

Article

Exploring organizational resilience as a quality indicator in social services: A cross-sectional study

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Abstract: Social Services are vital for addressing adversity and safeguarding vulnerable individuals, presenting professionals with complex challenges that demand resilience, recovery, and continual learning. This study investigates Organizational Resilience within Community Social Services, focusing on strategic planning, adaptive capacity, and user perspectives. A cross-sectional study involved 534 professionals and service users from Community Social Services Centers in Spain. Centers were selected based on the characteristics of their population and the representativeness of their geographic location. The study utilized the Benchmark Resilience Tool (BRT) to evaluate Organizational Resilience and the SERVPERF questionnaire to gauge user-perceived service quality. The results demonstrate satisfactory levels of Organizational Resilience and user satisfaction, while also highlighting key areas for enhancing resilient strategies: reinforcement of personnel for thinking outside the box or in the resources available to the organization to face unexpected changes. These findings suggest the need to develop and optimize measures that improve the organization's ability to adapt to and recover from adverse situations, ensuring a positive user experience. Emphasizing the importance of resilience in Social Services as a quality predictor, future research should explore innovative strategies to bolster Organizational Resilience. The findings emphasize the need to strengthen resilience in Social Services, enhancing practice, policy, and adaptability to support vulnerable populations.

Keywords: organizational resilience; quality; social services; professionals; users

1. Introduction

Social Services represent a critical system within the public structure that guarantees the Welfare State. Yet, in today's complex social landscape, these vital institutions confront formidable challenges hindering their ability to meet societal needs effectively. Complexity also appears as the Spanish model of Social Services is characterized by multi-tiered governance structures and interdisciplinary collaboration among professional teams engaged in social intervention.

Amidst these complexities, Social Services professionals demonstrate remarkable resilience, equipped with the fortitude to navigate adversity, learn from setbacks, and effect positive transformations. Organizational factors such as leadership, communication, and resource management play pivotal roles in nurturing this resilience. On the other hand, the quality of Social Services hinges upon user perceptions. High-quality services become essential for building trusting relationships, ensuring successful interventions and achieving positive collective outcomes. Nevertheless, there is a gap in literature on the subject of the connection between Organizational Resilience and perceived service quality within the context of Social Services. Understanding this relationship is decisive, as Organizational Resilience

may directly influence the responsiveness of services, thereby improving users' satisfaction. So far, as we explore the relationship between Organizational Resilience and perceived quality in Social Services, it becomes evident that this endeavor is not merely academic but a pragmatic imperative in the pursuit of social welfare and collective well-being. By addressing this gap, this study theoretically expands the body of knowledge by integrating Organizational Resilience into the evaluation of Social Services. Practically, it can inform policymakers and professionals on how to strengthen Organizational Resilience, leading to improved service delivery and common welfare. This research initiative aims to explore novel areas of inquiry concerning resilience within the domain of Social Services.

1.1. Literature review

In the current social context, the task of social protection, which is a main responsibility of Social Services, faces significant adversities and complex circumstances that impede its adequate and effective execution, hindering the expected response. It should be noted that the restrictive public policies derived from the successive financial crises that took place in recent decades have been clear examples of how social protection is conditioned to the economic situation at any given time (EAPN, 2021). This has been particularly evident in the case of Spain, where the public Social Services System already had a lower protection status than other public systems, such as education or health (Pacheco and Palma, 2015a), increasing the difficulties of the system itself for its effective deployment.

Complexity and challenges within Social Services provision

The Spanish Social Services model is complex in itself. It involves different levels of public administration (central, autonomous and local) with differentiated competencies, as well as high demands to guarantee the coordinated and interdisciplinary work from which it is designed (Hernández, 2019). The professional teams of social intervention have to work under an approach that brings together different profiles around social problems (Rodríguez, 2015), in addition to knowing how to build a dynamic profile, open and capable of absorbing from other disciplines (Carmona, 2022). All this increases the challenge of making its results useful, beneficial and efficient. Likewise, the difficulties associated with the bureaucratization of Social Services procedures and protocols condition interventions and, therefore, their impact on social reality (Montagud, 2016). Organizational Resilience is a critical factor in determining the effectiveness, adaptability, and sustainability of Social Services organizations. It plays a pivotal role in their ability to navigate challenges, foster continuous improvement, and ensure a lasting positive impact on the communities they serve (Shohreh et al., 2016).

The complexity of Social Services is also related to the rather complex task of having to improve the living conditions of the population. They simultaneously attend to individual and group promotion and social development, frequently working on cases related to exclusion, which are becoming more and more difficult to reverse (Villegas et al., 2020). The development of functions within the Social Services System involves working in and with uncertainty, co-existent or co-occurring

problems, unpredictable events and complexity (Iancu and Lanteine, 2022), “inhabiting it” (Torres, 2002).

