

Review

An Analysis of Preceding Studies on Organizational Resilience Affecting Organizational Performance

Jang, Seung-hwan^{1,*}

¹ College of Humanity and General Education, Seokyeong University, South Korea

* Corresponding author: Jang, Seung-hwan, Email: jangsh@skuniv.ac.kr

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Abstract: Organizational resilience has become a central construct in contemporary management research as organizations increasingly operate under conditions of uncertainty, discontinuity, and repeated disruption. This study provides a structured review of preceding international studies on organizational resilience affecting organizational performance. The review examines how organizational resilience has been conceptualized, what antecedent conditions enable its development, and through what mechanisms it influences performance outcomes. Drawing on scholarship in strategic management, organizational learning, leadership, absorptive capacity, and dynamic capabilities, this paper synthesizes a broad body of literature and argues that organizational resilience should be understood not merely as recovery from adversity but as a multidimensional organizational capability involving anticipation, absorption, coping, adaptation, and renewal. Prior studies consistently suggest that resilience positively affects both financial and non-financial performance by maintaining operational continuity, reducing vulnerability, accelerating recovery, enabling strategic flexibility, and supporting innovation under uncertainty. The literature further indicates that dynamic capabilities, absorptive capacity, organizational learning, and leadership capability serve as major antecedents of resilience and amplify its performance effects. This paper concludes that organizational resilience should be treated as a strategic capability embedded in routines, structures, managerial systems, and organizational culture rather than as a temporary crisis-response mechanism. The study closes by presenting implications for theory development, managerial practice, and future empirical research.

Keywords: Organizational resilience; Organizational performance; Dynamic capabilities; Absorptive capacity; Organizational learning; Leadership capability

1. Introduction

1.1. Background of the study

Organizations today operate in environments characterized by volatility, complexity, ambiguity, and recurring disruption. The cumulative effects of financial crises, pandemics, geopolitical instability, cyber threats, climate-related events, supply chain interruptions, and rapid technological change have exposed the fragility of traditional performance models built primarily on efficiency, standardization, and predictability (Duchek, 2020; Hillmann & Guenther, 2021). In such environments, the ability to withstand adversity, preserve continuity, adapt to change, and recover from unexpected shocks has become indispensable for organizational survival and sustained success (Burnard & Bhamra, 2011; Ortiz-de-Mandojana & Bansal, 2016).

This changing context has intensified scholarly and managerial attention toward organizational resilience. While resilience originally developed as a concept in

ecology and psychology, it has increasingly been adapted to the organizational level to explain how firms confront adversity and maintain viability under pressure (Burnard & Bhamra, 2011; Sutcliffe & Vogus, 2003). As the scale and frequency of disruption have increased, resilience has moved from being a peripheral concern in crisis management to a core concept in strategic management and organizational theory (Duchek, 2020; Hillmann & Guenther, 2021).

1.2. The growing importance of organizational resilience

The increasing relevance of organizational resilience reflects a broader shift in how organizations are evaluated. In relatively stable environments, performance may be interpreted largely through profitability, market share, and efficiency. However, in turbulent environments, performance depends not only on what organizations achieve in normal times but also on how they function when conditions deteriorate (Hillmann & Guenther, 2021; Ortiz-de-Mandojana & Bansal, 2016). A firm may appear highly efficient during periods of stability yet prove highly vulnerable when exposed to external shocks. Conversely, a resilient organization may absorb disruption, preserve stakeholder trust, and adapt more effectively, thereby sustaining performance over the long run (Biswakarma & Bohora, 2025; Wang et al., 2022).

Accordingly, resilience is no longer viewed solely as a defensive attribute. Rather, it is increasingly interpreted as a performance-relevant strategic capability (Duchek, 2020; Khan et al., 2019). Studies suggest that resilient organizations are better able to maintain operations, reconfigure resources, respond flexibly to changing conditions, and sustain superior outcomes over time (Hillmann & Guenther, 2021; Ortiz-de-Mandojana & Bansal, 2016). This means that resilience should not be treated merely as a reactive or emergency-oriented function, but as an integral component of organizational competitiveness and long-term viability (Duchek, 2020; Pertheban et al., 2023).

