

SARATHI: Factors Fostering Organizational Resilience in Small-Cap IT Companies in India

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Introduction

This study identifies factors that contribute to resilience of small-cap companies that survive in the dynamic and competitive Information Technology sector despite resource constraints and caters to the dearth of studies on everyday organizational resilience. Using interpretivist approach, a qualitative assessment of thirty-three interviews the study identified that small-cap IT companies focus on shared survival, anticipation, retention, adaptation, tolerance, humor, and insights to promote resilience in the organization. These themes are integrated with a tint of Eastern philosophy positioning leadership at the core. Sarathi is a symbolic representation of Lord Krishna, the mythological character from ancient Indian texts representing a mentor, guide-like leader who offers direction and support in difficult times.

The ongoing Russo-Ukrainian war, Afghan crisis, climate issues, hybrid workplaces and data-driven competence has made it clear that we live in a vulnerable and fluid world which demands resilience. Resilience is the ability to adapt positively in challenging circumstances. Resilience is emerging as a paradigm due to its significance for individuals, families, organizations and communities' at large (Adekola & Clelland, 2020; Fletcher & Sarkar, 2013). The upsurge in the studies on organizational resilience in management literature since past two decades points to its strategic relevance for attaining business success. It is seen as a solution for organizations that deal with unprecedented scenarios and struggle to survive in their continuously evolving business environment (Ovans, 2015).

While there are studies that reveal how large organizations with well-defined processes, structures, and affluence of resources remain on top, there is a dearth of studies on organizational resilience focused on small-cap orga-

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nizations (Bhamra, Dani & Burnard, 2011; Denyer, 2017). The extant literature reveals, resilience is not limited to times of crisis; individuals, teams, and organizations exhibit resilience while coping with everyday challenges such as stress and shifting job and market demands (Alliger, Cerasoli, Tannenbaum & Vessey, 2015). Organizational resilience is embodied in our ordinary lives in our routines, habits, norms, practices, and processes (Masten, 2001; Lengnick-Hall, Beck & Lengnick-Hall, 2011).

Scholars acknowledge that resilience research is too focused on the extreme continuum of adversities; studies examining resilience when business is usual in everyday context are rare (Branicki, Steyer & Sullivan-Taylor, 2019). Here, business as usual implies the situation when no major event is threatening organizational survival but incremental changes, need for continuous reconstruction, chronic workplace issues such as stress, conflict; burnouts are common and demand resilience. We therefore ask how organizational resilience is manifested in smaller enterprises that successfully manage to cope with the everyday challenges offered by their dynamic work environment. This study aims to identify the factors that facilitate these organizations to survive and thrive in IT industry by capturing the insider perspective of IT employees.

Tale of Mercurial Conceptualization

Organizational resilience is defined as an ability, capability, process, latent con-

struct, and positive development trajectory of an organization facing challenges (Carnahan, Agarwal & Campbell, 2010; Duchek, 2020; Hillmann, 2020). While some scholars proposed a broad, umbrella perspective on organizational resilience others advocated a narrowed stringent view (Hirsch & Levin, 1999). For example, Denyer (2017:5) states organizational resilience as “an ability of an organization to anticipate, prepare for, respond, and adapt to incremental change and sudden disruptions in order to survive and prosper (2017), while Munoz et al. (2022) adopted a rebound-oriented perspective on organizational resilience and conceptualized it as the ability to recover or bounce back.

An examination of extant literature pinpoints at the areas of consensus about organizational resilience research. Positive adaptation and adversity are accepted as fundamentals of resilience at all the levels of analysis (Fletcher & Sarkar, 2013). Organizational resilience is context sensitive (Ingram & G³ód, 2018; Kimberlin, Schwartz & Austin, 2011). Depending on the context in which resilience is examined, the intensity and duration of adversity, and the nature and indicators of positive adaptation, numerous factors that contribute to organizational resilience are identified. Table 1 enlists these factors identified from the literature; they are sorted based on a heuristic framework that classifies these factors as organizational assets, context, and processes conducive to resilience (Fisher, Ragsdale & Fisher, 2019; Hartmann, Weiss, Newman & Hoegl, 2020).