While these issues are certainly relevant, there are also sudden disasters that make interventions from Social Services even more difficult and can put their operability at risk. Disasters caused by natural phenomena, technological disasters, anthropogenic ones, environmental disasters and social-political ones, can affect Social Services differently, either by destroying the infrastructure, making it difficult to mobilize human or technical resources, or overloading systems with unexpected demand. Despite this, Social Services, and its professionals, emerge as essential in disaster risk management, both as policy and decision-makers and in the practice context, and in the different stages of the process: risk reduction, readiness, response and recovery (Hay et al., 2021). For this reason, training the professionals in understanding communities, localizing, having and improving tools for post-disaster realities, and debriefing, appears as fundamental (Machimbidza et al., 2022). Prevention and planning for these events are essential to ensure that Social Services can operate and fulfill their duties, even in the face of sudden or gradual disasters.

Those who carry out their professional work within this System are aware of the multidimensional and multilevel complexities they have to face (Pacheco and Palma, 2015b). The identification of these complexities, and even the attempt to modify them, has been forging in its professionals a capacity to resist, recover, learn, prevent and even transform positively, from events, which were, a priori, adverse. In fact, in a study conducted by Morilla et al. (2021), the results of an analysis of 501 Social Services professionals allowed establishing a psychosocial profile in which average-high scores in most of the positive psychosocial variables analyzed stood out. In turn, organizational factors should be taken into account, specifically the atmosphere and quality of the working relationship, as well as satisfaction with general supervision and the characteristics of the institution (effectiveness perceived by the workers in the provision of services in the Center) correlate with the job satisfaction perceived by the professionals in the centers (Choi et al., 2021). In this sense, organizations as systems can also develop the capacity to maintain and optimally recover after an adverse event or crisis situation; this capacity is defined as Organizational Resilience (Clement and Rivera, 2017). Organizational Resilience is crucial in shaping an organization’s ability to adapt and navigate unexpected changes in the external environment, laying the groundwork for sustained growth and success (Jolita et al., 2019).

Organizational Resilience

Organizational Resilience and general resilience have many similarities but differ in their approach and context of application. Meanwhile resilience is the ordinary ability of an individual, group or system to adapt, recover and become stronger after adversity (Masten, 2001; Southwick et al., 2014), Organizational Resilience is the capacity of an organization to anticipate, prepare, respond and adapt to changes or disruptions. It is a dynamic adaptive process that enables an organization to respond, recover and potentially thrive in the face of adversity, disasters or challenges (Ma et al., 2018). In a resilient organization, systematic, constant, proactive efforts are made to improve, addressing threats and opportunities with rapid and targeted response actions (Hepfer and Lawrence, 2022; Salanova et al., 2012). Organizational Resilience is attributed the ability to go beyond the resolution of momentary disruptions,

achieving continuity and persistence in the effectiveness of the structure (Sanchis et al., 2020), positioning itself as a fundamental aspect of organizational functioning and culture (Pacheco et al., 2020). Many organizations, such as healthcare service providers, play a critical role during crises. For example, as they did during COVID-19, permanently adapting to changing conditions, networking, cooperating, being flexible and demonstrating abilities that go beyond merely from tackling problems (Troisi et al., 2024). They showed capabilities of situation awareness, management of vulnerabilities, adaptability, robustness, and agility. All of them, are critical dimensions of Organizational Resilience, among others (Alayed, 2019). These established capacities are an asset for any professional organization, but also for those working in Social Services. These services are implemented in a creative, innovative, flexible way, adjusting to emerging crises and strengthening themselves through daily work which is, after all, ideal (Carvalho et al., 2016). While disasters and crises challenge the subsistence and sustainability of the organization, also mean a special occasion to modify, update and innovatively transform (Tortia and Troisi, 2021). This is especially relevant because this implies the emergence of new resources and opportunities for the positive transformation of the social reality and the living conditions of the population. For instance, the quality of e-services provided by these organizations is a crucial factor that significantly affects user satisfaction (Estie et al., 2021).

The process of fostering Organizational Resilience involves an intentional exercise of deploying capabilities (Romero and Rivero, 2017). Organizational Resilience is made up of two factors: planning and adaptive capacity. Planning refers to anticipation, preparation and risk management by professional people, while adaptive capacity refers to innovation, flexibility and learning (Resilient Organizations, n.d.). Thus, in the field of Social Services, approaches should be promoted to understand how Organizational Resilience operates, while analyzing possible opportunities for action to enhance, fix and maintain it over time. This is based on the premise that responding to crisis situations that arise within the framework of this social protection system can be a source of learning. Of course, the development of capabilities of this nature has an impact on the quality in which Social Services organizations and their professionals can carry out their professional work.