1.3. Conceptual and empirical fragmentation in the literature

Despite the rapid growth of the resilience literature, the field remains fragmented in several respects. First, organizational resilience has been conceptualized in different ways. Some studies describe it as the ability to bounce back after crisis, while others define it as a capability of anticipation, adaptation, and transformation (Duchek, 2020; Khan et al., 2019). This conceptual variation makes it difficult to compare findings across studies (Hillmann & Guenther, 2021).

Second, the mechanisms through which resilience affects organizational performance are discussed in different theoretical streams. Some scholars emphasize dynamic capabilities as the foundation of resilience, while others focus on absorptive capacity, organizational learning, leadership capability, adaptability, or innovation orientation as the key explanatory factors (Evenseth et al., 2022; Liu et al., 2024; Oo & Rakthin, 2022; Zahari et al., 2022). Although these perspectives are complementary, they are often presented independently, resulting in a fragmented understanding of how resilience emerges and operates (Pradana & Ekowati, 2024).

Third, empirical work increasingly supports the positive relationship between organizational resilience and performance, but there remains a need for more integrated literature reviews that synthesize the antecedents, mechanisms, and outcomes into a coherent framework (Hillmann & Guenther, 2021; Pradana & Ekowati, 2024). Recent reviews and empirical studies confirm that resilience is associated with organizational learning, leadership, dynamic capabilities, and long-term performance under adverse conditions (Biswakarma & Bohora, 2025;

Evenseth et al., 2022; Zahari et al., 2022). Yet these findings still require systematic organization.

1.4. Purpose of the study

Against this background, this paper aims to analyze preceding international studies on organizational resilience affecting organizational performance. The purpose is not merely to summarize prior work, but to synthesize the literature in a way that clarifies three major issues: how organizational resilience has been conceptualized, what factors enable its development, and how it influences organizational performance (Duchek, 2020; Hillmann & Guenther, 2021).

More specifically, this study addresses the following questions. First, how has organizational resilience been defined and theoretically framed in prior international studies? Second, what major antecedents and enabling mechanisms contribute to the development of organizational resilience? Third, through what pathways does organizational resilience affect organizational performance? Fourth, what implications can be derived for future theory building and practice?

1.5. Contribution of the study

This review makes several contributions. First, it integrates foundational and recent international studies into a single analytical structure (Burnard & Bhamra, 2011; Duchek, 2020; Hillmann & Guenther, 2021). Second, it clarifies the resilience-performance relationship by linking resilience to its key antecedents, particularly dynamic capabilities, absorptive capacity, organizational learning, and leadership capability (Evenseth et al., 2022; García-Valenzuela et al., 2023; Oo & Rakthin, 2022; Zahari et al., 2022). Third, it repositions organizational resilience as a strategic and developmental capability rather than as a narrow crisis-response outcome (Khan et al., 2019; Liu et al., 2024). Finally, it provides a journal-style foundation for future empirical research on the relationship between organizational resilience and organizational performance (Biswakarma & Bohora, 2025; Wang et al., 2022).

2. Literature Review Procedures (Methodology)

2.1. Review design

This study adopts a structured narrative literature review approach. A narrative synthesis is suitable because the topic spans conceptual, review-based, and empirical studies across multiple research traditions (Duchek, 2020; Hillmann & Guenther, 2021). The purpose is to integrate existing knowledge, identify recurring explanatory patterns, and provide a coherent framework for understanding how organizational resilience affects organizational performance (Pradana & Ekowati, 2024).

Although the number of studies included for detailed synthesis was intentionally selective, the review process drew upon a substantially broader body of literature during the initial search and conceptual evaluation stages. The narrower analytical sample was adopted to maintain conceptual coherence and theoretical depth while focusing on studies with strong relevance to organizational resilience as a strategic capability affecting organizational performance.

2.2. Search strategy

The review was informed by international scholarly works identified through academic search results focused on combinations of the terms “organizational resilience,” “organizational performance,” “dynamic capabilities,” “absorptive capacity,” “organizational learning,” and “leadership capability.” Recent results

highlighted several key streams: resilience as a dynamic capability, the role of absorptive capacity in fostering resilience, the link between organizational learning and resilience, the mediating role of leadership capability, and the performance consequences of resilience in uncertain environments (Biswakarma & Bohora, 2025; Evenseth et al., 2022; Liu et al., 2024; Oo & Rakthin, 2022; Zahari et al., 2022).

