

ORGANIZATIONAL RESILIENCY THROUGH DIGITALIZATION

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ABSTRACT

In the past few years, organizations have become more likely to digitize their human resources because it adds value and makes things run more smoothly. At the same time, digitization cut work hours and made it easier to do repetitive tasks without making mistakes. Digitizing human resources in public organizations can be very helpful and important. This is because, as a result, there won't be any more bottlenecks or times when there are more requests than staff. There also won't be any longer lines at the counter.

The purpose of our research is to analyze organizations through the prism of the current needs generated by the health crisis (the COVID-19 pandemic) and to present the principles of organizational resilience, as found in the specialized literature.

The most common approach to research is an examination of specialized literature from the point of view of economic and social theories that take organizational resilience into consideration. The following findings focused on separating common characteristics and identifying the underlying principles of resilience in different organizational environments.

KEYWORDS: *digitalization, human resources, management, resilience.*

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1. INTRODUCTION

In recent years, there has been a rise in the widespread adoption of the process of digitizing an organization's human resources due to the fact that it improves efficiency and adds value to the organization (Orzan et al., 2020; Burlacu et al., 2021). At the same time, digitalization cut down on the amount of time spent on labor and made it easier to perform jobs that required repetition while simultaneously reducing the number of errors (Burlacu, 2004; Burlacu et al., 2019). There is a possibility that the digitization of human resources in public organizations will turn out to be extremely beneficial and essential (Profiroiu et al., 2020). This is due to the fact that because of this change, bottlenecks and scenarios in which the number of requests is more than the number of personnel will no longer occur. This also means that waiting in line at the counter won't be required because there won't be a need for it (Burlacu, 2005). The process of digitizing an organization's workflow shouldn't be restricted to just a few activities; rather, this should be done everywhere in order to simplify the work of the employees in the organization (Orzan et al., 2020). As a consequence of this, it is necessary to make the necessary investments in high-performance machinery, such as robotics (Popescu et al. 2021).

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2. LITERATURE REVIEW

According to Vogus and Sutcliffe (2007), resilience can be defined as the capacity to maintain a positive adjustment in the face of adversity, in such a way that the individual or organization emerges from the adversity stronger and better equipped. When researchers talk about "difficult circumstances," they are referring to things like isolated mistakes, scandals, crises, and shocks, as well as disruptions of routines. Within this category, they also include ongoing dangers (such as resistance), stress, and tension. They also contain both sets of circumstances, which are external shocks and ongoing stress, due to the fact that studies have shown that the accumulation of a series of smaller disruptions may quickly put the security of a system in jeopardy in the same way that a more significant incident might.

In their study, Barasa, Mbau, and Gilson (2018) attempted to answer the question, "What exactly is resilience, and how can it be developed?" by conducting an in-depth analysis of the existing empirical research about organizational resilience. As a response, they looked through the papers that were selected and discovered the concept of resilience there. Of these, resilience is most commonly defined as the capacity of a system to continue functioning and make progress toward its goals despite the presence of obstacles. According to the findings of their research, the vast majority of people are in agreement that organizations can become resilient by accepting the challenges they are presented with and transforming themselves through the processes of adaptation and transformation so that they can continue to be successful despite the problems they face. On the other hand, this would be in contrast to the concept of resilience as merely an adjustment to adversity (resilience engineering).

According to Rehman et al. (2021), the term "resilient behavior" was derived from studies involving microbiology and cell regeneration, materials processing, and other fields of engineering that fall under the umbrella of organizational science. They assert that the phrase was taken from the aforementioned areas of academic research. They also believe that resilient behavior has been introduced in organizational research in the fields of psychology, economics, and financial management, specifically in risk management during financial crises and stock market crises. This is something that they feel is a first. The objective of their research was to investigate the ways in which strategic human resource management (HRM) practices might cultivate resilient behavior in an individual, which can then lead to resilient behavior at the organizational level. Their definition of resilient behavior is the ability to triumph over challenging circumstances. Resilience in an organization is the capacity to deal with adverse situations. There may be a need for resistant conduct during organizational reform. Companies that have workers and organizations that are resilient are better able to adapt to changing learning strategies, establish new routines, and make more efficient use of their resources when faced with uncertainty. According to the argument, senior management needs to carry out strategic planning in order to respond appropriately to unforeseen circumstances. Not adapting might be disastrous. It's possible that a failing business could be brought on by skeptical workers who don't trust their own ideas and abilities. Losses that cannot be recovered are incurred when there is uncertainty and a lack of confidence. One of the most important aspects of a company's ability to succeed in business is its flexibility. SHRM is a strategic partner of an organization in the process of planning and executing growth plans through activities related to human resource management (recruitment, selection, training, salary and benefits, and employee ownership). Organizations that are resilient do not simply respond in the event of a crisis or loss. They are also able to anticipate upcoming developments and prevent disruptions to the company. Organizations that are resilient focus on building their futures rather than dwelling on their past.