Perceived quality of Social Services

Delving into the quality of Social Services and ensuring their continuous improvement requires considering the perceptions of the users who receive their care and services. According to Song et al. (2023), Social Services institutions and organizations should collaborate to provide empirical evidence to improve their organizational climate and social practice, promoting positive perceptions of service quality among their beneficiaries. Their involvement in this area favors both the establishment and development of quality standards and the ability to evaluate their compliance and, above all, to adjust services to people's needs. Thus, achieving greater satisfaction with the services, making them increasingly efficient and legitimate.

Perceived quality is understood as a multidimensional construct that has been undergoing changes in its definition for decades. It comprises a proper management of the staff, both in the individual and group levels, the resources at disposal, and all

the daily processes (Godás et al., 2021). It is usually considered to comprise five dimensions: tangibility or visible part of the space, materials and personnel; responsiveness or willingness to attend adequately, sensitively and quickly; empathy or trust and personalized attention; reliability or ability to act reliably; and security or responsibility, credibility (Duque, 2005; Parasuraman et al., 1985). Its study involves the subjective evaluation that the users themselves make of the administration and its actions. This depends to a large extent on the professionals, on their well-being in the workplace and on the capabilities, they manage to develop, both personal and those of the organization itself (Salanova, 2009). Quality assurance and corporate governance are essential for enhancing Organizational Resilience (Battaglia et al., 2011). Quality assurance ensures continual improvement and adaptability by monitoring and enhancing products, services, and processes. Corporate governance provides a framework for strategic decision-making and risk management, reinforcing transparency and ethical conduct. These systems are essential for managing the speed of change and reducing disruptions by offering organizations structured frameworks to anticipate, evaluate, and address dynamic challenges (Pacheco et al., 2020).

However, the quality perceived by users is also related to the expectations they have about the services they access (De la Peña, 2014). Following Domenech and Giménez (2012), it is maintained that there is still a scarcity of studies that incorporate user participation as a necessary element for the knowledge of Social Services and their capacity to achieve social welfare. With this commitment, the present study aims to make a first approach to Organizational Resilience, as a strategic ability for improvement in Social Services, in relation to the satisfaction perceived by the users of these services.

1.2. Research question

Is there a significant relationship between Organizational Resilience and perceived user satisfaction in Social Services?

H0. Null Hypothesis: There is no significant relationship between the initial exploration of Organizational Resilience and improvements within Social Services, as measured by the perceived satisfaction of service users.

H1. Alternative Hypothesis: An initial examination of Organizational Resilience is positively correlated with enhancements in Social Services, demonstrating a significant influence on the perceived satisfaction reported by service users.

2. Materials and methods

Design of the study

A cross-sectional descriptive study was designed with the aim of exploring the concept of Organizational Resilience as an indicator of organizational quality in Community Social Services, based on their strategic planning and adaptive capacity and incorporating the perspective of the satisfaction of the users who receive their services.

Participants

Initially, a sample of six Community Social Services Centers (CSSC) was chosen to represent the organizational reality of the public system. These CSSC were selected

based on population and competency criteria. Specifically, centers located in large cities and in municipalities with populations both above and below 20,000 inhabitants were identified, according to the competency distribution outlined in specific Social Services regulations. The Centers were chosen for their geographical diversity and the range of population needs they serve, aiming to reflect a broad spectrum of social service contexts. Inclusion criteria focused on selecting centers with diverse demographic profiles and operational scales to ensure a heterogeneous sample. In each identified center, we had access to professionals and users, with a total of 543 people participating (102 professionals and 432 users). In this line, the participants in this research are classified into two different categories:

The participating professionals (staff members) represent all the workers in the selected centers. Their age ranged between 27 and 63 years old ($M = 44.6$, $SD = 9.03$) with a high percentage of women (88%). Fifty percent of these professionals are social workers, together with the rest of the profiles present in the Community Social Services Centers (social educators, psychologists, social intervention monitors, administrative and service personnel). The length of service of the participants ranges from one to 31 years. Fifty percent have been with the CSSC for less than 10 years, followed by those who have been with the CSSC for between 11 and 20 years (35.3%).

On the other hand, 432 participating users were identified, in coordination with the management of the Social Services Centers, taking as inclusion criteria that they had been attended to by their professionals, within the framework of the center's projects and programs, for at least twelve months prior to the data collection period. In order to determine the sample size, the number of people attended to in the center's report for the last closed year was taken as a reference. Specifically, the reports for the year 2021 were taken into account, with a 90% confidence level and a margin of error of 10%. The majority of participating users were women (73.4%) with an average age of 50 years old (ranging from 18 to 92). Regarding their employment status and level of education, 77% are unemployed and 49% have only completed primary education.

As a summary of the participants, the distribution of professionals and users according to the Community Social Services Centers studied is shown in **Table 1**.

Table 1. Profile of the participants.