2.2.1 Databases and search period

The literature search was conducted using major international academic databases, including Scopus, Web of Science, Google Scholar, ScienceDirect, SpringerLink, Emerald Insight, and MDPI. The search process focused primarily on studies published between 2000 and 2025 because organizational resilience research expanded significantly after major global disruptions and crises during this period.

2.2.2 Search keywords and combinations

The review employed combinations of the following keywords: “organizational resilience,” “organizational performance,” “dynamic capabilities,” “absorptive capacity,” “organizational learning,” “leadership capability,” “adaptability,” and “competitive advantage.” Boolean operators such as AND and OR were used to refine the search process. Representative search combinations included:

- “organizational resilience” AND “organizational performance”
- “organizational resilience” AND “dynamic capabilities”
- “organizational learning” AND “organizational resilience”
- “absorptive capacity” AND “resilience”
- “leadership capability” AND “organizational resilience”

2.2.3 Screening procedures

The initial search identified approximately 214 studies. After removing duplicates and screening titles and abstracts for relevance, 97 studies remained for full-text review. Following the application of inclusion and exclusion criteria, 28 major studies were selected for detailed synthesis and analysis.

To improve analytical rigor and theoretical relevance, the study employed a multi-stage screening and evaluation process. Beyond keyword relevance, studies were assessed based on theoretical contribution, conceptual influence, empirical robustness, citation frequency, and relevance to the relationship between organizational resilience and organizational performance. Priority was given to studies that provided substantial conceptual frameworks, empirical validation, or integrative theoretical insights concerning resilience capability, strategic adaptation, organizational learning, dynamic capabilities, and performance outcomes.

The final selection of 28 core studies was therefore not intended to represent an exhaustive bibliographic inventory, but rather a theoretically focused synthesis of highly influential and conceptually relevant international scholarship. This approach is consistent with structured narrative review methodologies emphasizing analytical depth and conceptual integration over purely quantitative inclusion breadth.

In addition, the selected studies represent multiple national, industrial, and methodological contexts, including SMEs, manufacturing firms, digital organizations, sustainability-oriented enterprises, and crisis-related organizational settings. This diversity was considered important for improving the broader applicability and international relevance of the review findings.

2.3. Inclusion criteria

The review included English-language international studies that met the

following conditions. The study had to address resilience at the organizational or firm level; it had to discuss resilience in relation to performance, adaptability, competitiveness, or sustainability; and it had to offer either conceptual, review-based, or empirical insight into the antecedents, mechanisms, or outcomes of resilience (Duchek, 2020; Hillmann & Guenther, 2021; Pradana & Ekowati, 2024).

2.4. Exclusion criteria

Studies focused exclusively on individual psychological resilience, engineering resilience without organizational implications, or purely descriptive crisis reports without theoretical contribution were excluded. Non-English sources and non-academic opinion pieces were also excluded.

2.5. Analytical structure

The selected literature was organized into four main analytical sections. The first examines the conceptualization of organizational resilience. The second reviews major antecedents and enabling mechanisms. The third analyzes the relationship between organizational resilience and organizational performance. The fourth provides an integrative discussion of how these elements fit together within a strategic management perspective.

Table 1. Summary of preceding studies on organizational resilience affecting organizational performance

Authors (Year)	Main focus	Key variables	Method / Type	Major findings	Implications for this study
Sutcliffe & Vogus (2003)	Foundational conceptualization of organizational resilience	Resilience, positive adjustment, organizing processes	Conceptual chapter	Organizational resilience is embedded in organizing processes that enable positive adjustment under adversity	Supports viewing resilience as an organizational process rather than a one-time outcome
Burnard & Bhamra (2011)	Development of organizational resilience framework	Preparedness, response, adaptation	Conceptual framework	Resilience consists of interrelated stages of preparation, response, and adaptation	Justifies multidimensional treatment of resilience
Duchek (2020)	Capability-based conceptualization	Anticipation, coping, adaptation	Conceptual review	Resilience is a dynamic capability involving anticipation, coping, and adaptation	Provides core theoretical basis for this manuscript's framework
Hillmann & Guenther (2021)	Value of resilience in management research	Organizational resilience, management outcomes	Review article	Resilience is a valuable management construct linked to competitiveness and sustained performance	Supports linking resilience to performance beyond crisis recovery
Ortiz-de-Mandojana & Bansal (2016)	Long-term benefits of resilience	Resilience, sustainable practices, long-term performance	Empirical study	Resilience contributes to more stable long-term organizational performance	Supports long-term performance argument

