Exploratory study on the impact of Covid-19 outbreak on organizational resilience: Case of Moroccan owner-managers

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Abstract
Organizational resilience issues have increased dramatically over the past two decades. Resilience, not only becomes a recurring theme in business, but also an academic literature has emerged around this concept. Nonetheless, we know little about the factors that determine organizational resilience in times of health crisis. This question is linked to the sheer scale of the current covid-19 crisis, which has caused major disruption in the national economy and all around the world. Thus, this article aims to highlight the mechanisms that underpin the capacity of resilience to maintain businesses survival.

Key words: Organizational resilience, disruption, crisis, Covid 19

Introduction
Morocco was one of the first in the MENA region to implement strict lockdown measures. Tourism, air transport and some exporting sectors (notably the textile and automotive sectors) were impacted early on by shocks to both the demand and supply sides. Not all sectors have been as adversely affected, especially in activities with limited face-to-face interaction, such as telecommunications and financial services, or in other essential activities such as extractions, agribusiness and chemicals.

The first instructions dictated by the Moroccan government banned all kinds of gatherings exceeding 50 people, leading to the shutdown of several factories. Subsequently, as soon as only essential trades and services could justify the continuity of their activities, a large number of companies were forced to close, jeopardizing their financial viability.
Definitely, the eruption of Covid 19 crisis has disrupted the functioning of all the world. It led to closed borders, reduced productivity, layoffs, hit the purchasing power of households and created new purchasing habits to consumers.

In this context of crisis and adversity, the question of organizational resilience seems to be a key issue because it creates a field of reflection combining both the classical organizational and managerial issues as well as the social, economic and governance concerns of the country.

This concept of organizational resilience first appeared in the context of crisis management research. Organizational resilience means the capacity and ability of an organization to anticipate, resist a threat or regain a state of stability after having undergone it (Hollnagel, 2006 in Altintas and Royer, 2009: 267). It refers also to the ability to bounce back in face to the unexpected (Bégin and Chabaud, 2010: 127). It is also a capacity for continual reconstruction (Hamel, G., & Välikangas, 2003).

In this context, we propose to study the concept of organizational resilience in times of crisis by analyzing the case of 8 companies in the midst of a covid 19 crisis. This leads us to ask the following research question: How is organizational resilience built and deployed in times of crisis to enable businesses survive?

The purpose of the current explanatory research is twofold. On one hand, it is a part of a multidisciplinary research field namely organizational resilience in times of crisis. On the other hand, it aims to shedding light on the management practices of resilient companies that may be useful in developing the resilience of organizations, especially during times of adversity.

I. THEORETICAL FRAMEWORK

In an uncertain and ever-changing world, threats can appear because of internal or external factors. This research examines the capacity of an organization to develop resilience in the face of a crisis of external origins. Covid-19 pandemic is an example of an external global health crisis that we are currently experiencing. Crisis is defined as the perception of a ruptured norm, which threatens the viability of the organization (Boin, 2005). In addition, crisis has an uncertain outcome, which can be negative as well as positive. Several research studies have been conducted about crises and concerned about three phases: 1-crisis preparation and prevention, 2-crisis management and then 3-post-crisis learning (Altintas and Royer 2009: 267). Therefore, the current study is interested in studying resilience factors that allow the organization manage the crisis and regain a state of stability.

1.1 From resilience to organizational resilience

The notion of resilience has been used in many disciplines and fields. This is what makes it hard to pin down. The origin of the word resilience comes from the latin verb "resilire" which means, "to bounce back". It is first borrowed from the scientific material (metallurgy) to describe the ability of a metal to resist pressure and return to its original structure after being impacted and deformed. The
concept of resilience appeared first in the context of psychology’ research. It also appeared in sociology to study the resilience of individuals. In late 1990s, the analysis shifted from the individual level to the organizational level. Different schools of thought gathered to define individual resilience. Some see it as an innate personality trait, an ability, a balance or even a process. Boris Cyrulnik\(^1\) defines resilience as an intrinsic quality of a person, which allows him overcome his suffering, learn from his painful experiences and become stronger.

The most widely used definition of resilience is the process, capacity or outcome that shows effective adaptation despite the circumstances of threats or challenges (Masten, Best and Garmezy, 1990 and Garmezi 1993: 129).