Center	Profile	Num. of participants	Total
Málaga	Professionals	24	114
	Users	90	
Vélez Málaga (Málaga)	Professionals	24	99
	Users	75	
Montilla (Córdoba)	Professionals	13	69
	Users	56	
Peal de Becerro (Jaén)	Professionals	13	83
	Users	70	
Algeciras (Cádiz)	Professionals	18	86
	Users	68	
Arahal (Sevilla)	Professionals	10	83
	Users	73	
<i>N</i> = 534 persons			

Instruments

The following instruments are used for the assessment of Organizational Resilience (staff members of Social Services Centers) and perceived quality (users of the programs, services and resources offered by Social Services):

Benchmark Resilience Tool (BRT): an instrument for assessing Organizational Resilience that has two versions, one with 53 items and an abbreviated version of 13. The latter has a version adapted and validated in Spanish (Gonçalves et al., 2019), which was used in this research. It is based on a two-factor model that focuses on planning and adaptive capacity, facilitating the identification of weaknesses and strengths in the organizations studied. The reliability results of the Organizational Resilience questionnaire, obtained using Cronbach's alpha indices were above the acceptable value of 0.70, as established by Nunally (1978): 0.81 for the Planning factor (measured through items such as: "We are able to quickly change usual activities to respond to a crisis" or "Our organization's priorities for recovering from a crisis provide sufficient guidance to staff"); 0.92 for the Adaptive Capacity factor with items such as "In our organization there is a spirit of teamwork and partnership" or "Staff are rewarded for "thinking outside the box"; and finally 0.93 for the General Organizational Resilience scale. In accordance with Li's (2007) criteria, scores between .80 and .90 indicate good internal consistency. In terms of concurrent validity, security climate is positively and significantly correlated with overall organizational resilience (0.70) and its respective factors: planning (0.55) and adaptive capacity (0.70). A limitation of the BRT is that, being primarily a quantitative measure, may not fully capture the qualitative aspects of resilience in organizational settings in Social Services.

SERVPERF questionnaire: measurement instrument composed of five dimensions according to the Servperf model (tangible elements, reliability/confidence, responsiveness, security and empathy), distributed in 23 items with 5-point Likert-type responses ranging from "totally disagree" (1) to "totally agree" (5). In this study it obtained an adequate Cronbach's Alpha (0.97). The questions were formulated in a positive way so that the values did not have to be inverted and a question was included to evaluate the overall quality of the service offered with items such as: "The professionals at the Social Services Centre understand what my specific needs are" or "The Social Services Centre is interested in solving my problems". Cultural and contextual differences can significantly influence how users perceive service quality. Variations in cultural norms, values, and expectations may affect user responses and interpretations of service attributes. For instance, cultural attitudes toward authority and service norms can shape expectations and satisfaction levels. Contextual factors such as regional economic conditions or local service standards may also impact users' evaluations. Therefore, understanding these differences is crucial for accurately interpreting survey results and ensuring that findings are relevant across diverse populations.

In addition to the instruments, basic sociodemographic information was requested from the participants, associated with personal background such as age and sex. In the case of the professionals, information related to the work area was also collected, such as job position and years of professional practice. In the case of the

users, information related to their work situation and level of training was also collected.

Procedure

The study commenced by identifying and establishing connections with the Community Social Services Centers in Andalusia that participated. Data collection occurred between March and June 2022, using the LimeSurvey platform to administer the BRT-13 questionnaire to professionals and the SERVPERF questionnaire to users. To guarantee comprehension and provide ample time for questionnaire completion, the research team visited multiple centers. LimeSurvey was selected as the online platform for the BRT-13 and SERVPERF questionnaires, which were aimed at professionals and users of social service centers, respectively. The questionnaires were self-administered and available both online and on paper. Two QR codes were provided, each providing access to a questionnaire for both professionals and users to complete on their mobile phones. The Velez Malaga center provided computers for users to directly access the questionnaire link. To ensure the understanding of the participants, both professionals and users, was a key aspect of the process. The questionnaire procedures and instructions were explained thoroughly, and the research team was present during site visits to address any queries and ensure optimal understanding. Data analysis and result formulation were carried out using SPSS software (version 24), which facilitated the processing of collected data.

To minimize respondent bias due to the presence of the researchers, we included several measures. These included providing a detailed description of the anonymity methodology used in the research, such as ensuring that responses were kept anonymous and confidential to reduce social pressure. Additionally, we implemented bias control techniques, such as randomization of questions and self-administered surveys to limit direct researcher influence. Furthermore, researchers were trained to minimize their impact by adopting neutral language and avoiding non-verbal cues that could have influenced responses.