Annarelli and Nonino (2016) use both a systematic literature search and a co-citation analysis in their investigation of the state of the art and future directions of research on organizational resilience and its strategic and operational management. This was done as part of their investigation

of the state of the art and future directions of research on organizational resilience and its strategic and operational management.

The research on managing organizational and operational resilience is still in its formative stages, despite the fact that the field is far from its infancy stage. They found that there is a consensus in the academic literature on the definition, fundamentals, and characteristics of resilience, and that the most popular area of study in recent years has been supply chain resilience. This was a discovery made by the researchers. However, the authors argue that the research has not yet arrived at a consensus on how to apply resilience, specifically how to establish operational resilience and how to develop and maintain resilient processes. This is something that the authors believe needs to happen before an agreement can be reached. Finally, the group used the results of the co-citation and literature analysis to determine seven potential directions that future research on strategic, organizational, and operational resilience could take.

It is through reevaluating the fundamental ideas that underlie the concept of resilience that resilience principles are developed. With the assistance of these guiding principles and implementation recommendations, organizations have the ability to take concrete steps toward increased resilience (see Table 1).

Table 1: An Overview of the Principles of Resilience

Principle	Implementing the principle
Think of things in a positive way	Find the good in the situation, even if it hurts, and move forward.
Do things that will help you adapt.	Change is an opportunity, not a threat. Instead of relying on "programmed" responses that don't work well, let the responses change based on what's going on.
Ensure adequate external resources	Make sure people have access to enough resources to deal with a wide range of possible events in a positive way.
Widen the areas where decisions can be made	Give more power to make decisions to help with positive, adaptive responses and the use of resources to reach the goal.
Make use of bricolage	Learn to come up with solutions on the spot using things you already have.
Learn to deal with uncertainty	Acquire the skill of being able to make choices when you have access to less information than you would want.
Set up systems for virtual roles	In a team, everyone knows what the team's goal is and can step in wherever they are needed to make sure the team works well.

Source: Adapted from Mallak (1998)

According to the findings of the research conducted by Ouedraogo and Boyer (2012), a very small research-based company may find itself in a state of constant crisis as it expands. In order to effectively address R&D challenges, small businesses initially require a sufficient amount of capital. When a company is unable to secure financing from a traditional bank, it will often seek backing from venture capitalists. Start. The crisis will carry on throughout the development process from here on . According to the findings of their research, a string of crises places the future of the company in jeopardy. Some organizations have demonstrated their resilience by making changes to their governance structures. When the liquidity problem appears to be in a critical state, venture capitalists will be resistant. These investors will be blind to the realities of operating a business in this sector if they do not have experience and a distinct plan for the long-term development of the company. As a result, they will prioritize short-term profits over the growth of the business. long-term. This will ultimately result in a management crisis and a demand for the governance framework to be restructured so that it better supports resilience. Even in the event that the

company achieves stability and finishes the clinical studies, it will eventually produce the best products. After that comes the process of developing and marketing to the market. If we are unable to successfully sell the product, we will be faced with a growth conundrum. A recent reorganization of the company's governing structure is required in order to fully realize the potential for growth that the company possesses. The restructuring will ensure that there is resilience. According to the findings of Ouedraogo and Boyer (2012), small research-based risk enterprises may be able to endure consecutive crises by employing adaptive learning and permanently restructuring their governance structures. This obstacle is overcome thanks to the zeal and tenacity of the researcher. The findings of this research indicate that company executives ought to rely on the researcher in order to improve their chances of surviving. This research is restricted by the fact that it only looks at one case. Even though a single case study can assist us in comprehending occurrences, it still has a significant limitation, and that limitation is the inability to generalize. Researchers are aware that it would be beneficial to include a large number of case studies of organizations that are identical to one another, particularly small research-based venture businesses. This initiative would make it possible to conduct additional quantitative research.

Research conducted by Everly in 2011 provides evidence that some companies have benefited from adopting resistant organizational traits. Examples of this can be found in the following scenarios:

Businesses that had no interest in making changes would invest more money in their existing clientele. People claim that at a time when the tourism industry was experiencing a significant drop in business, American Express Platinum Travel Services sent a gift to loyal customers as a way of saying "thank you" for their business. In this instance, regular customers were given the opportunity to purchase travel accessories, some of which had a combined value of several hundred dollars. These accessories included a digital video camera, headphones, an iPod, and hand luggage.

Organizations that are resilient are able to generate new concepts when they are faced with challenging situations. The example demonstrates that Apple is a forward-thinking company. It is essential to keep in mind that during a time when the music and phone industries were thriving, Apple introduced products that were extraordinarily straightforward and elegantly designed, which contributed to the company's revival.

