

UDC 005.21:005.342:005.336.3

DOI: <https://doi.org/10.32782/2415-3583/34.43>**Karine Papikian**

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## THEORETICAL MODEL OF ORGANIZATIONAL RESILIENCE BASED ON THE 3P APPROACH

*The study examines the “3Ps for Organizational Resilience” (People, Process, Product) framework, applied within a multi-level approach. The research aimed to assess the interrelation between human capital, business process efficiency, and product quality at the individual, managerial, and organizational levels and determine their impact on organizational resilience in a changing external environment. The study involved 12 companies from various industries, with 184 respondents. Data were collected using an author-designed questionnaire combining quantitative and qualitative indicators, enabling statistical and interpretive analysis. The results showed that People and Product factors had the most decisive influence on employees’ intention to remain in the company, while Process was the most variable factor across industries. The proposed model proved effective as a tool for comprehensive diagnostics and developing recommendations to strengthen organizational resilience. It can be applied in strategic planning, human resource management, and optimizing team collaboration.*

**Keywords:** : organizational resilience, 3Ps model, people, process, product, multi-level analysis, strategic planning, human resource management, team performance.

**JEL classification:** M12, M14, O15

**Introduction.** The contemporary world is transforming at an unprecedented pace: technological breakthroughs, shifts in consumer priorities, wars and geopolitical instability, climate crises, and other global events are shaping a new reality for businesses. In such conditions, the key challenge for organizations is to achieve short-term objectives and maintain performance, adapt rapidly, and recover effectively from crises. Organizational resilience is not solely determined by strategic management at the top level. It emerges from the coordinated interaction of three fundamental elements – people, processes, and product – across all levels of operation: from an individual employee to a team leader and the organization as a whole.

The 3P’s for Organizational Resilience (People, Process, Product) framework offers a multi-level assessment system that identifies strengths and weaknesses at the individual, managerial, and organizational levels.

This approach provides a holistic understanding of the interconnections between the key components of organizational effectiveness. It creates a foundation for informed management decisions to strengthen resilience in continuous change and global uncertainty.

### Analysis of Recent Research and Publications.

The concept of organizational resilience and its measurement continues to evolve across disciplines. The 3P framework (People, Process, Product) remains central in strategic management, Lean manufacturing, organizational development, marketing, and sustainable business studies. Influential scholars such as M. Lemonis [1], J. Womack [2], P. McLean [3], L. Barmazel [4], J. Acharya [5], and J. Fraser [6] have shaped theoretical perspectives around integrating human, procedural, and product-related factors. Recent empirical studies in management science show that