3. Results and discussion

3.1. Organizational resilience

We begin with the analysis of overall Organizational Resilience (OR) for all the participating centers, obtaining an average score of 76.23 out of 104. In general, the Community Social Services Centers show high OR values. When these results are broken down according to the sex of the professionals, it can be seen that women consider the centers in which they work to have greater Organizational Resilience ($M = 77.52$) compared to men ($M = 69.76$), the differences between the means obtained not being significant. Taking into account the age of the workers, the highest OR values are found among the youngest, specifically among those under 30 years of age ($M = 84.44$). At the same time, the highest OR values are also found among those who have been in the job for the shortest period of time (up to 10 years, $M = 77.68$). These mean differences are not significant.

The results of the correlation analysis between the variables Organizational Resilience, Age and Years of professional experience show a significant negative correlation between OR and Age (-0.199 , $p = 0.047$), so that as participants increase

their age, their OR values decrease. The correlation was not significant for professional experience.

Organizational Resilience has been explored in turn through its two dimensions as presented in **Table 2**: planning capacity (ROF1), which assesses whether the participating community Social Services Centers have mechanisms, structure and planned procedures to respond to complex situations, through indicators related to proactivity, alliances with external resources, etc. The analysis of the capacity to adapt (ROF2) shows whether they are capable of anticipating and adapting to changes, based on indicators such as teamwork, leadership, innovation and creativity, among others.

This analysis makes it possible to identify aspects for improvement and promotion in the organizational decisions made in the CSSCs. In this sense, with the differentiated breakdown of each indicator, a greater need for improvement is observed in aspects related to the centers' capacity for anticipation, where the lowest scores are shown: in reinforcement of personnel for thinking outside the box ($M = 4.16$) or in the resources available to the organization to face unexpected changes ($M = 5.12$). On the other hand, the capacity of people in the organization to take charge of problems until they are solved ($M = 6.20$) stand out as potential indicators to be maintained and reinforced, showing their professional commitment and the conviction that emergency plans must be practiced and tested in CSSCs in order to be effective ($M = 6.63$).

Table 2. Mean organizational resilience indicators according to factors.

Factor	Indicator	M	SD
Planning	We are aware of how a crisis could affect us.	6.56	1.28
	We believe that to be effective, emergency plans must be practiced and tested in the organization.	6.63	1.41
	We are able to quickly change routine activities to respond to a crisis.	6.58	1.57
	We build relationships with organizations that we may need to work with in a crisis.	5.88	1.77
	Our organization's priorities for recovering from a crisis provide sufficient guidance to staff.	5.30	1.73
Adaptive capacity	There is a spirit of teamwork and camaraderie in our organization.	6.18	1.79
	Our organization maintains sufficient resources to deal with unexpected change.	5.12	1.75
	In our organization people "take ownership" of a problem until it is resolved.	6.20	1.58
	Staff have the information and knowledge they need to respond to unexpected problems.	5.82	1.57
	In our organization, managers lead by example.	6.15	1.92
	Staff are rewarded for "thinking outside the box".	4.16	2.18
	Our organization can make tough decisions quickly.	5.63	1.81
My organization's management actively listens to problems.	6.04	2.09	

Adaptive capacity within Social Services organizations presents challenges due to factors such as resource constraints, bureaucratic rigidity, and the complexity of addressing diverse and evolving community needs. These challenges can hinder an

organization’s ability to quickly adjust to changing circumstances, thereby affecting service delivery. To address these issues, targeted interventions such as continuous staff training, the implementation of flexible policies that encourage innovation, and the integration of adaptive technologies are essential. Additionally, fostering a culture of learning and responsiveness within the organization can enhance adaptive capacity by empowering staff to anticipate and effectively respond to emerging challenges in the Social Services landscape.

These challenges are closely linked to Organizational Resilience, which encompasses an organization’s capacity to adapt, recover, and thrive despite adversities. By implementing targeted interventions—such as staff training, flexible policies, and adaptive technologies—organizations can enhance their resilience, thereby improving their ability to address challenges and maintain high-quality service delivery. Strengthening adaptive capacity directly contributes to the overall resilience of Social Services organizations, enabling them to better meet the needs of their communities.

3.2. Quality perceived by users

The results show that the participating users are generally satisfied with the services received, with an average score of 102.23 out of 115 for perceived quality. Women rate the quality of the CSSCs higher ($M = 102.54$) than men ($M = 101.39$), although there are no significant differences between them. Taking age into account, those who are younger are less satisfied, and those who are older rate the services with higher quality. As can be seen in **Figure 1**, the mean for perceived quality is higher among people aged 66 and over ($M = 104.5$).