Table 1 A List of Determinants of Organizational Resilience from Extant Literature

Authors	Internal Determinants			External Determinants
	Organizational Assets		Organizational Context	Organizational Processes
	Material Resources	People		
Gover & Duxbury (2018)		People	Organizational Context for change	Organizational Processes
Barasa, Mbau, Gilson (2018)	Material Resources	Human Capital	Organizational Culture	Govt. Processes, Information management, Collateral pathways & Redundancy, Preparedness & Planning, Leadership
Duchek (2019)	Resource Availability	Social Resources	Power & Responsibility	
Pal et al (2014)	Assets & Resourcefulness		Learning & Culture	Dynamic Competitiveness
Gittell et al (2006)	Financial Reserves	Relational reserves	Viable Business Model	
Seville (2018)		People	Culture	Leadership
Teo, Lee, Lim (2017)		Relational Resources	Governance	
Lampel, Bhalla, Jha (2014)		Ownership	Innovation	
Mafabi et al (2015)		Creative Climate	Knowledge Management,	
Mafabi et al (2012)				

challenges. These resources are of different types – personal, social, situational, and structural.

Organizational Context

The information technology (IT) industry deals with the challenges of technological innovation, shifting supply demand factors, cyber threats, security risks, competition from tech giants to gig workers, and the evergreen issue of attrition, work pressure, and burn out (Hetland, Sandal & Johnsen, 2007). Despite these challenges IT is the fastest growing sector in India, it remained as one of the least impacted sectors in the COVID-19 recession (Subramanian, 2006). The big tech companies remain resilient with their commitment to investments in product research and risk analysis, innovation, resourcefulness, robust infrastructure and process driven practices (Hamel & Valikangas, 2004; Pal et al., 2014). Despite resource constraints and chronic uncertainties that occur due to the fast changing technical environment, several small-cap IT companies survive in a demanding IT sector and pave ahead in the global market.

Method

The purpose of the study is to identify factors that aid IT employees in dealing with everyday organizational challenges and contribute to organizational resilience. For this purpose, we interviewed 33 employees from three IT companies from Indore city in India with small organizational size employing 70-140 employees. The participants for the

interviews were selected from different levels of hierarchy to assure representation of different segments. The assumption that the perception about organizational resilience in a resilient organization should be same at different levels of hierarchy guided our participant selection process. (Witmer & Mellinger, 2016). The study was approved by the B-School Ethics Committee and the sample consisted of employees holding key designations such as CEO, MD, HR Manager, Marketing Head, Technical Architect, Project Manager, and Lead Analyst. Using snowball sampling, the top executives were requested to pinpoint key team-players who successfully deal with their daily hassles such as client demands, work pressure, and team conflicts. The sample consisted of 26 men and 7 women between the ages of 24 years and 55 years with their total experience ranging from 1 to 17 years in the IT industry. All the participants were Indians; eight of them had onsite experience in western countries.

We adopted an emic approach to capture insiders' perspectives. The interviews were audio-taped using a Dictaphone after seeking interviewees' approval. The study is based on semi-structured interviews, field notes, organizational archival records, and direct observations as sources of evidence (Zhu & Bargiela-Chiappini, 2013). Each interview lasted for thirty-five minutes to an hour; the data was collected within the time frame of five months. The existing literature was used to design interview guidelines that

included preliminary questions divided in to three sections. The first section included questions on participant's background and their career history, details of their current role and their career plans and aspirations. The second section had questions on the challenging circumstances they encounter at workplace, anecdotes of the failures and successes that they could recall. The third set of questions focused on how they dealt with such challenging scenarios and factors that they think contribute or hinder their positive adjustment. These guidelines were based on the extant literature and evolving theorization (Coutu, 2002; Hillmann & Guenther, 2021; Weick, 2019; Witmer & Mellinger, 2016). Whenever needed the participants were nudged for further elaboration and had the freedom to share detailed narratives.

A computer software package NVivo that allows for qualitative data analysis was used. The objective of the analysis was to interpret, label, and categorize the data into codes and identifying fundamental themes by grouping similar codes into distinguished themes. The coding was done in two cycles, in the first cycle; in Vivo coding was used to help researchers acclimatize with the interviewees' language, frame of mind, and worldviews. In the second cycle, focus coding was done to identify similarities in the data by reorganizing and reanalyzing the evidences. These second cycle codes were integrated to identify patterns and categories (Zikmund et al., 2013). It is to be noted that the philosophical stand of this study is inter-

tative phenomenological in nature (Larkin et al., 2008).