Continuation Table:

Authors (Year)	Main focus	Key variables	Method / Type	Major findings	Implications for this study
Khan et al. (2019)	Resilience as dynamic capability	Dynamic capabilities, organizational resilience	Conceptual review	Organizational resilience can be understood as a dynamic capability of complex systems	Strengthens dynamic capability interpretation
Oo and Rakthin (2022)	Absorptive capacity and resilience	Absorptive capacity, resilience antecedents	Integrative review	Leadership, dynamic capabilities, and absorptive capacity are major antecedents of resilience	Supports antecedent structure in proposed model
Evenseth et al. (2022)	Organizational learning and resilience	Organizational learning, resilience	Systematic review	Organizational learning is a major pathway through which resilience is built	Supports learning as a key enabling mechanism
Orth & Schuldis (2021)	Learning and unlearning for resilience	Learning, unlearning, resilience	Empirical study	Learning and unlearning capabilities positively affect resilience during crisis	Suggests resilience depends on both knowledge accumulation and abandonment of obsolete routines
Liu et al. (2024)	Digital orientation and resilience	Digital orientation, absorptive capability, resilience	Empirical study	Digital orientation enhances organizational resilience through dynamic capabilities logic	Shows resilience emerges through strategic reconfiguration capabilities
García-Valenzuela et al. (2023)	Dynamic capabilities and resilience in SMEs	Dynamic capabilities, resilience	Empirical study	Dynamic capabilities positively affect organizational resilience	Supports direct antecedent relationship from dynamic capabilities to resilience
Zahari et al. (2022)	Leadership capability, resilience, and performance	Leadership capability, resilience, performance	Empirical study	Leadership capability mediates the relationship between organizational resilience and organizational performance	Supports leadership as a critical transmission mechanism
Wang et al. (2022)	Resilience and competitive advantage	Resilience, competitive advantage, performance	Empirical study	Organizational resilience mediates and moderates competitive advantage effects	Suggests resilience works as both mechanism and boundary condition
Pertheban et al. (2023)	Proactive resilience strategies and performance	Proactive resilience, ambidexterity, dynamic capabilities, performance	Empirical study	Resilience-related strategic capabilities improve organizational performance	Supports strategic orientation of resilience

Continuation Table:

Authors (Year)	Main focus	Key variables	Method / Type	Major findings	Implications for this study
Biswakarma & Bohora (2025)	Resilience as mediator of performance	Dynamic capabilities, resilience, performance	Empirical study	Organizational resilience mediates the relationship between dynamic capabilities and organizational performance	Directly supports mediation logic in conceptual model
Keskin et al. (2025)	Resilience capacity and financial performance	Organizational intelligence, resilience capacity, financial performance	Empirical study	Resilience capacity positively contributes to financial performance	Supports direct link from resilience to financial outcomes
Saemaldaher and Emeagwali (2025)	Resilience and sustainability performance	Open innovation, adaptability, resilience, sustainability performance	Empirical study	Resilience contributes to sustainability-related performance outcomes	Supports broader view of non-financial performance
Abourokbah et al. (2023)	Capability bundle and resilience	Absorptive capacity, digital capability, agility, resilience	Empirical study	Resilience interacts with capability bundles to improve innovation-related outcomes	Suggests resilience is embedded in wider adaptive capability systems

Note. The table synthesizes major international studies frequently cited in recent resilience and performance research.

3. Theoretical Foundations of Organizational Resilience

3.1. Definitional approaches

Organizational resilience has been defined in several related but distinct ways. Early approaches emphasized the ability to recover from adversity and return to a prior state of functioning. This recovery-based view is useful in crisis-response contexts because it highlights continuity and restoration (Burnard & Bhamra, 2011). However, it is limited when organizations face prolonged turbulence or structural shifts that make returning to the old equilibrium neither possible nor desirable (Duchek, 2020; Hillmann & Guenther, 2021).

More recent studies conceptualize resilience as an adaptive organizational capability. Duchek (2020) offers a capability-based conceptualization in which organizational resilience consists of anticipation, coping, and adaptation. In this framework, resilience is not a single event outcome but a processual capability that unfolds across time. This view is especially useful because it allows scholars to connect resilience to ongoing organizational routines and strategic decision-making (Duchek, 2020).