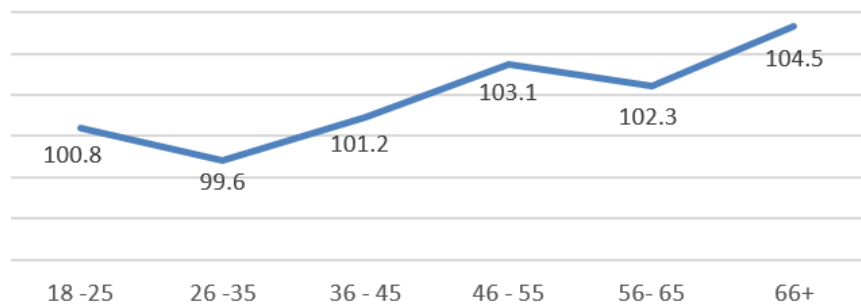


Figure 1. Average in perceived quality according to age of users.

When this variable is explored according to the level of education of the users, it can be seen that those with more education perceive the quality of the services to be better, while those with no education are those with the worst scores ($M = 99.6$).

Finally, in relation to their employment situation, those who are pensioners or have permanent employment contracts are more satisfied with the community Social Services, while those who are unemployed or have temporary contracts obtain the lowest values with respect to their perception of the quality of these services.

Once the perceived quality has been analyzed on the basis of the sociodemographic variables that make up the sample of users, we continue with the analysis according to the different dimensions of quality evaluated by the instrument. As can be seen in **Table 3**, the dimension in which users show the highest satisfaction

is that related to Safety, followed by the Empathy they perceive from the professionals who attend them, while the least valued dimension refers to the Capacity to respond to the demands they present.

Table 3. Means of the quality dimension “responsiveness”.

Indicator	Average	SD	M
The Social Services Center staff is not too busy to respond quickly to my requests.	4.16	1.03	
The Social Services Center staff tells me precisely when the service or benefit offered will end.	4.39	0.86	4.32
Social Services Center professionals are available to assist me.	4.41	0.86	
Work related to intake and follow-up, such as interviews, reports, questionnaires, etc., is done promptly.	4.34	0.88	

In this dimension, referring to Responsiveness, the indicator with the lowest score of the entire scale stands out, which evaluates the “speed with which the staff of the Social Services Center can respond to requests, considering that they are too busy” ($M = 4.16$). On the other hand, users value with greater appreciation that the staff “informs precisely when the service offered will be concluded” ($M = 4.39$). With respect to the Reliability and Trust dimension, the overall average is higher than that of Tangible elements, with 4.46. The indicator with the highest score is the one referring to “the users’ perception of the information offered by the professionals, considering it to be clear and understandable” ($M = 4.51$). It is followed by the “Security they perceive in the facilities”, with an average score of 4.49 as shown in **Figure 2**.

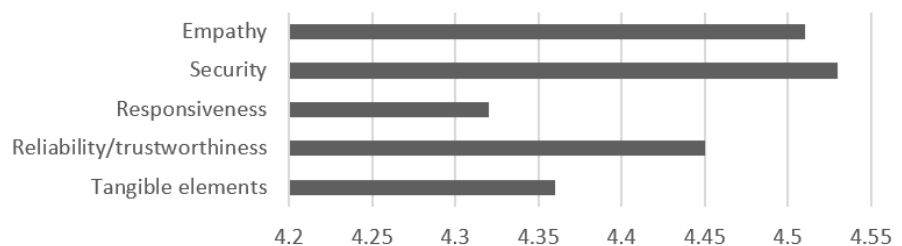


Figure 2. Median dimensions of quality perceived by users.

Finally, the general evaluation that the users make regarding the quality of the services received is collected through the item “My feelings towards the services provided by the Social Services Center can be described as (1 = very unsatisfactory, 5 = excellent)” in which a score of 4.48 is obtained.

The Alternative Hypothesis (H1) is supported by the findings. Organizational Resilience, defined as the ability of an organization to adapt and recover from challenges while maintaining its core functions, is positively correlated with effectiveness in Social Services, as measured by perceived quality by service users. Resilient Organizations are better equipped to innovate, allocate resources efficiently, and adapt to changing social needs, leading to significant improvements in the quality and accessibility of Social Services. These improvements, in turn, exert a substantial influence on user satisfaction, as service recipients perceive greater value, effectiveness, and responsiveness in the services provided. Therefore, the research

results indicate that Organizational Resilience plays a critical role in fostering user satisfaction by ensuring the continued and effective delivery of high-Quality Social Services, even in the face of adversity.

4. Discussion

According to Villa (2020) it is necessary to promote resilient capacity at the organizational level at all levels and in all areas of work, since unknown situations emerge, and new skills and competencies are demanded to face them. Knowing the capacities that resilient organizations present favors the development of healthy behaviors, such as knowledge sharing, reviews of the work done and innovation from lower levels upwards, which allows them to evaluate their intervention and promote its sustainability over time. Thus, self-knowledge on Organizational Resilience in Social Services Centers may represent a predictor of special interest in the design of improvement strategies for the achievement of the objectives entrusted to the system. It should be borne in mind that quality improvement is a fundamental pillar of any service, and with special incidence in those aimed at social protection.