Findings

The identified themes are presented as SARATHI framework for organizational resilience. SARATHI, is a Sanskrit word that literally means a charioteer but in Hindu philosophy it has deeper connotations. It denotes a leader of a caravan, a coachman. First, the seven identified themes of the framework are described in this section then the rationale to use SARATHI as an integrating theme is provided. The seven themes that emerged from data are Shared Survival, Anticipation, Retention of Talent, Adaptation, Tolerance, Humor at Workplace, and Insight. The sample interview responses for each category are presented in Table 2.

The findings around each theme are as follows:

Shared Survival

It is evident from the data that these small organizations rely on their employees and maintained operational excellence by sharing ideas, knowledge, and stories of overcoming personal challenges. This builds social relationships and sensing capabilities of the resources that helps the organization to adapt and survive. A top manager stated: "As an organization we are aware that surviving is our first level priority and this survival is not possible unless we share our experience, knowledge, and workload. Together we learn and grow."

Table 2 List of Identified Sub-themes and Sample Responses from Interviewees

Identified Theme	Sample Response
Shared Survival	“Our team-lead would sit with us weekly or fortnightly and simply share the complications associated with his profile, how he tackled the client, this in a way broadens my horizon, I may not be working on that designation right now but his personal experience acts as a use case in my professional journey.”
Anticipation	“Clients give us a project that has a timeline of say 3-4 months, within the timeframe they find new things and frequently come up with change request. To maintain and nurture our relationships with clients we have to incorporate those changes despite them being an added cost to us. The good news is our design architects and developers are mentally prepared that such changes shall come. We predicted it and we aren’t bothered by last minute modifications.”
Retention	“In our time, we used to work six days a week, thirteen- fourteen hours and priority was no matter what happens, we cannot lose the client, the new generation doesn’t think the same way, we sensed that confidence in our junior engineers, there need for five day work week, flexi-hours and relaxation time seems legit. So, we accepted the five-day culture to hold on to our young employees.”
Adaptation	“At times, when we don’t have the right resource to deliver some part of a project, we rely on our tie-ups. We collaborated with multiple companies across Mumbai, Indore, and Chandigarh. If at all there is a condition when we are not able to fulfill our project goals. We try to get those guys onboard.”
Tolerance	“My teammate was gone for twenty days, we were only two developers in IOS team then, every single project became my responsibility. At that time, I thought, yes its tough but this is the time that I can prove myself, I can learn things and simplify my codes. I gave two hours every day for a week and found ways to manage 700 lines of codes in 100 lines. “
Humor	“We don’t hang on to our failures, at times we fail miserably but we keep the lesson with us. They say laugh your worries away, I prefer to implement on personal as well as professional level.”
Insight	“We invest our time and energy in meeting our client’s expectations; in the process we learn new things. I learned a technology, worked on it and then I create a document and share the document on our in-house open forum. Everyone is free to share their ideas, new methods of coding, post concerns, and Use Cases. This way we maintain two separate documents, one covering the technical knowledge, other focused on the general and business aspects. In times of needs, these documents become our first point of reference.”

Responses indicate that different people related with these shared survival systems differently; some found them useful for attaining technical knowledge and personal growth, others benefited by incorporating coping mechanisms, sense of identification, and behavioral skills from the experience of others. As elaborated by another employee, this sharing is not limited to behav-

ioral experiential sharing but it takes place even at skill level. She pointed: “I am into graphics, PHP language is not relevant to my profile but in our free-time and learning sessions we exchange information with each other and I do hands-on even on PHP and now I am pretty good at it , so this way our projects are never stagnated because of dependency.”

Anticipation

Technological developments, changing environment, and shifting client demands disrupt normal functioning in organizations. In such circumstances, a proactive outlook that doesn't simplify the interpretation about the upcoming changes becomes critical. The data suggest that employees of all three organizations appraised the potential to anticipate change in response to client requirements and technology shift as an essential factor helping them survive and grow. A top-level executive shared: "Back in 2015, Blockchain technology became trending, we were keeping an eye on it, and we invited external people to train our staff. Initially we didn't get many projects but we remained invested. We kept updating our skills, now we are well positioned in Blockchain and paved over way ahead."