Table 1 illustrates the positioning of resilience in relation to risk and outcome. When the risk is low and the results are positive, we are in a typical situation. When the risk is low but the results are negative, it is a trajectory possibly caused by an inadequate risk assessment. When the risk is high and the results are negative, it matches the risk model. Finally, a high risk associated with positive outcomes constitutes characteristics of resilience (Fergus and Zimmerman, 2005).

Table 1: Risks and results

<table>
<thead>
<tr>
<th>Lower risks</th>
<th>Higher risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive results</td>
<td>Normative development</td>
</tr>
<tr>
<td>Negative results</td>
<td>Inadequate risk assessment</td>
</tr>
</tbody>
</table>

Source: Based on Fergus and Zimmerman, 2005

The concept of resilience evolved in the context of high sensitivity of organizations, which experience disruptions. Table 1 shows that a resilient organization can survive and continue to grow, achieving positive results despite the risk and crises it may encounter. It is also the responsibility and capacity of a certain organization to maintain a state of dynamic stability, which allows it to continue during and after a major incident or in the presence of a major stress. (Hollnagel, 2006: 16).

Jacques Attali defined resilience as the acts of indulging redundancy, implementing crisis plans, and developing rapid response strategies. It is important to learn how to turn threats, perils, and failures into opportunity (Jacques Attali, 2010). However, some companies collapse and disappear following a shock or critical event (Weick and Sutcliffe, 2001) while others resist. Weick and Sutcliffe explain that organizations tend to repeat patterns of activity that have worked in the past. It works well if things stay the same, but when they change and the unexpected appear, the organization finds itself executing solutions that do not really match the new situation.

\(^1\) Boris Cyrulnik has published numerous books on resilience including Un merveilleux malheur (2002), Les vilains petits canards (2004), Le murmure des fantômes (2005), Je me souviens (2009).
Table 2: Definitions of resilience in different contexts

<table>
<thead>
<tr>
<th>Author</th>
<th>Context</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horne and Orr (1998)</td>
<td>Organizational</td>
<td>Resilience is the fundamental quality to respond productively to significant change that disrupts the expected pattern of events without introducing an extended period of regressive behavior.</td>
</tr>
<tr>
<td>Coutu (2002)</td>
<td>Individual</td>
<td>Resilient individuals possess three common characteristics. These include an acceptance of reality, a strong belief that life is meaningful and the ability to improvise.</td>
</tr>
<tr>
<td>Walker and al. (2002)</td>
<td>Socio-ecological</td>
<td>The ability to maintain the functionality of a system when it is perturbed or the ability to maintain the elements required to renew or reorganize if a disturbance alters the structure of function of a system.</td>
</tr>
<tr>
<td>Hamel and Valikangas</td>
<td>Organizational</td>
<td>Resilience refers to the capacity to continuous reconstruction.</td>
</tr>
<tr>
<td>Luthans and al. (2006)</td>
<td>Psychology</td>
<td>The developable capacity to rebound from adversity.</td>
</tr>
<tr>
<td>McDonald (2006)</td>
<td>Organizational</td>
<td>Resilience conveys the properties of being able to adapt to the requirements of the environment and being able to manage the environment’s variability.</td>
</tr>
<tr>
<td>Linnenluecke and Grioths (2010)</td>
<td>Organizational</td>
<td>The capacity to absorb impact and recover.</td>
</tr>
<tr>
<td>Braes and Brooks (2011)</td>
<td>Organizational</td>
<td>Resiliency relates to a personality characteristic and resilience refers to a dynamic developmental process.</td>
</tr>
</tbody>
</table>

Source: According to Bhamra 2015: 15

In addition, resilience is considered as the capacity to adapt and the ability to bounce back. The concept is linked either to securing stability or to the capacity to absorb the shock.

Resilience can also be seen as the ability to anticipate a disturbance, to resist it by adapting it and to recover quickly to the state before the disturbance (Madni, 2007). Moreover, this notion of anticipation appears only in the concept of organizational resilience. The same author characterizes organizational resilience under four axes: avoiding disruption (anticipation), resisting disruption, adapting and recovering.

Many definitions of organizational resilience exist in theory and literature. The definition of organizational resilience concerns the ability to recognize threats and discontinuities and to adapt to them. It is the ability to rebound and effectively function after the impact of an event (Sutcliffe and Vogus, 2003 in Bhamra, R 2015: 19). Accordingly, organizational resilience is a complex concept that relates to the functioning of an organization before, during and after the impact of an event. (Bhamra, R 2015).
This theoretical review assists us to investigate how the organization builds and develops this capacity of resilience.