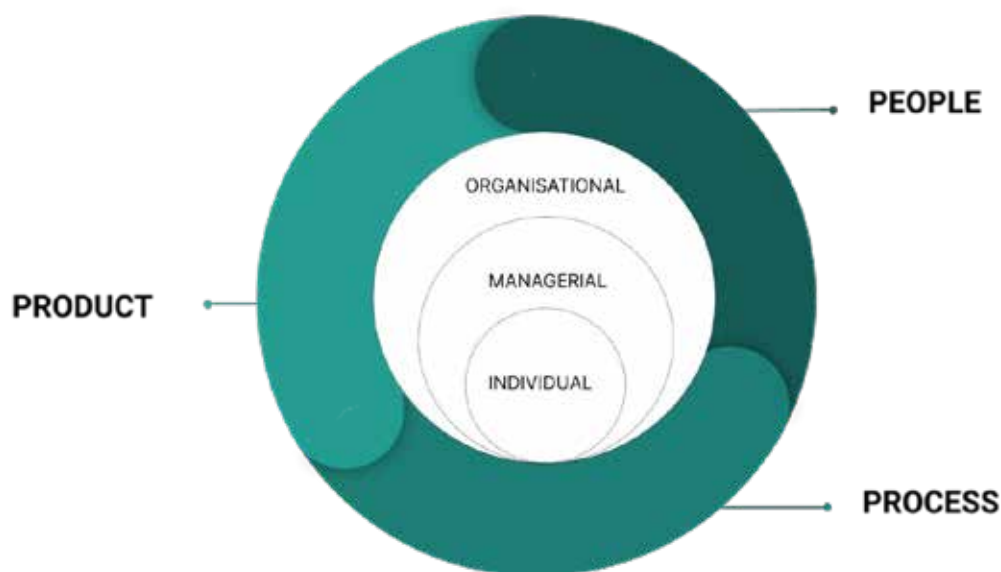


Figure 1. 3P's framework of Organizational Resilience

performance indicators such as employee engagement, leadership quality, and organizational adaptability are not isolated metrics – they act as interconnected drivers of business growth and resilience. A meta-analysis by Gallup, Harvard Business Review, and McKinsey reveals that improvements in these factors correlate strongly with higher profitability, reduced turnover, and sustained market advantage. Employee engagement and personal resilience are critical for organizational outcomes. Gallup's 2024 data indicates that only 21% of employees worldwide are engaged, and disengagement costs the global economy \$8.8 trillion annually in lost productivity. Resilient employees are 23% more productive and generate 18% higher sales, while those with firm trust in leadership are up to 42 times more likely to remain committed to their organization. These findings underscore the financial implications of investing in workforce well-being and skill development. Leadership quality is one of the strongest predictors of organizational stability. Research shows that 70% of the variance in team engagement is driven by the manager's approach to process design and interpersonal leadership. Yet, only 27% of managers globally are fully engaged. High-performing managers reduce absenteeism by 41%, improve retention by 24%, and cut operational errors by nearly 50%, proving their role as central nodes in organizational resilience.

At the macro level, companies with robust resilience systems recover from crises 50% faster and maintain higher product quality during market disruptions. Longitudinal studies show that firms aligning product innovation with adaptive processes achieve 19% higher market share growth over five years. Brand trust and consistent delivery standards amplify customer loyalty, supporting revenue stability in volatile markets. This evidence base highlights the necessity for integrated models that assess resilience at the organizational scale and across all levels of operation. The 3Ps for Organizational Resilience framework addresses this requirement by linking people, process leadership, and product stability into a unified diagnostic and strategic tool.

**Formulation of the goals of the article.** This study aims to conceptualize, develop, and empirically validate the 3Ps for Organisational Resilience (People, Process, Product) framework as a comprehensive, multi-level diagnostic instrument for assessing and enhancing organizational resilience. The framework is designed to capture the dynamic interrelations between human capital, process leadership, and product quality at three interconnected levels – individual, managerial, and organizational, offering a holistic and operational understanding of resilience in contemporary business environments. From a theoretical standpoint, the study seeks to address the limitations of existing approaches that predominantly focus on single dimensions of organizational performance by introducing an integrated, multi-layered model that reflects the complexity of modern organizations. From a practical perspective, the research responds to the growing need among business leaders for tools that assess the current state of performance, identify vulnerabilities, forecast potential disruptions, and generate evidence-based strategies for sustainable growth. By investigating the interactions between people, processes, and products under conditions of volatility

and uncertainty, the framework aims to support informed decision-making that strengthens long-term adaptability, competitiveness, and stability.

**Research results.** The assessment of organizational resilience and effectiveness is a multifactorial process that requires a comprehensive analysis of human capital (People), internal business processes (Process), and the quality of the final product (Product). The 3Ps for Organizational Resilience model proposed in this study integrates these three components into a unified multi-level analysis system, enabling individual, managerial, and organizational evaluation.

A key feature of the model is combining quantitative and qualitative indicators to identify strengths, risk areas, and development priorities.

The study was conducted to test and validate the proposed 3Ps for Organizational Resilience (People, Process, Product) model as an effective multi-level diagnostic tool for assessing organizational resilience. The primary methodological objective was to create conditions under which the model could be evaluated simultaneously at the individual, managerial, and organizational levels, distinguishing it from most existing approaches.

To ensure representativeness, the study involved 12 organizations from various industries, including IT, manufacturing, marketing, and consulting, and of different sizes, ranging from small businesses (50 headcount) to large corporations (3000 headcount), operating in Ukraine and internationally. The total number of respondents was 184, of whom 38 held middle management positions, 112 worked in operational roles, and 34 were heads of departments or top managers. This structure provided a multi-perspective view of organizational resilience and allowed for comparing results across different management levels.

The main research instrument was an author-developed questionnaire based on the conceptual 3P model. The questionnaire consisted of three blocks, each corresponding to a component of the model: People, Process, and Product. Each block contained 5–7 statements rated by respondents on a five-point Likert scale (from 1 – “strongly disagree” to 5 – “strongly agree”). In addition to the quantitative questions, open-ended questions were included to gather qualitative comments and suggestions from participants.