Planning and designing a project flow, risk analysis, and leaving room for the unforeseen changes in clients' demands is a part of project leads routine. The organizations mitigate risk in projects and prepare for future tussles by relying on efficient approaches such as Kanban and Scrum basics. Briefing the relevance of time-estimation a team lead stated: "Sometimes we are assigned projects with immediate delivery expectations, then I have to design a process flow for it, which team-mate will be left with how much time and who has what task on priority, I prioritize things accordingly, after making a flow, I will arrange a meeting with everyone, and in the discussion about the project we will iden-

tify what are the challenging tasks in it. After making a whole time duration estimate and flow, I divide the work in my team, this way we are sorted on who gives what time to complete which task. So that way, our challenging projects would be completed without interrupting the work in pipeline."

Retention

Unlike the Large companies, smaller organizations do not have resources to manage redundant human resources commonly known as bench in IT. The organizations under study didn't have reserve teams instead a single human resource is engaged in multiple projects, thus it contributes to increased work pressure on the team members and also increases the project dependency on the resource. An HR manager quoted: "Prioritizing the need of our employees is crucial to our department because we cannot afford losing a competent employee. We work in a knowledge driven industry, we rely heavily on our people therefore keeping the thoughts of job hopping and switching company in check by understanding and catering employees' needs is our focus."

Key decision makers of these organizations in the study acknowledged the dependency of their system on their employees and focused on addressing attrition. These organizations actively promoted employee engagement initiatives, provided flexibility to employees, and aimed at aligning the personal career aspirations of their employees with organizational goals. Two of the three organi-

zations recently adopted five-day work culture; the modifications were done to cater the lifestyle expectations of Millennials and Gen Z. These organizations preserve and nurture their relational reserves by focusing on employee-friendly policies and practices that aided in curbing attrition. One participant said: “I enjoy learning new technologies; getting certifications on them boost my confidence. Our organization reimburse for the certifications and training that aren’t available in-house. My previous employer never compensated for such trainings.”

Adaptation

The data indicated that these IT firms were open for learning, engaged in reflection, and depicted an acceptance for change while dealing with challenges. A critical incident described by a CTO highlights this theme. He said: “Once there was a phase when we didn’t get any project for three months, all resources were sitting idle. We could sense insecurity in our team members. People feared they might be retrenched. A few junior developers even started looking out for jobs. It was intensifying our problems, now we not only need to find new clients but even push hard to retain our best resourceswe started a project; team didn’t know that it is an in-house project sponsored by the company. It immedi-

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ately helped us to tame the employee movement and self-doubt. After two months, we also sold that project.”

The interviewees acknowledged the need to improvise and coming up with out of box solutions when trying to meet deadlines and working on deliverables. Organizations involved their employees in engagement activities that encouraged creative thinking, brainstorming, and open discussions on task-conflicts. Good practices were rewarded to boost employee morale. As a Technical architect narrated: “There is a very good thing which our firm follows. So there is an annual event, in this event there are real world problems and we try to provide easy automation technical solution for them. It is a competition in some sense; there will be scoring based on the problem, the intensity of the problem and how good solution was suggested and so on. If that solution is really good, patent and cash price will be given to that person or team that came up with the solution. The project is then sponsored by collaborating company seeking solution.”

Tolerance

A key distinction that separates a resilient organization from its non-resilient parallels is its ability to absorb shock and withstand withering events. These organizations developed a tolerance for uncertainty using constructive feedbacks, harnessing social capital, and emotional intelligence of their workforce. These organizations inculcated a culture of tolerance against impromptu client demands, work deadlines, market fluctua-

tions, and technological shifts. The emphasis is on patience, finding opportunities, and problem solving. The data highlights the client-centric values of the organization. Ample of times, the employees made extra efforts to identify and fetch client needs even at the cost of emotional labor. One participant shared: "Once, one of our clients specified that they are more focused on functionality part rather than the user interface, but in the demo their head got angry, he wasn't happy with the UI. I kept calm and we made efforts to explain him that this can be done. In that moment, he was intensely disturbed, we swallowed his anger bubble but after 2-3 calls, he was on the same page and understood that we can do desirable changes in the UI front too and meet his expectations."