1.2 The dimensions of organizational resilience

Resilient companies are characterized by three aspects (Coutu, 2002) (Bégin and Chabaud, 2010). First, they are pragmatic and face reality without showing excessive optimism. Second, they have a strong system of shared values, with which they can make sense and give meaning to the difficulties or challenges faced. Finally, they are ingenious in that they know how to use their resources to bring up together new solutions to the unusual situations they encounter.

There are three general areas of classification, which correspond to the elements of resilience as identified by Ponomarov and Holcomb (2009):

- Preparation and prevention
- Response and adaptation
- Adjustment and recovery

During disruption, resilience enables the company to cope with new environments and risky circumstances, providing a platform to effectively manage environmental variability and uncertainty (McDonald 2006).

In the same way, Weick and Sutcliffe (2007) claim that resilience combines three dimensions:

1) An absorbing capacity, allowing business to withstand shock and resist collapse. To be resilient, the company must be able to cope with a sudden resulted drop without being threatened by bankruptcy. It must be able to mobilize the necessary means and resources in a form of an organizational surplus (organizational slack) (Cyert and March, 1963), or potentially mobilized from external sources (support, loan, assistance, etc.). However, beyond the means, the leadership's desire for continuity is essential. According to Weick and sutcliffe (2001), the ability to absorb the shock also lies on the speed of decision-making of the responses to be implemented.

2) The capacity to allow change and renewal. The resilient company must be able to invent a new future for itself, to act and imagine new solutions to unusual situations (Lengnick-Hall and Beck, 2005; Hamel and Välikangas, 2003). Michaud, Fisker, Wang and Wilson are all great examples of entrepreneurs who have found opportunities in the midst of economic turmoil. They retooled their businesses, changed their business focus, and even started new business ventures at times when other businesses were laying off workers and closing their doors. These types of resilient entrepreneurs are worthy examples for other business leaders and entrepreneurs to emulate.

3) The capacity to take advantage of the crisis, which allow post crisis learning. The latter is a decisive element in the resilience process. The company must be able to take advantage of this experience to identify its weaknesses and failures and to correct them. In addition, the company must
learn from the shocks it faced in order to reborn stronger (Christianson et al., 2009). However, the effectiveness of this third dimension of resilience is difficult to demonstrate. It would be necessary to extend research about a new crisis and analyze the positive effect of the supposed resilience on this new crisis (e.g. Altintas et Royer, 2009). Conversely, some works on post-crisis learning emphasizes the difficulty of learning from a crisis. Organizations often do not learn from the crisis that they have overcome (Roux Dufort, 2000). There are many obstacles to learning (Smith and Elliot, 2007), for example, defensive behavior limits the understanding of relevant information.

In the same vein, Resilience consists of three essential elements. A company is resilient if it can "absorb stress" and continue to work even when the process is tough, if it can "bounce back" from a crisis and can "learn" from that crisis (Weick and Sutcliffe, 2001).

We can conclude that organizational resilience presupposes a defensive approach that allows shock absorption when it occurs, and a proactive and innovative approach, which allows the system to renew or regenerate itself.

Therefore, we can deduce that resilience is a concept that not only allows organizations to continue their activities, but also to learn and grow.

Furthermore, research works on crises of external origins are very rare (Altintas and Royer, 2009: 267). Yet, these external crises seem highly relevant as organizations face increasingly turbulent events. These crises are characterized by the proliferation of technological disruptions, economic shocks and political conflicts (Duncan 1972; Hamel and Valikangas, 2003). These incidents according to the origin of the crisis have consequences on the management of the crisis and on the companies’ resilience capacity. An organization can reduce the effects of an internal crisis by preventive measures, whereas it has no control over the occurrence of external incidents that are beyond its control (Altintas and Royer 2009).

In addition, reducing the impact of external turbulence is structural and concerns the decoupling of activities from the environment, for example, diversified activities can reduce the impact of environmental turbulence (Meyer, 1982).

Moreover, if we refer to the definition above by Braes and Brooks (2011), resilience in an organizational context that is linked to a characteristic of the personality. In other words, the company's capacity for resilience will also depend on personal characteristics of the entrepreneur or manager. Research from Bullough and Renko (2013) shows that specific personal factors are very important for the pursuit of entrepreneurship, especially during times of adversity. Entrepreneurial self-efficacy and individual resilience are particularly important.