Similarly, Sutcliffe and Vogus (2003) define resilience in terms of organizational processes that support positive adjustment under challenging conditions. Burnard and Bhamra (2011) also emphasize preparedness, response, and adaptation as core elements of organizational resilience. These formulations converge on the idea that resilience is not simply about surviving disruption; it is about responding effectively

and learning from adversity (Burnard & Bhamra, 2011; Sutcliffe & Vogus, 2003).

3.2. Resilience as a dynamic capability

A particularly influential line of thought interprets organizational resilience through the lens of dynamic capability theory. Teece et al. (1997) define dynamic capabilities as the firm's ability to integrate, build, and reconfigure internal and external competencies in rapidly changing environments. Teece (2007) elaborates this through the processes of sensing, seizing, and transforming. These ideas strongly overlap with resilience because resilient organizations must recognize threats and opportunities, act under uncertainty, and transform routines as circumstances evolve (Khan et al., 2019; Liu et al., 2024).

Khan et al. (2019) explicitly describe organizational resilience as a dynamic capability of complex systems. This interpretation is valuable because it explains why resilience matters beyond crisis recovery. It suggests that resilience is relevant whenever firms must continually adjust their capabilities and structures in order to remain viable and competitive (Khan et al., 2019).

3.3. Resilience as a multidimensional organizational capability

Taken together, the literature suggests that organizational resilience is best understood as a multidimensional organizational capability that includes at least five elements: anticipation, absorption, response, adaptation, and renewal (Burnard & Bhamra, 2011; Duchek, 2020). Anticipation refers to recognizing potential risks and signals early. Absorption involves withstanding shocks without collapse. Response concerns coordinated action under pressure. Adaptation involves revising structures or routines to fit changed conditions. Renewal refers to strategic learning and transformation after disruption (Duchek, 2020).

This multidimensional perspective provides a stronger basis for explaining organizational performance than a narrow recovery model. It allows resilience to be linked not only to operational continuity but also to innovation, competitiveness, and long-term sustainability (Hillmann & Guenther, 2021; Ortiz-de-Mandojana & Bansal, 2016).

In this study, organizational resilience is primarily conceptualized as a higher-order organizational capability rather than as a simple operational outcome. Dynamic capabilities, absorptive capacity, organizational learning, and leadership capability are treated as antecedent enabling mechanisms that contribute to the development of resilience. At the same time, organizational resilience also functions as a mediating mechanism through which these organizational capabilities influence organizational performance under conditions of uncertainty. Accordingly, resilience is positioned as an emergent strategic capability that both arises from and integrates multiple organizational processes and competencies.

4. Antecedents and Enabling Mechanisms of Organizational Resilience

4.1. Dynamic capabilities

Dynamic capabilities are among the most frequently cited antecedents of organizational resilience. Organizations that can sense change, seize opportunities, and transform resources and routines are better positioned to withstand disruption (Khan et al., 2019; Teece, 2007). Liu et al. (2024) show that digital orientation enhances organizational resilience from a dynamic capabilities perspective. García-

Valenzuela et al. (2023) likewise report that dynamic capabilities positively affect resilience in small and medium-sized enterprises. Biswakarma and Bohora (2025) further demonstrate that resilience mediates the relationship between dynamic capabilities and organizational performance.

These findings suggest that dynamic capabilities do not merely coexist with resilience; they help generate it. Firms that can reconfigure resources under uncertainty are better able to absorb shocks, adapt strategically, and protect performance (Biswakarma & Bohora, 2025; García-Valenzuela et al., 2023; Liu et al., 2024).

4.2. Absorptive capacity

Absorptive capacity refers to the ability to acquire, assimilate, transform, and apply external knowledge. It has emerged as a major explanatory variable in resilience research because resilient organizations must interpret environmental signals and mobilize external knowledge when facing novel disruption (Oo & Rakthin, 2022). Oo and Rakthin (2022) provide a comprehensive integrative review showing that absorptive capacity supports resilience by enhancing external sensing, learning, and adaptive response.

This relationship is theoretically important because resilience often depends on how well organizations process external information. In uncertain environments, firms with strong absorptive capacity are less likely to remain locked into outdated assumptions or routines. Instead, they can detect change earlier and respond with greater intelligence and flexibility (Oo & Rakthin, 2022). Recent work also links absorptive capacity to broader adaptive and innovative responses that reinforce resilience-related outcomes (Abourobah et al., 2023; Saemaldaher & Emeagwali, 2025).