Adaptive organizations invest resources in the development of their executives. It is said that in a time when government agencies are asking their contractors to do increasingly, a government contractor gave 30 department managers two full days of work to take part in a training program that taught "psychological armor" and "resilient leadership skills." The program lasted for two days (the latest advances in personal stress management)

Companies that are resilient to change are those that invest resources into their workforce at every level. The Wisconsin Board of Governors for Fitness and Health presented Kimberly-Clark in Neenah, Wisconsin, with a gold medal in 2010 in recognition of the company's commitment to enhancing the emotional as well as physical well-being of the employees who work for the company. Since the early 1980s, Kimberly-Clark has been a forerunner in the movement to improve the health of its employees through various programs and initiatives. It was the first company of its kind to offer programs to help employees deal with stress, keep a healthy lifestyle, and get in shape for themselves and their families (Everly, 2011). The question at the heart of Rahman et al(2021) .'s investigation was how researchers might build research that is resilient in the face of adversity. The one-of-a-kind and peculiar characteristics of the COVID-19 epidemic, along with the social distance that it has caused, have led to a crisis in contemporary research, which has hampered both the capacity and the ability to carry out research. Adopting digital research methodologies would have ensured continuity in research initiatives, enabling them to continue collecting data and acquiring real-time data throughout the crisis, thereby enabling them to adapt and establish research resilience. [Cross-reference to:] The first objective of the research team working on digital inclusion was to provide an explanation of how to use already existing platform technologies and how to combine those technologies with new ones. The first two examples are Farmerline and AgroCenta.

Both of these companies utilize cutting-edge technologies such as artificial intelligence, blockchain, global positioning systems, 5G, and cyberphysical systems. Concerns have also been raised by the authors regarding the roles that various stakeholders and institutions play in digital transformation, as well as the effectiveness of those roles. For sustainable development, for instance, local business corporations (LBCs), private multinational corporations (MNCs), non-governmental organizations (NGOs), governments, and local communities all have important roles to play in the cocoa supply chain. Their survey also includes a number of cautionary notes regarding digital inclusion, which has the potential to make small farmers more productive and resilient while also reducing their susceptibility to natural disasters. But according to researchers, digital technologies and approaches will not, on their own, make the commodity supply chain more resilient after COVID-19, nor will they assist small farmers who are part of complex systems in making a living off of their land. Previous investments in research and development, as well as in certain technologies, did not result in a change in the way that small farmers in developing countries made a living. According to their findings, command-and-control systems that involve distributing technology from higher up to lower down do not result in changes that are long-lasting. The inclusion of digital technology would present significant challenges for farmers working on a smaller scale in developing nations. Because of the nature of these issues, it will be necessary to develop novel forms of collaboration and to create opportunities to bring together actors in the industry who hold a variety of perspectives, positions, and responsibilities. Instead, they need to get involved, speak up for themselves and their own interests, and negotiate for outcomes that are beneficial to everyone involved. Small farmers may be able to make progress with the assistance of digital inclusion; however, they won't be able to reach their full potential without making significant investments in an environment that is supportive, such as participation and teamwork.

According to Durach, "Digitization is the simplest operation, meaning the movement of an element from analog to digital form." This was stated in the aforementioned quote (2021). Because of this, we have come to the realization that the step of digitizing data and information, which refers to the process of converting data and information from its traditional format (physical on paper) to its digital equivalent, is the step that involves the fewest number of complex operations.

Changing the way we work and interact with stakeholders, bringing in new revenue, replacing or altering certain processes, and creating an environment that is centered on the use of digital information are all goals that can be accomplished through digitization, which involves the use of digital technologies and data. Another goal that can be accomplished through digitization is to create an environment that is centered on the use of digital information. After something has been digitized, the next step that should be taken is digitalization, which is a more involved process than the one that was initially carried out.

This process entails integrating digital technology into all areas of an activity field, which results in a fundamental change to the way that the field operates and offers unique added value to the stakeholders. According to the concept of digital transformation, this process entails integrating digital technology into all areas of an activity field. We are aware that the final stage, which is a part of an effort to digitize the Romanian public administration, will also be the stage that will require the most resources and will be the most difficult to complete compared to the stages that came before it. This is because the previous stages did not require as much of these resources.

The adoption of digital technology by public institutions is no longer an alternative or desirable course of action; rather, it is now obligatory and essential. Because this is a one-way street, the administrative efficiency of any public authority or organization is being evaluated, and will continue to be evaluated, based on the degree to which it has digitized its processes (Roja, 2021).