These organizations were tolerant towards their external as well as internal customers. For employees the windows of flexibility were open and people were allowed to try new things, experiment, and fail. An interesting thing to note is that although employees did endure clients' impatience and misbehaviors but there was low tolerance for counter-productive practices such as organizational politics, micromanagement, and workplace incivility within the organization. A Millennial who switched his job 9 months ago narrated: "I mean if there's a guy at the top level of the hierarchy and he doesn't have any sense about how to treat a lady or people for that matter, so he once said for an android developer, I was a fresher there, and he (developer) was having almost 3 years of experience, so he was just discussing with our project

manager and he said –'just make him understand, if he doesn't finish the project on time, I will rip his skin apart'..... Seriously! This is how a CEO should talk? So, these kinds of thing happened in my previous organization and after a few incidents I started looking for a better place to work, here things are totally different, that's why I am here from 9 months because I am happy".

Humor

Informants in the study were mindful of how their organizational structure is different from large organizations'. They considered the absence of a process-driven system as a strength because it allows autonomy. A sense of engagement and creativity in the teams was attained by keeping the environment light. Multiple interviewees revealed that they don't experience burnout in the office because of their teammates and playful team spirit. One interviewee stated: "I joined this organization three years ago, I came from a big firm with 1500 employees, the politics was suffocating. At one point I felt, corporate jobs aren't my cup of tea but my beliefs changed when I came here. We have a lot of fun, a classroom like ambience where you are allowed to tease your colleague and there's always someone who will lift you up after an exhausting client call with some meme or satire."

Allen Klein quoted, 'Humor can be one of our best survival tools.' The majority viewed the easy-going culture of their workplace favorably where there is room for bantering, self-enhancing, and

self-defeating jokes. They considered it as a tool to relate with each other, build rapport, and team cohesion. However, the individual difference about the perception about the use of humor at workplace cannot be neglected. One senior employee expressed his discontentment with the humor style of one of his colleagues. He asserted: "Not everything my colleague says is funny, while it might help us handle our client's displeasure but this doesn't mean that we can overlook the technical grudge just because our client had a nice laughter. We are not entertainers and it is not a comedy with Kapil (a show in India)."

Insight

The shreds of evidence pointed that these organizations reflected on their past experience, they are committed to emergent learning and developing a deeper understanding of the situation. One Interviewee disclosed learning from failures stories: "One of our Mobile Hybrid Development product failed because we were not as proactive as our competitor, we couldn't pace up for we had to plan for 3 different platforms i.e. Apple, Android and Window's phone at the same time. In retrospect we identified that our resource planning went wrong, we then incorporated this understanding in our other projects and they went fine."

SARATHI: Leadership as the Core

In all the three organizations there was a reliance on the company's leadership. First, we observed that people at key positions in the organization had