Without resilience, individuals would be less able to adopt the entrepreneurial behaviors necessary to create businesses or pursue new activities.
Instead, they will take no action and will perpetuate the cautious and fearful business reaction to an uncertain economic environment (Bullough and renko, 2013). We will see later that these different factors influence organizational resilience and will be among the variables used in our empirical research.

II. METHODOLOGY

The objective of the research is to analyze the variables that could influence organizational resilience. Indeed, in the first part, we noted some factors in the literature review that seemed to have an impact on resilience. It is therefore a question of seeing how these elements evolve in the Moroccan context and to verify if there are other variables that influence the resilience of organizations. To do this, we have chosen a qualitative approach. Although this method is open to criticism because it limits the possibility of generalization of the results, the qualitative approach helps to understand reality as it is experienced by respondents. Wacheux (1996, p. 15) asserts, "The implementation of a qualitative research process means above all understanding the why and the how of events in concrete situations". This qualitative approach is very suitable for our research’ objectives:

- Refining our understanding of the concept of organizational resilience
- Presenting the dimensions that were identified by the respondents as being likely to influence the resilience of their business.
- Comparing these dimensions with those identified in the literature review and checking whether new items appear.

2.1 Choice of fieldwork

We have chosen different sectors, agri-food, industry, education, consulting ... Some companies are required to maintain activity while others maintain their activity voluntarily. It is true that the government has announced the closure of "non-essential" businesses and the Health State of Emergency, but several companies are continuing their activity to continue supplying the country in particular.

2.2 Sample selection

Our target is Moroccan companies which kept actives during the period of containment, due to current crisis. This choice is motivated by the desire to enrich the work, which deals with the resilience of Moroccan companies and its determinants, which are not yet clearly established in the literature.
As for the size of the sample, we respected the principle of theoretical saturation, which stipulates to end the series of interviews when all the desired topics have been addressed and the last interviews do not deliver any new information (Romelaer 2005). We therefore carried out 8 interviews with 8 owner-managers.

Table 3: Profile of the sample

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity area</td>
<td>Transport/Logistics</td>
<td>Tourism/Hotel and catering</td>
<td>Education/Training</td>
<td>Conseil/Consulting</td>
<td>Internet/Multimedia</td>
<td>Food industry</td>
<td>Accounting/Management/Audit</td>
</tr>
<tr>
<td>Date of creation</td>
<td>2009</td>
<td>2012</td>
<td>2001</td>
<td>2017</td>
<td>2016</td>
<td>1940</td>
<td>2011</td>
</tr>
<tr>
<td>Size</td>
<td>SME</td>
<td>LSE</td>
<td>SME</td>
<td>VSE</td>
<td>VSE</td>
<td>LSE</td>
<td>VSE</td>
</tr>
<tr>
<td>Capital (MAD)</td>
<td>3 MM</td>
<td>7,8 MM</td>
<td>1,5 MM</td>
<td>4 M</td>
<td>5M</td>
<td>276 MM</td>
<td>3 M</td>
</tr>
<tr>
<td>City</td>
<td>Marrakech</td>
<td>Casablanca</td>
<td>Tanger</td>
<td>Tanger</td>
<td>Casablanca</td>
<td>Casablanca</td>
<td>Tanger</td>
</tr>
<tr>
<td>Activity portfolio</td>
<td>Storage &amp; distribution of non-alcoholic beverages and tobacco</td>
<td>Hotel &amp; catering</td>
<td>Higher education, professional Training &amp; continuing education</td>
<td>Advice, assistance, support &amp; training</td>
<td>IT, Internet &amp; Multimedia</td>
<td>Seed Oils, Soaps &amp; Hygiene Products</td>
<td>Audit, Cac, Consulting &amp; Accountancy</td>
</tr>
<tr>
<td>Age of OM*</td>
<td>62 y</td>
<td>41 y</td>
<td>67 y</td>
<td>43 y</td>
<td>37 y</td>
<td>39 y</td>
<td>38 y</td>
</tr>
<tr>
<td>Gender</td>
<td>Man</td>
<td>woman</td>
<td>woman</td>
<td>man</td>
<td>man</td>
<td>man</td>
<td>man</td>
</tr>
<tr>
<td>Educational level</td>
<td>University</td>
<td>Professional</td>
<td>Phd</td>
<td>Phd</td>
<td>Phd</td>
<td>University</td>
<td>Phd</td>
</tr>
<tr>
<td>Experience years</td>
<td>36 years</td>
<td>20 years</td>
<td>30 years</td>
<td>20 years</td>
<td>15 years</td>
<td>16 years</td>
<td>13 years</td>
</tr>
<tr>
<td>Number of failures</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10</td>
<td>7</td>
<td>-</td>
<td>2</td>
</tr>
</tbody>
</table>

*OM – Owner-managers

2.3 Data collection

The data collected is based on interviews conducted during the period of confinement with companies’ owner-managers supplemented by some internal documents. These interviews were conducted over the phone and transcribed. We had access to some internal documents sent by email such as organizational charts, internal notes and internal procedures.

