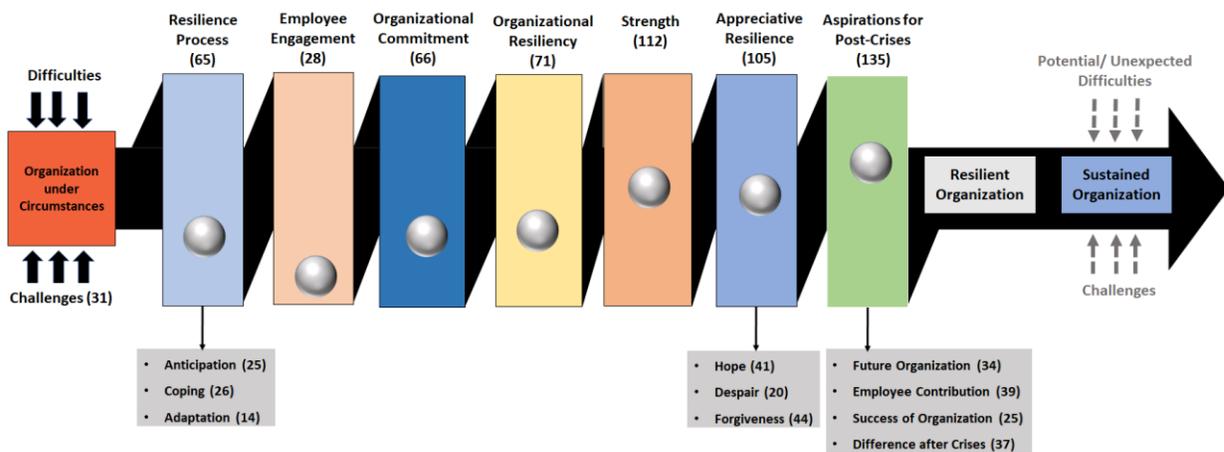
Research Objective 4: Roadmap of organizational resiliency based on the strengths, shared and preferred aspirations and results for enhancing organizational resilience and sustainability.

Based on the findings of research, the researcher has developed the roadmap of organizational resiliency based on the strengths, shared and preferred aspirations and results for enhancing organizational resilience and sustainability. The sense of precision is considered and confirmed with content analysis by three coders and MAXQDA software. Frequencies of MAXQDA software supported that Strength and Aspirations are essential for organizational resilience towards organization sustainability.

Common themes from the content analysis also confirmed that under the circumstances, employees face the challenges and difficulties. The team responds the adversities constructively with strengths including three stages of resilience (anticipation, coping, adaptation), employee engagement and organizational commitment. The strengths of AR including hope, despair and forgiveness are also found as factors effecting towards organizational resilience and sustainability. With these reasons, the roadmap for the organizational resiliency was developed and described in Figure 2.

Figure 2

Roadmap of organizational resiliency for enhancing organizational resilience and sustainability



Note. Developed by the researcher (2021).

The roadmap was developed based on the common themes received from the interview sessions and the content analysis. The roadmap reveals that under the circumstances, the employees and organization has been facing challenges and difficulties. The sustainability of organization is the goal for every organization. To achieve this goal, the organization must become a resilient organization to overcome the adversities with capacities to respond and endure those challenges and difficulties. When organization is facing the adversities, the organization must apply resilience stages consisting of Anticipation, Coping and Adaption in parallel with Employee Engagement and Organizational Commitment. These factors will foster the resiliency of organization. The organizational resiliency will be enhanced by Strengths of the employees along with Appreciative Resilience practices and Aspirations of post-crises. Appreciative Resilience is the core element of leadership built from the process using Appreciative Inquiry which includes hope, despair and forgiveness. Aspirations for the post-crises include the future of organization, employees' contributions to attain achievement, success of organization and difference between now and after crisis. The common themes related to strengths and aspirations from the interviews resonated with the other team members and Landesa global as well. The researcher believes that both strengths and aspirations are most important factors in resilient organizations. Only possessing strengths without aspirations will not bring organization resiliency and vice-versa. The roadmap in this research will be useful for every organization which is facing challenges and difficulties.

Implications

The implications received from the research are managerial implications and organizational implications. The management level employees must imply in every single step to cope with the adversities to improve capabilities of resilience stages in anticipation, coping and adaptation. The management team itself should be trained to understand more about Appreciative Resilience (hope, despair, and forgiveness) to enhance leadership qualities. Landesa, as an organization, must have organizational implication to respond, endure, adapt and formulate solutions to overcome the circumstances.

Conclusion

Myanmar has been facing challenges and difficulties due to global pandemic started from 2019 and military coup happened in February 2021. The Landesa Myanmar is also facing those adversities same as other international organizations' programs in the country. Landesa has committed to support its beneficiary farmers from rural communities when the crises are over. With this commitment, the employees and organization must have resilience to respond, endure and adapt with the adversities and figure out solutions to recover the normal situation after devastations.

One of the main objectives of the study is to explore the definitions of resilience, engagement, commitment, and appreciative resilience (hope, despair, forgiveness) understood by the team members. The research also finds out the strengths which the respondents consider as necessary in their experience of resilience under two crises. Shared aspirations of employees were also explored which are resonated with other team members and international staff. The roadmap of organizational resilience is generated based on the strengths, shared and preferred

aspirations for enhancing organizational resilience and sustainability. Total 15 respondents out of 35 Myanmar staff were participated in the interviews and majority of respondents were management level staff.

The findings of the qualitative research show that organizational resiliency is necessary for organizational sustainability and strengths and aspirations are core elements to achieve resilient organization. Under the adverse circumstances, both employees and organization have to understand the organization's capacity to respond the crises. The strengths of leadership team consist of hope, despair and forgiveness will lead anticipation, coping and adaptation processes while facing the adversities. In conclusion, the researcher has developed the roadmap of resiliency and sustainability of organization which could be applied if the organizations have faced the similar circumstances.

Suggestion for Future Research

Based on the situations in country, the current research was done only with Landesa Myanmar staff by using qualitative research. Future quantitative research should be conducted for in depth learning of organizational resiliency if situation permits in future. For the further studies, the researcher would like to suggest conducting research focusing on different target groups of staff, leadership level and employee level in different countries. However, research in other countries can focus on different crises depending on specific situations.

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