A distinctive feature of the 3P model is its applicability across three levels of analysis. At the individual level, respondents assessed how much their work environment, colleagues, and processes align with their values and professional expectations. At the managerial level, team leaders evaluated the effectiveness of their group, internal collaboration, product quality, and process organization. At the organizational level, top management assessed the overall stability and resilience of the company through the lens of the three core criteria – People, Process, and Product. This included an evaluation of workforce capacity and organizational culture, the adaptability and efficiency of internal processes, and the market relevance, quality, and innovation level of the company's products or services. Such an integrated approach allowed leaders to view organizational resilience as a dynamic outcome of the interaction between human capital, operational systems, and value delivery mechanisms.

Table 1 – Components of the 3P model by levels of assessment

Component	Individual level	Managerial level	Organisational level
<b>People</b>	Perceived value alignment with colleagues. Level of trust and mutual respect. Personal professional competence and development. Satisfaction with team interaction.	Team quality (competence, experience, compatibility). Motivation and engagement of subordinates. Balance of skills. Mutual support and corporate culture.	Human resource management strategy. Overall qualification level of staff. Corporate values and culture. Employer reputation. Ability to expand.
<b>Process</b>	Perception of the efficiency of work processes. Convenience and clarity of procedures. Ability to influence process changes.	Optimisation of workflows. Role distribution. Quality control. Flexibility in decision-making.	Process automation and digitalisation. Standardisation. Innovation. Adaptability to external environmental changes.
<b>Product</b>	Satisfaction with the quality of one's own work. Sense of contribution to creating a valuable product. Pride in the final result.	Product alignment with customer expectations. Innovativeness and competitiveness. Effectiveness of teamwork in product creation. Adherence to deadlines and quality standards.	Strategic attractiveness of the product portfolio. Market share. Ability to adapt the product to trends. Long-term innovation strategy.

The survey was conducted in two stages: in the first stage, respondents completed the questionnaire individually; in the second stage, the results were aggregated at the team and organizational levels for comparative analysis. All data were anonymized, ensuring confidentiality and encouraging more open responses. The collected data were analyzed using descriptive statistics to determine mean values and standard deviations for each component of the 3P model. Pearson's correlation coefficient was applied to identify relationships between variables. In addition, qualitative responses were categorized into thematic clusters, allowing the identification of recurring patterns and problem areas.

This methodology made it possible to obtain a comprehensive picture of organizational resilience from a multi-level perspective, integrating quantitative and qualitative indicators, a key advantage of the 3P model.

The aggregated survey data from 184 respondents across 12 organizations indicated that the average composite 3P index for the sample was 3.87 on a five-point scale. The People component demonstrated the highest average score ( $M = 4.12$ ,  $SD = 0.72$ ,  $\min = 2.5$ ,  $\max = 5.0$ ), indicating substantial human capital and positive interpersonal relations within the organizations studied. The Product component followed with an average score of 3.95 ( $SD = 0.64$ ,  $\min = 2.7$ ,  $\max = 4.8$ ), reflecting high satisfaction with product quality and its alignment with market expectations. In contrast, the Process component showed the lowest mean value ( $M = 3.54$ ,  $SD = 0.80$ ,  $\min = 2.0$ ,  $\max = 4.9$ ), suggesting improved workflow efficiency, flexibility, and automation. In these statistics,  $M$  denotes the mean score,  $SD$  represents the standard deviation, indicating the variability of responses,  $\min$  is the lowest recorded score, and  $\max$  is the highest recorded score for each component.

Since the 3P model operates across three levels of analysis, separate comparisons were conducted. At the individual level, the highest ratings were observed for People (4.18) and Product (3.98), reflecting employee satisfaction with colleagues and work outcomes. Process received relatively lower scores (3.50) at the managerial level, indicating management challenges in workflow

organization. At the organizational level, Product scored highest (4.02), whereas Process remained the lowest-rated (3.46), confirming the need for systemic process optimization.

The analysis of relationships between the 3P components and respondents' intention to remain with their company over the next year showed strong positive correlations for People ( $r = 0.64$ ,  $p < 0.01$ ) and Product ( $r = 0.57$ ,  $p < 0.01$ ), and a moderate positive correlation for Process ( $r = 0.42$ ,  $p < 0.05$ ). These results indicate that while all three components are essential, the quality of human capital and the product significantly influence employee retention, with processes also playing a vital role in shaping loyalty.