The digital transformation is currently seen as the main driver of change in government when the goals are to increase transparency, accountability, and efficiency. This is due to the fact that eGovernment can facilitate integrated public policies and services to promote sustainable and inclusive growth, social development, and environmental protection. As a result, the use of e-

government could be beneficial for resource management, which would result in increased natural resource utilization and the postponement of that resource's eventual depletion (Castro & Lopes, 2021).

According to Fiala and Sovova (2020), the majority of the obstacles that currently stand in the way of the advancement of information technology are primarily psychological in nature and are founded on antiquated customs as well as an uncomfortable environment. Irrespective of whether it concerns technology or the law. It is also important to take into consideration what Viana (2021) had to say on the topic: "The digital revolution is influencing the public administration and gradually reshaping the activities supplied by the state."

The pros, cons, and dangers of digitization

In September 2018, PricewaterhouseCoopers Romania carried out a study with the working title "Study on the Implementation of Digital Government in Romania." According to the findings of the study, which were derived from an examination of the state of affairs on a global scale, electronic government has the potential to confer a variety of advantages.

The following are some of the advantages:

- until the year 2020, an increase in the Gross Domestic Product of 13 percent, an increase in the number of jobs created of 11 percent, and a decrease in the costs of public administration of 12 percent;
- accelerating rate at which the economy expands in this regard, the Baltic states serve as a useful illustration. Their annualized rate of economic expansion over the past twenty years has been almost one percentage point higher than ours, and regarding the digitization of their economy, they are further along than Romania.
- enhancing labor productivity by streamlining tasks and making it possible to continue improving and coming up with new ideas; - lowering the percentage of individuals who do not pay their taxes by encouraging more tax payments to be made online. The proliferation of online payment methods, when combined with other measures to combat tax evasion, has the potential to contribute to a growth in GDP of ten percent over a period of seven years.

The study that was mentioned earlier demonstrated that there are a few hurdles to overcome during the process of integrating electronic (digital) governance in Romania.

The lack of a regulatory framework that is in line with European requirements and can help give digital proposals, such as electronic signatures, more flexibility to be put into place are the things that stand in the way (the lack of basic digital skills that could make digital technology available to both taxpayers and public employees; the migration trend, which has led to a lack of IT&C experts).

The following are some of the potential dangers:

- Dangers to both online safety and online criminal activity, such as the prospect of the information infrastructure being destroyed, information being stolen, and fraudulent activity taking place online.
- A lack of physical security in data centers, which is shown by theft of resources, a lack of analysis of outside factors that could affect how systems work, and a lack of analysis of environmental factors; mistakes in network design, which are shown by the fact that networks, computers, and other systems do not work well together; damage to stored data, which is caused by unauthorized access to storage systems, unprotected storage, and a lack of integrity validation mechanisms.
- Relating to incident management (caused by delays in finding and telling people about security breaches and problems, isolating the spread of the effects of the breaches); relating to asset management (caused by delays in finding and telling people about security breaches and problems isolating the spread of the breaches' effects); (caused by not having enough money set aside to buy the necessary licenses).

- The education system hasn't caught up with the rest of the digitization process (it didn't have time to adapt to the changes brought about by digitization; it's important to make sure that educational programs keep up with changes on the job market and offer the chance to get more training while working);
- The technology that is being used in infrastructures is becoming out of date; and technological wear and tear.

3. CONCLUSIONS

Our findings show that the COVID-19 pandemic prompted a widespread, rapid organizational change that is now the norm in our society. There may be some lasting alterations in worker conduct. At the time when our choices were narrow, we had no choice but to try out several different approaches, some of which produced results that were pleasantly unexpected but could have been used to our advantage. As a result, the pandemic revealed the organization's and its employees' flaws while simultaneously serving as a driving force behind the ongoing digital transformation. As a conclusion, digital transformation necessitates the availability of digital data and the participation of individuals in their various roles as producers, consumers, providers, and recipients of services.

Because of the widespread access to and use of digital technologies, there has been a dramatic shift in democracy. This is because the widespread use of digital technologies creates new venues and channels for citizen participation and dialogue. As a result, people have been transformed from passive recipients into engaged contributors who can assist in the solution of governmental problems. "Digitization" refers to the process of transforming something from its analog form into its digital equivalent. For example, in the workplace, analog photography has been replaced by digital, handwritten documents have been replaced by ones generated by a computer, and the traditional method of hiring employees has been replaced by an electronic, web-based system. Both the theory and practice of management have advanced substantially during the time, with an ever-increasing focus on people as well as a shift away from purely mechanical methods in favor of more holistic and international strategies. significant.

Therefore, human resource management has become increasingly delineated in the literature as a theoretical concern and pragmatic approaches with an ever-expanding register of concepts, methods, strategies, and principles indicative of a scientific refinement and a praxeological interest. This can be seen in the fact that there are an increasing number of concepts, methods, strategies, and principles.

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