To this end, the results obtained in this study have revealed that the participating Community Social Service Centers generally have adequate levels of Organizational Resilience, which implies the capacity to adapt and successfully face adversities and changes they face in the development of their functions. These results lead us to identify opportunities for innovation, leadership, learning and human resource management in Community Social Service Centers. According to Pacheco et al. (2020), it is essential to evaluate and encourage Social Services to apply a resilient approach that becomes part of the culture and basic functioning of their organization, so that they can anticipate, prepare for, respond to and learn from adverse situations based on the opportunities they generate.

With the results obtained in this study through the analysis of the two factors that make up Organizational Resilience (planning capacity and adaptive capacity), organizational elements and/or areas have been identified that favor the design of organizational strategies that have not been specifically analyzed or promoted to date, but that could contribute to improving the competitiveness and sustainability of Community Social Service Centers in an increasingly complex and dynamic context.

Specifically, the difficulties detected with respect to the organization's universalization resilient strategies to cope with sufficient resources and rapid response capacity in the face of the changes faced by the Social Services Centers have been evaluated by the users themselves as those that they perceive with less satisfaction. In general, the recipients of Social Services positively value the reliability and trust conveyed by the professionals, as well as the clarity and comprehensibility of the information they provide. However, this assessment is diminished when it comes to the agility and responsiveness of the service, due to external factors such as lack of resources, high demand, bureaucracy or public policies governing the system. This fact places Social Services in a permanent context of tension between demands and available resources, whose challenges are already pointed out by numerous authors in the direction of universalization, adaptation to the new emerging sectors and overcoming welfare legacies (e.g., Aguilar, 2013; Rodríguez, 2011).

On the other hand, when Social Services Centers are able to offer innovative and effective solutions to the problems that may arise, users are more satisfied and perceive the services they receive with higher quality. We should not forget that the teams of professionals in the Social Services System face complex situations at various levels on a daily basis, involving challenges, conflicts and risks both for the people served and for themselves (Villegas et al., 2020). The experience of this activity on a continuous basis can generate stress, burnout, frustration or demotivation in the workplace, affecting the quality of care and the well-being of workers. However, the present study shows that these professionals are aware of these difficulties and demand more spaces for innovation where creativity and new intervention strategies that favor the results for the users who are the object of their intervention are valued. In this way, actions aimed at promoting an organizational culture that values participation and innovation in the work context, favoring the creation of spaces for the development of new ideas, supervision and support among professionals, are proposed as areas for improvement.

Finally, the results encourage having a broad and strategic vision of the organization in order to be able to plan and anticipate possible scenarios of complexity. According to Robb (2020) there is a need to move towards the “ability to create and dissolve structures; to provide security (not necessarily stability) in the midst of change; to manage the emotional consequences of continuous transformation and change: anxiety and pain; and to learn, develop and grow” (p. 27). To this end, it is necessary for Social Services organizations to have prevention, protection and support mechanisms that favor resilience among their professionals, since high work self-efficacy can mitigate the effect of an existing gratification crisis as Queri (2016) already stated. It is beneficial to work in the line of creating an organizational climate that stimulates and values the professional capital of its teams and the potential and values of each of the workers, as well as to open new lines of specific study on resilience in Social Services as a predictor of quality.

The practical implications of this research are underscored by the proposed establishment of formal spaces where social service center staff can generate innovative ideas and develop creative, personalized intervention programs and projects. Increasing daily operational flexibility is crucial for fostering such creativity. Additionally, it is essential to recognize and value the existing best practices employed by these centers as they navigate and address adversity on a daily basis. By implementing these recommendations, Social Services Centers can enhance their adaptability and effectiveness, ultimately improving their service delivery and resilience in the face of ongoing challenges.

The novelty and significance of this research that analyzes Organizational resilience through the lenses of planning capacity and adaptive capacity lie in its identification of previously unexamined organizational elements that influence strategy design. By uncovering these factors, the study provides new insights into how Community Social Service Centers can enhance their competitiveness and sustainability in an increasingly complex and dynamic environment. This research is valuable because it highlights specific, actionable areas for improvement that have not been the focus of prior analyses or strategies, thereby offering fresh perspectives and

practical solutions for strengthening Organizational Resilience and effectiveness in the Social Services sector.

To address the research findings through public policy, it is essential to implement strategies that foster innovation and flexibility within Social Service Centers. Policies should establish formal platforms for staff to develop and share creative intervention programs, enhance operational flexibility, and recognize successful practices. Additionally, increased funding for resilience-building initiatives and support for professional development are crucial. Encouraging collaboration between Social Service Centers, research institutions, and community organizations will further facilitate the effective application of these strategies, improving overall service delivery and adaptability in complex environments.