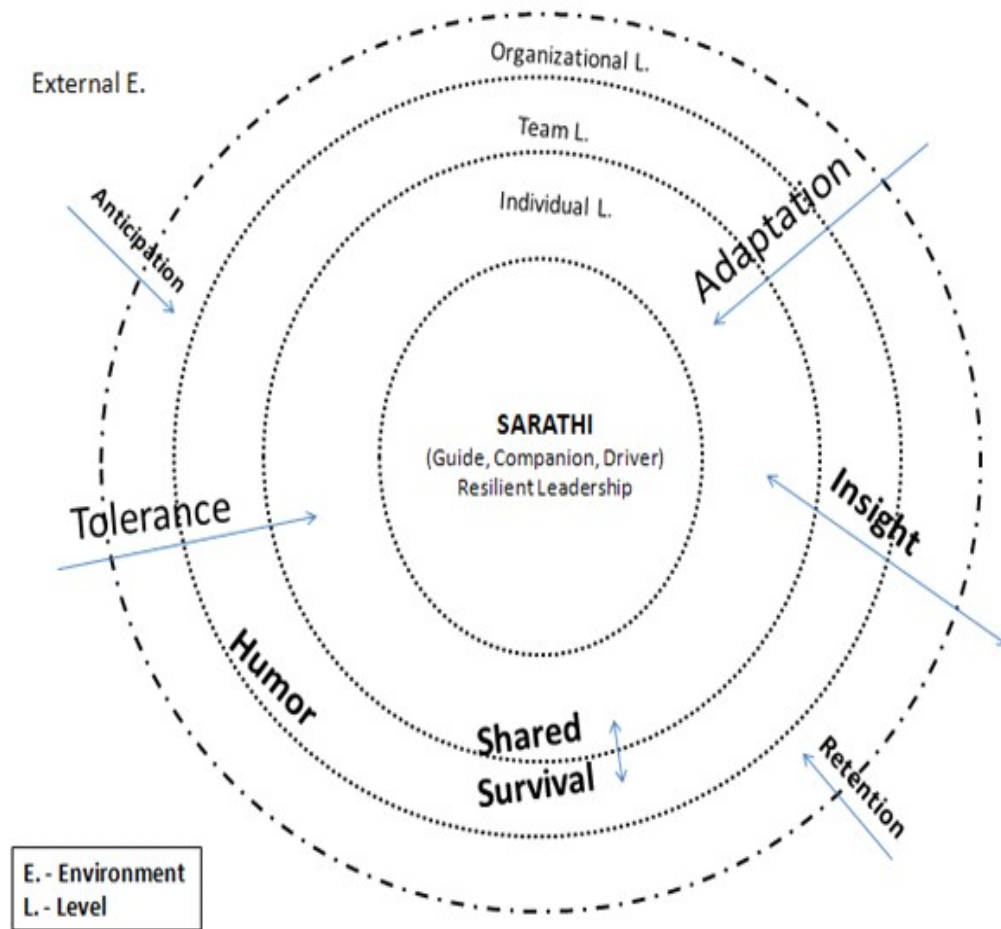
greater personal resilience. Second, the leaders incorporated a holistic people-oriented approach. Employees saw a paternal figure, supportive supervisor, or a role-model in their leader. The leaders showcased confidence in their employees and in times of failure used their experience, depicted patience, took ownership, and helped the organizational members in making sense of their bad experiences. An interviewee who experienced imposter syndrome in the initial phase of her career stated: "As a fresher, I doubted my potential, I would make small errors in my codes and become insomniac at night, worrying that I made a huge mistake and now my organization would throw me out. My team head was a very intelligent lady, she sensed my insecurities, she then explained me that I need to lighten up, and everything about deliverables is not my responsibility. She helped me adjust and even attended my small concerns, all while remaining calm."

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The incidents shared by the top executives pointed at their personal and entrepreneurial resilience. Narrating the story of how one approached his business partner, a CEO reported: "He already had a small office where he was running a training institute and so I said if he can give me permission I won't mind sitting in the reception area and closing my projects and you know we can work something together and he said okay... fine."

This diversity in the findings around leadership is integrated using the lens of Eastern philosophy as SARATHI. The multi-level nature and factors impacting organizational resilience as identified in our findings are depicted in fig.1.

Fig. 1 SARATHI Framework for Organizational Resilience in Small Cap IT Organizations



Discussion

Our findings organized as SARATHI framework advance the understanding of organizational resilience in the direction of multi-level resilience models. This multi-level nested depiction of organizational resilience coin-

Resilience is set in the people, organizational context, organizational process and external environment with permeable boundaries.

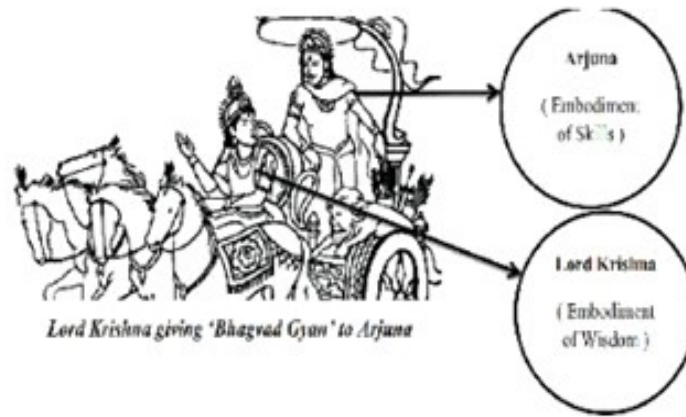
cides with the findings of Gover and Duxbury (2018) that propounds resilience is set in the people, organizational context, organizational process and external environment with permeable boundaries. Processes like anticipation and practices like retention of human capital occur at team and organizational level, whereas others such as humor, shared survival occur at individual and team levels. Adaptation, development of Insights, tolerance and acceptance of change, and leadership function at all the levels. For example, when there is a shift in client's demand, the organization embraces those expectations to nurture client relationship, teams rephrase their project plans, and individuals rely on social support and their personal resilience to cope with increased work load and push themselves to achieve project deliverables before deadlines.