Since the 3P model operates at three distinct levels of analysis, a separate comparison of scores was conducted. At the individual level, the highest ratings were recorded for People (4.18) and Product (3.98), reflecting employee satisfaction with colleagues, workplace culture, and the quality of their output. Process received relatively lower scores (3.50) at the managerial level, indicating challenges in organizing workflows, distributing responsibilities, and ensuring process flexibility. Product achieved the highest rating (4.02) at the organizational level, while Process remained the lowest (3.46), highlighting the need for systemic process optimization to support long-term organizational resilience.

To validate the practical applicability of the 3Ps for the Organizational Resilience framework, the study incorporated an analysis of its relationship with key business and HR performance indicators. For each participating organization, the composite 3P index, derived from the mean scores of the People, Process, and Product components, was compared against objective performance data, including annual revenue growth, net profit margin, and customer satisfaction scores. HR metrics such as employee turnover rate, average tenure, promotion rate, and overall engagement levels were examined. Pearson's correlation and multiple regression analyses were applied to determine how much higher 3P scores were associated with superior business outcomes and reduced employee turnover. This validation approach assessed the model's

predictive capacity, confirming its potential as a strategic tool for enhancing organizational resilience and stability.

Overall, the strongest elements across the sample were human capital and product quality, whereas the most significant opportunities for improvement lay in enhancing process efficiency. The composite 3P index notably demonstrated a statistically significant association with key business and HR performance indicators. Organizations with higher 3P scores reported above-average revenue growth, stronger customer satisfaction scores, and lower employee turnover rates than those with lower 3P scores. This confirms that the 3P model effectively identifies differences in perception across analytical levels and validates tangible organizational outcomes, making it a valuable tool for strategic planning and resilience building.

To identify sector-specific characteristics, a comparison of the average scores for the components of the 3P model was conducted across four main sectors: Information Technology (IT), Manufacturing, Marketing, and Consulting. The results are presented in Table 2.

The IT sector demonstrated the highest composite 3P index (4.07), driven by strong scores in People (4.25) and Product (4.10), which can be attributed to the high qualifications of specialists and the innovative nature of products. Manufacturing recorded the lowest Process score (3.45), which may reflect more traditional operational models and lower adaptability to change. The Marketing sector ranked in the middle, maintaining consistently high scores in People and Product but lagging in Process. Consulting scored lowest in People (4.00) compared to other sectors, which may indicate challenges in talent retention despite a relatively high perception of product quality.

The obtained data indicate that the 3P model is capable of identifying not only internal organizational strengths and weaknesses but also industry-specific characteristics. For IT companies, the priority lies in maintaining high levels of innovation in products and retaining highly qualified specialists, as reflected in their top scores for People and Product. In the manufacturing sector, the key challenge is the modernization and optimization of internal processes, given the relatively lower Process scores, which may stem from more traditional operational models. The marketing sector demonstrates balanced performance across all components but could benefit from further process efficiency improvements to match its substantial human capital and product ratings. While product quality is rated highly in the consulting sector, slightly lower People scores suggest potential challenges in talent acquisition and retention, which may affect long-term resilience.

The findings of this study indicate that People and Product are the strongest contributors to organizational

resilience, as demonstrated by their consistently high ratings across all levels of analysis. The People component showed a strong positive correlation with employee retention, confirming the central role of trust, professional competence, and value alignment in fostering stability within organizations. The Product component, likewise, was closely linked to customer satisfaction and sustained market competitiveness, highlighting the importance of product quality and innovation in maintaining resilience. In contrast, the Process component received the lowest average scores, suggesting that workflow optimization, decision-making agility, and automation remain underdeveloped in many organizations, even in industries with firm performance.

These findings align with prior research that identifies human capital and value creation as critical determinants of organizational adaptability and performance (Gallup, 2024; McKinsey, 2023). Traditional frameworks, such as the classic 3P model and the Gallup Q12 survey, provide valuable insights but typically focus on organizational-level metrics or isolated performance elements. The present study expands on this by introducing a multi-level diagnostic framework incorporating individual, managerial, and organizational perspectives. This approach allows for a more granular assessment, revealing differences in perception and performance that single-level models may overlook.

The predominance of People and Product over Process can be attributed to several factors. In the current global context, marked by rapid technological change, talent shortages, and shifting market demands, human capital and product innovation often serve as the most immediate competitive advantages. Process improvements, while essential, require long-term investment, cultural change, and in some cases, significant technological upgrades, which may delay their impact on overall resilience scores. Moreover, the variation in Process performance across industries suggests that sector-specific constraints, such as regulatory environments, capital intensity, and the pace of technological adoption, heavily influence operational maturity.