5. Conclusions

Resilience needs to be fostered at the organizational level in all professional fields, in view of the emergence of unforeseen circumstances that require the acquisition of new skills and competences for skillful confrontation. Learning about the resilience characteristics of organizations offers advantages in promoting constructive behaviors, including the dissemination of knowledge, the critical evaluation of tasks undertaken and the cultivation of innovation from lower to higher levels. These practices enable entities to scrutinize their interventions, enhancing their evaluative capacity and strengthening sustainability over extended periods of time.

The analysis of the two components of Organizational Resilience: planning capacity and adaptive capacity, has identified specific organizational aspects or domains that are conducive to the development of strategic frameworks that have not previously been explicitly examined or advocated. These hidden factors have the potential to enhance the competitiveness and sustainability of Community Social Service Centers in a rapidly changing and complex environment.

To implement the analysis of planning and adaptive capacities in Community Social Service Centers, practical measures include conducting strategic scenario planning workshops to prepare for various future outcomes, and establishing dynamic resource allocation systems to quickly adjust resources based on changing needs. Additionally, forming cross-sector collaboration networks enhances access to diverse expertise and resources, while continuous learning and development programs for staff ensure they stay updated on best practices and emerging trends. Creating feedback loops and engaging stakeholders regularly helps refine strategies and adapt operations, and incorporating scenario-based training simulations prepares staff for real-world challenges. These strategies collectively enhance the centers' ability to remain competitive and sustainable in a complex and evolving environment.

Community Social Services Centers often demonstrate commendable levels of Organizational Resilience, denoting their inherent ability to adapt skillfully and overcome adversities and vicissitudes encountered in the course of their operational functions. This suggests opportunities for promoting innovation, leadership skills, continuous learning initiatives, and effective human resource management within the community social service sector.

Social Service Centers experience an increase in user satisfaction when they are able to provide effective solutions to a range of challenges that may arise. This satisfaction is linked to the perceived improvement in the quality of services offered. Social Service Centers' ability to proactively address and resolve issues not only underscores their operational effectiveness but also fortifies positive perception and contentment levels among users.

In Social Services, key performance indicators (KPIs) can measure adaptive capacity by tracking metrics such as the average time to address emerging needs, the success rate of adaptation strategies, and staff participation in relevant training. Specific contextual factors to monitor include the speed and effectiveness of response mechanisms, the alignment of adaptation efforts with actual user feedback and needs, the frequency and quality of stakeholder engagement, and changes in users' satisfaction scores. By evaluating these KPIs and contextual factors over time, organizations can assess their ability to adapt to evolving conditions, ensuring that services remain responsive and high-quality.

The main limitation of this study is that it is based on self-reported data, which introduces the possibility of bias associated with participants' subjective assessments of the organization and its services among the staff members and desirability bias among users and professionals of the Social Services. Responses may be influenced by personal perspectives, intentions to seek help from Social Services, or the desire of professionals to present a good image of their workplace. The potential for subjectivity to compromise objectivity and accuracy of results highlights the need for cautious interpretation. Additionally, the cross-sectional nature of the study is a limitation as it only captures a snapshot in time, hindering the ability to observe changes and developments over an extended period. This makes it difficult to explore causal relationships and identify trends in the dynamics of Organizational Resilience. Future research could address the limitations by using a more comprehensive longitudinal design to provide a nuanced and dynamic understanding of the Organizational Resilience landscape.

Future research line

A longitudinal research line is proposed with the objective of conducting a comprehensive and sustained analysis over a long period of time to observe and document the evolution of Organizational Resilience. This approach enables exploration of how the implementation of improvement actions in strategic planning contributes to the overall resilience of the organization. Incorporating key performance indicators and metrics will provide a comprehensive view of the organization's adaptive capacity.

Additionally, it would be beneficial to consider external factors and contextual changes that may influence the resilience trajectory, such as changes in the social landscape, economic conditions, technological developments, or regulatory changes. Recognizing and considering these external variables can lead to a more comprehensive understanding of how the organization responds to internal and external pressures. Engaging with key decision-makers within the organization and seeking the opinions of employees and users involved in the strategic planning and implementation processes can provide a more nuanced perspective on the real-world impact of improvement actions.

Exploring the possibility of comparative studies that examine Organizational Resilience across different cultural or institutional contexts could provide valuable insights and enhance the generalizability of findings related to adaptive capacity in Social Services. By investigating how various cultural norms, institutional structures, and community expectations influence resilience and adaptability, researchers can identify unique factors and strategies that contribute to successful outcomes in diverse settings. This comparative approach can uncover nuanced differences and similarities, offering a more comprehensive understanding of how resilience is cultivated in varying environments, and thereby improving the applicability of resilience strategies across different contexts.

In conclusion, the proposed longitudinal study aims to provide a more comprehensive understanding of the dynamic and evolving nature of Organizational Resilience, rather than just a snapshot analysis.

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