In our study, we use different data collection techniques.

1-Critical Incident: Conceptualized by John C. Flanagan in 1954, the Critical Incident Technique is a qualitative data collection technique that relies on the narration of critical events. It allows us to identify key facts and analyze them and to capture other indicators thanks to the interviewee's narration.

2- The interview: We use the different levels of structuring or mixed interview as cited by Romelaer (2005: 114) according to the following sequence:
• The first part of the interview was conducted in a structured manner and consists of asking closed questions to collect personal data about the owner-managers (age, education, experience ...) as well as information about the company (sector of activity, date of creation, capital, legal status ...).
• The second part is semi structured. To do this, we used an interview guide built from the theoretical framework in which the questions are open and the conduct of the interview flexible.
• The third part is devoted to the critical incident technique.

2.4 Analysis
The processing of qualitative data was subject to manual content analysis. One of the most widely used qualitative methodologies is content analysis. The objective is to locate information answering previously identified questions and to bring out regularities, trends or singularities.
However, content analysis can take different forms, namely, lexical analysis (interested in the nature and richness of the vocabulary used in speech (words, sentences)), syntactic (structure of speech) and thematic (sentences, paragraphs, theme) Bardin (1977, p. 43).
In the context of our study, the first technique seems appropriate for the study of ideas (Chenitz and Swanson, 1986). This is based on the postulate that the repetition of elements of speech (words, expressions or similar meanings) reveals the centers of interest and concerns of the actors (Thietart, 2003, p. 459).
We also use the third technique called thematic which seeks to highlight the opinions or representations of the respondents. We therefore proceeded by thematic breakdown based on the main concepts of resilience.

2.4.1 The shock
This first variable is considered the basis for understanding the resilience process. Absorbing and resisting shock are fundamental steps in the process of organizational resilience. The existence of an impact implies that the company is going through a crisis that threatens its viability. According to Linnenluecke and Grifths (2010) in Bramha 2015, resilience is the ability to absorb impact and recover.
The first results show the impact of the current crisis on the companies studied. In the quotes analyzed, the most explicit evocations linked to the impact of the crisis confirm clearly that this pandemic is leading to an economic crisis. 6 out of 8 companies suffer from a drop in activity and turnover, prospection is also negatively impacted.
However, some companies are positively impacted given the nature of their activity (Food product, HR consulting).

2.4.2 Understanding and perception of crisis concept
In the literature, crisis is defined as the perception of normality that threatens the viability of the organization. The majority of owner-managers confirm a state of instability characterized by great uncertainty about the future and the post-crisis period. Only one owner-manager admits that his company has returned to a stable state. The company, then, has experienced an increase in demand for food products.

2.4.3 Dimensions of organizational resilience

• **Business continuity**
Data analyzed from interviews point the frequency of words and expressions related to the willingness of the owner-managers interviewed to continue the activity despite the crisis. According to Cyert and March (1963), the desire for continuity of leaders is essential for a resilient company. This confirms the notion of continuity in resilience.

• **Adaptability to change**
By reference to the literature, the resilient business must have the capacity to adapt to change. Resilience is the ability to adapt to the environment demands and to manage its variability (McDonald (2006) from Bhamra 2015: 15). Adaptation was first achieved by downsizing according to the owner-managers. Indeed, the reduction in staffing numbers seems to be one of the mean measures adopted by some of the owner-managers interviewed. The use of teleworking and the strengthening of security are also actions initiated by the majority of owner-managers to adapt to this new situation. Adaptation is also the ability to imagine new solutions to unusual situations (Lengnick-Hall and Beck, 2005). In fact, some managers are announcing a change in their economic model (new strategy, product diversification and commercial reorientation).

• **Learning**
Post-Crisis learning is a key factor in the process of organizational resilience. Many owner-managers focused a great deal on this specific issue only to realize that there are indeed things to be learned from this crisis, small weaknesses to be corrected or lessons to be learned.