**Conclusions.** This study has developed and validated the 3Ps for Organizational Resilience framework (People, Process, Product) as a multi-level diagnostic tool for assessing organizational stability and adaptability. Integrating individual, managerial, and organizational perspectives, the model offers a comprehensive view of resilience beyond traditional, single-level approaches.

The results show that People and Product are the strongest contributors to organizational resilience, consistently achieving higher ratings across all levels of analysis. While still significant, the Process component demonstrated lower average scores, signaling an area for improvement in most industries. The strong correlation between the People component and employee retention rates and between Product and customer satisfaction confirms the model's practical relevance for both HR and business strategy.

The model provides organizational leaders with a structured framework for identifying strengths and weaknesses across multiple dimensions of resilience. It enables targeted interventions, such as talent development programs, product innovation initiatives,

**Table 2 – Mean scores of 3P components by industry**

Industry	People	Process	Product	Composite 3P Index
IT	4.25	3.85	4.10	4.07
Manufacturing	4.05	3.45	3.70	3.73
Marketing	4.15	3.60	3.85	3.87
Consulting	4.00	3.55	3.80	3.78

and process optimization efforts, that can enhance long-term adaptability and performance. Moreover, the framework supports data-driven strategic planning by linking diagnostic results to tangible business outcomes.

This study is subject to several limitations. First, while diverse in industry representation, the sample size was limited to 12 organizations, which may affect the generalisability of the findings. Second, the cross-sectional design captures resilience at a single point, without accounting for temporal changes. Third, the reliance on

self-reported data introduces potential biases related to perception and social desirability.

Future studies should expand the sample size and include a broader range of industries and geographical regions to strengthen the external validity of the model. Longitudinal research designs would allow for tracking resilience over time and assessing causal relationships between the 3P components and business performance. Additionally, integrating objective operational and financial metrics with survey data could enhance the model's predictive power.

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## ТЕОРЕТИЧНА МОДЕЛЬ ОРГАНІЗАЦІЙНОЇ СТІЙКОСТІ НА ОСНОВІ ЗР ПІДХОДУ

Сучасні організації функціонують у середовищі постійних змін, спричинених технологічними проривами, геополітичною нестабільністю, воєнними конфліктами та кліматичними викликами. За таких умов ключовим завданням стає не лише досягнення короткострокових результатів, а й збереження довгострокової адаптивності та здатності до відновлення. Організаційна стійкість формується на основі взаємодії трьох компонентів – людей, процесів і продукту, які забезпечують цілісність функціонування системи. Запропонована модель 3P's for Organizational Resilience (People, Process, Product) розглядається як базаторівневий інструмент оцінювання стійкості організації на індивідуальному, управлінському та організаційному рівнях. У дослідженні узагальнено підходи до вимірювання стійкості, які підкреслюють важливість узгодження людського потенціалу, процесів і продукту. Метою статті є концептуалізація та емпірична перевірка моделі ЗР як комплексного діагностичного інструменту для оцінювання організаційної стійкості. Опитування проведено серед 184 працівників 12 організацій різних галузей – IT, виробництва, маркетингу та консалтингу. Методика включала анкетування за трьома блоками моделі із застосуванням п'ятибальної шкали Лайкерта. Результати показали, що середній інтегральний індекс стійкості становить 3,87. Найвищі оцінки отримала складова People (M=4,12), далі Product (M=3,95), найнижчі – Process (M=3,54), що свідчить про потребу вдосконалення бізнес-процесів і підвищення гнучкості управління. Аналіз виявив тісний позитивний зв'язок між показниками People і Product та рівнем залученості працівників і лояльністю до організації. У галузевому розрізі найвищі результати показали IT-компанії, найнижчі – виробничі

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*підприємства, що пояснюється різним рівнем цифрової зрілості та інноваційності. Запропонована модель довела практичну цінність як інструмент стратегічного аналізу, що поєднує оцінку людського капіталу, ефективності процесів і якості продукту. Вона дозволяє виявляти сильні сторони, визначати напрями вдосконалення та формувати управлінські рішення, спрямовані на підвищення конкурентоспроможності й адаптивності організації в умовах глобальної невизначеності.*

**Ключові слова:** організаційна стійкість, управління персоналом, процесна ефективність, якість продукту, модель 3P.

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