From conservation of resources theory perspective, it can be noted that at different stages organizational members rely on their personal, social, situational, or structural resources to cope with challenging circumstances, for instance, shared survival is an example of organization utilizing its social and situational resources that are developed as a function of its culture and attraction-selection-attrition (ASA) cycle. Similarly, organizational policies such as retention bonus, flexible working, reward and recognition are a few structural resources that top management use to align people with organizational vision in times of crisis. The identified themes may not be exact as the pertaining

knowledge in the organizational resilience literature but they have similar connotations. For example, the notion of developing insights is same as environmental scanning, sense making, realistic perceptual stance, and risk awareness for change (Flandin, Poizat & Durand, 2018; Kantur & Arzu, 2012; Lee, Vargo & Seville, 2013). Similarly anticipation can be compared with planning, preparedness and mental readiness (Duchek, 2020; Koronis & Ponis, 2018). Our analysis identified specific factors on which small organizations can focus to develop resilience.

Another interesting aspect of our study is the analogy drawn from Eastern philosophy where leader is depicted as a guide like Lord Krishna. Sarathi is a Sanskrit word for charioteer, in the epic of Mahabharata, It symbolize Lord Krishna, who is considered as a universal guru and an embodiment of wisdom (Kakkad, 2009). Here, the human capital of the organization is the embodiment of skills. Fig. 2. adapted from Mukherjee (2017) pictorially represents this notion. Since, the organizations under observation were small; leaders' personality had a crucial influence on organizational identity and its climate as employees had an opportunity to connect with the visionary entrepreneurs on a personal one-on-one level. Just as Krishna helped Arjuna in resolving his cognitive, social, and emotional dilemmas, the people in top level of hierarchy used their tacit knowledge, experience, and emotional intelligence to guide their team members and help them build personal resilience.

Fig. 2 Lord Krishna as Sarathi – Charioteer



Source: Adapted from Mukherjee (2017)

Limitations

The study has several limitations as the focus of the study was on everyday organizational resilience. Certain aspects of organizational resilience such as risk handling, disaster management, cyber and workplace security are not in the scope of this study. The findings are context sensitive and subject to scrutiny and replication as the sample size is small and does not imply generalizability. Since the interviews were conducted with the involvement of top management in selection of participants, one cannot ignore the possibility of selection bias and social desirability bias (Ungar, 2003). Furthermore, as with most qualitative enquiries, it is essential to acknowledge the feasibility of introduction of bias by the researchers.

Conclusion & Implications

The purpose of this study was to identify factors that foster organizational resilience in small-cap IT companies. First, the study adds a unique contribution to resilience research by drawing analogy from Indian philosophy opening avenues for future research. Scholars can integrate insights from Eastern philosophies such as Buddhism, Taoism, and find out resilience nuances relevant to specific cultures. There is room to explore the identified themes from Eastern philosophy perspective. For example, the theme of Shared Survival resembles the idea of 'Vasudhaiva Kutumbakam' an ancient Indian verse which cues at diminishing the distinction between self and others (Ranganathan, 2015). Second, the study decodes organizational resilience in everyday settings,

when the business is usual therefore from a typology perspective, the study is a significant empirical contribution as it falls in the second quadrant of resilience research, which is less developed (Branicki et al., 2019). Lastly, the study pinpoints at the multi-level characteristic of organizational resilience which has several managerial implications from strategy and human resource development perspective.

Organizations with limited resources can focus on strengthening their intellectual capital and building their relational reserves by designing trainings and initiatives that promote shared survival, personal resilience, and experiential learning (Vanhove, Herian, Perez, Harms & Lester, 2016). Interventions promoting localized leadership, empathetic interactions, and mentoring programs can benefit the firms in the long run. Small companies can use positive social interactions and information exchange forums to build personal and social resources that contribute in creation of a culture of resilience. Organizations can look at resilience as a path dependent, process-capacity which they can develop by encouraging policies, practices, and structures that promote shared survival, anticipation of challenges, retention of competent resources, adaptation to operational issues and future uncertainties, tolerance towards internal needs and external environmental demands, encouraging positive humor at workplace, and fabricating insights from past experiences.

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