4.3. Organizational learning

Organizational learning is another core antecedent of resilience. Learning helps organizations reflect on past disruptions, improve routines, and institutionalize lessons for the future (Evenseth et al., 2022). Orth and Schuldis (2021) show that organizational learning and unlearning capabilities positively affect resilience during COVID-19. Their study is especially important because it highlights that resilience may require not only learning new practices but also abandoning obsolete ones (Orth & Schuldis, 2021).

Evenseth et al. (2022) provide a systematic review demonstrating that organizational learning is one of the strongest pathways through which resilience is built. Their findings show that resilient organizations typically possess stronger learning processes, better knowledge sharing, and greater willingness to revise assumptions under changing conditions (Evenseth et al., 2022).

4.4. Leadership capability

Leadership capability is also a critical antecedent of resilience. Leaders influence how organizations interpret uncertainty, allocate resources, coordinate action, and sustain morale under pressure (Zahari et al., 2022). Zahari et al. (2022) find that leadership capabilities mediate the relationship between organizational resilience and organizational performance. This indicates that resilience is strengthened when leaders can frame adversity constructively, guide adaptive responses, and mobilize coordinated effort (Zahari et al., 2022).

The broader literature also suggests that shared leadership, relational

leadership, and adaptive leadership styles are especially relevant in building resilience because they promote trust, communication, and responsiveness under complex conditions (Oo & Rakthin, 2022). Thus, leadership should be regarded not merely as a contextual variable but as an active mechanism in resilience development (Zahari et al., 2022).

4.5. Human Resource Management as a Foundational Enabler of Organizational Resilience

Recent research increasingly suggests that organizational resilience cannot be fully understood without considering the foundational role of human resource management (HRM). While dynamic capabilities, organizational learning, absorptive capacity, and leadership capability are widely recognized as major antecedents of resilience, these organizational capabilities are themselves deeply shaped by HR-related systems, practices, and behavioral mechanisms.

Strategic HRM contributes to organizational resilience by developing adaptive human capital, strengthening collective learning capability, and fostering behavioral flexibility under uncertainty. HR systems that emphasize continuous learning, employee empowerment, cross-functional collaboration, knowledge sharing, psychological safety, and participative decision-making enhance the organization's ability to anticipate, absorb, and respond to disruption.

From this perspective, HRM should not be viewed merely as a supporting administrative function. Rather, it operates as a foundational organizational architecture through which resilience-related capabilities are cultivated and sustained over time. Dynamic capabilities and organizational learning processes often depend on workforce competencies, employee adaptability, and collaborative behaviors that are shaped through recruitment, training, performance management, leadership development, and organizational culture.

Furthermore, resilience-oriented HR practices may strengthen organizational adaptability by encouraging experimentation, learning from failure, and rapid behavioral adjustment during periods of environmental turbulence. Such practices also contribute to the development of social capital and trust, which are critical for coordinated organizational response during crisis situations.

Accordingly, HRM may be interpreted as an upstream enabling mechanism within the broader capability chain underlying organizational resilience. This perspective expands the understanding of resilience from a predominantly strategic or structural construct toward a more behavioral and people-centered capability embedded in organizational systems and workforce practices.

4.6. Additional enabling factors

Several other variables appear repeatedly in recent studies. Agility, digital capability, open innovation, ambidexterity, and adaptability are often linked to stronger resilience and better performance (Abourobah et al., 2023; Pertheban et al., 2023; Saemaldaher & Emeagwali, 2025). Pertheban et al. (2023) show that proactive resilience strategies contribute to organizational performance through ambidextrous and dynamic capabilities in SMEs. Saemaldaher and Emeagwali (2025) report that open innovation enhances resilience and sustainability performance through organizational adaptability. These findings suggest that resilience is embedded within a broader adaptive capability system rather than arising from a single isolated factor (Abourobah et al., 2023; Pertheban et al., 2023; Saemaldaher & Emeagwali, 2025).