• **The characteristics of the owner-manager**
We find that all the owner-managers interviewed have a high level of education and significant professional experience of several years. However, the analysis of the interviews did not reveal any variables arising from the profile of the interviewees. Age, gender, education or experience were not cited as impacting organizational resilience.

On the other hand, the literature review informs us that resilience in an organizational context is linked to a of the personality characteristics (Bullough and Renko, 2013). Characteristics such as
Entrepreneurial self-efficacy and individual resilience are very important for the pursuit of entrepreneurship, especially during times of adversity.

It was stated by the owner-managers interviewed that their personality traits and their values play an important role in the resilience of their organizations. Many personal characteristics are identified as being able to impact organizational resilience. As for the individual values mentioned by the owner-managers:

Table 4: Frequency of occurrence of key expressions relating to the personal characteristics of the owner-manager (cited more than once).

<table>
<thead>
<tr>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resilience</td>
</tr>
<tr>
<td>Perseverance</td>
</tr>
<tr>
<td>Optimism</td>
</tr>
<tr>
<td>Integrity</td>
</tr>
<tr>
<td>Self-efficacy</td>
</tr>
<tr>
<td>Ethics</td>
</tr>
<tr>
<td>Loyalty</td>
</tr>
<tr>
<td>Commitment</td>
</tr>
</tbody>
</table>

The owner-managers believe unanimously they are resilient. Five of them cited perseverance second, and three owner-managers cited optimism followed by self-efficacy, integrity, ethics, and loyalty.

- **Self-financing capacity / Working capital / slack**

According to Cyert and March (1963), the resilient company must be able to mobilize the necessary means and resources in the form of an organizational surplus (organizational slack\(^2\)). Regarding the availability of means and resources, 4 owner-managers underlined the importance of having sufficient financial means to be able to face the crisis. In fact, most actions such as the purchase of sanitary equipment, the maintenance of salaries, the deployment of NICTs (setting up digital tools, teleworking) ... require that the company has sufficient self-financing.

### 2.4.4 Other factors that can facilitate organizational resilience

The interviews brought to light new factors that have not been cited in the literature review. All owner-managers recognized that there are some key elements that contributed to resilience:

- **Human resources / staff mobilization and motivation**

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\(^2\) The slack provides the resources needed during scarcity, a structure that facilitates the coordination of activities, and a participatory ideology as part of the organization's mission (Meyer, 1982).
Five owner-managers reported positively on the influence of human resources on resilience capacity and the importance of staff mobilization in the resilience process.

- **The company's reputation / belonging to a large group / influence of the parent company**
  Three owner-managers indicated that notoriety, belonging to a large group or even the influence of the parent company would facilitate resilience.

- **Existence of a crisis unit**
  Three owner-managers touched upon the importance of the existence of a crisis unit in the crisis management.

- **The nature and area of the activity / the existence of a demand on the market**
  Two owner-managers said that the sector, the existence of market demand and the size of the company have all played a role in the continuity of their business.
  On the other hand, organizational variables such as the age of the company, size, location have not been identified as facilitating the resilience of the organization.

- **The reputation / network of the owner-manager**
  Two owner-managers mentioned the reputation and network as facilitating factors of organizational resilience.

- **The role of the state**
  Only one owner-manager can attest that the measures taken by the state have helped their company cope with the crisis.

### 2.4.5 Other factors that can facilitate organizational resilience

Five owner-managers answered affirmatively to the following question: will you describe your business as resilient? However, two of them do not believe they have reached a satisfactory level of resilience.

### 2.4.6 Other factors that can facilitate organizational resilience

Some of the owner-managers consulted (C and D) have already considered a transition process made up of several new actions and solutions to support change. Others are hopeful about the post-crisis period.

### Conclusion

The Covid-19 pandemic has changed the practices and functioning of organizations. They were not prepared for such an unpredictable and unprecedented situation. Currently, they are subject to the threats of the global crisis, therefore, it seems necessary to develop a certain resilience so as the organizations resist and ensure their survival.
According to our study, organizational resilience is gradually seeping into the Moroccan entrepreneurial landscape, even if this notion remains a distant concept and not clearly delimited. Moreover, this qualitative research was an opportunity to refine our understanding of certain concepts and to examine resilience as experienced by Moroccan companies. The analysis of the interviews confirmed the variables cited in the literature and revealed new variables not initially taken into account such as the mobilization of human resources, the nature of the activity and the reputation of the company.

Given these findings, we can wonder about an innovative approach to ensure a transition to best conditions and better resilience.

References


