

Performance and Resilience in Social Care. What's the Engine that Keeps them Going?

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Abstract: This paper aims to analyze how resilient and performant are the individuals within the Romanian social care system from Cluj-Napoca and which are their main barriers and challenges in introducing new tools, ways or systems in doing so. To give context, these particular units work with children that are abandoned, that are in severe conditions (physically and mentally) and that are treated in special neurological centers. Therefore, the doctors need a special set of skills and a special level of resilience to be truly involved professionally and morale with the children. In order to analyze performance, institutional and individual resilience, this pilot research used a survey as a main instrument. The main indicators in this analysis are: general work conditions and work environment, working groups, leadership, motivational levels, work-life balance, performance and performance evaluation, organizational learning, innovation and organizational culture. The affirmations are scaled from 1-total disagreement to 5-total agreement and frequencies were made to each main indicator to analyze the type of leadership and organizational culture, to identify their level and type of institutional resilience (organizational learning, innovation, general work conditions and work environment), their individual resilience (work-life balance, motivation, working groups) and of course performance. The main results suggested that there is a lot of room to improve in terms of innovation and to motivate the employees taking into account their special work conditions. And their main concerns rely mostly on the lack of support from superiors in terms of funding new equipment, improving procedures and reducing bureaucratic steps (hence increasing performance). The highest scores were obtained in 'individual resilience', showing dedication to their work, regardless of their aged equipment, technology and procedures.

Keywords: Performance, Resilience, Individual Resilience, Social Services, Romanian Social Care System, Public Administration.