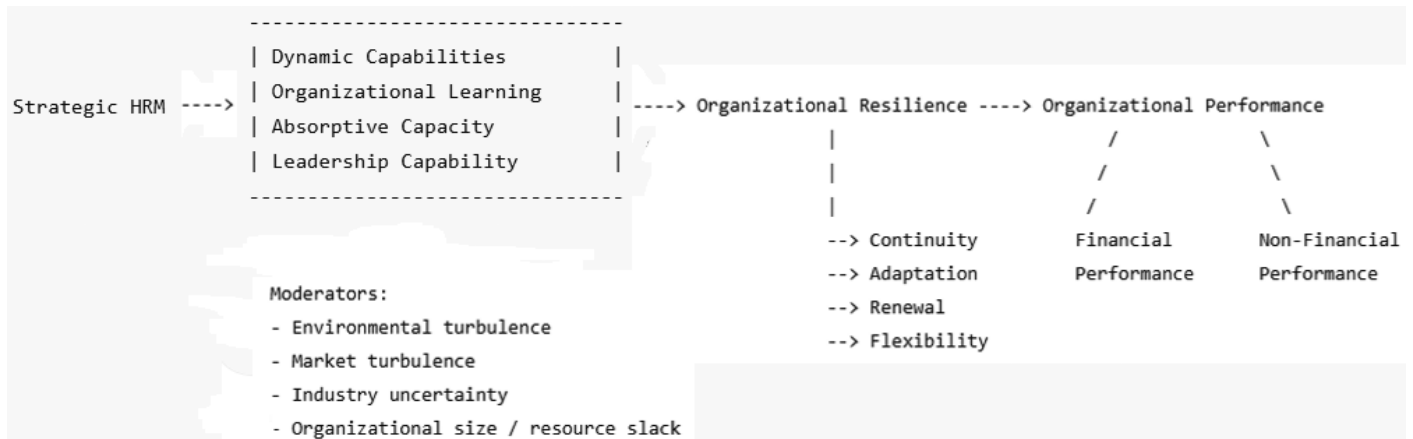


Figure 1. Conceptual model of organizational resilience affecting organizational performance

Note. The integrative conceptual model proposes that dynamic capabilities, absorptive capacity, organizational learning, and leadership capability function as major antecedents of organizational resilience, consistent with prior conceptual and empirical research (Biswakarma & Bohora, 2025; Evenseth et al., 2022; García-Valenzuela et al., 2023; Oo & Rakthin, 2022; Zahari et al., 2022). Organizational resilience, in turn, affects organizational performance directly and indirectly by strengthening continuity, adaptability, flexibility, and renewal capacity (Duchek, 2020; Hillmann & Guenther, 2021). Organizational performance comprises both financial outcomes, such as profitability, growth, and efficiency, and non-financial outcomes, such as innovation, stakeholder confidence, continuity, and competitive positioning (Ortiz-de-Mandojana & Bansal, 2016; Wang et al., 2022). The strength of these relationships may vary depending on contextual contingencies such as environmental turbulence, market instability, and resource conditions (Pertheban et al., 2023; Wang et al., 2022).

5. Organizational Resilience and Organizational Performance

5.1. Direct effects on performance continuity

The most immediate way in which organizational resilience affects performance is by preserving continuity during disruption. Resilient organizations are more likely to maintain operations, protect essential processes, and avoid severe breakdowns when exposed to shocks (Burnard & Bhamra, 2011; Duchek, 2020). This continuity reduces losses in productivity, customer trust, and strategic focus. In sectors where interruptions have cascading consequences, this effect is particularly significant (Hillmann & Guenther, 2021; Ortiz-de-Mandojana & Bansal, 2016).

5.2. Indirect effects through adaptability and competitiveness

The literature also indicates that resilience affects performance indirectly by enabling adaptability, innovation, and competitive positioning. Ortiz-de-Mandojana and Bansal (2016) argue that resilience generates long-term benefits by helping firms sustain more stable performance over time. Hillmann and Guenther (2021) similarly show that resilience contributes to value creation by linking adversity management with adaptability and competitiveness.

Wang et al. (2022) report that organizational resilience mediates and moderates competitive advantage. This suggests that resilience helps firms convert strategic resources into market outcomes. In other words, resilience is not merely a protective shield; it is also a mechanism through which organizations achieve stronger and more sustainable competitive positions (Hillmann & Guenther, 2021; Wang et al., 2022).

5.3. Mediating role of resilience

Several recent studies explicitly identify organizational resilience as a mediator between antecedent capabilities and performance. Biswakarma and Bohora (2025) show that organizational resilience mediates the relationship between dynamic capabilities and organizational performance. Zahari et al. (2022) demonstrate that leadership capability mediates the resilience-performance relationship. These findings indicate that resilience often operates as a bridge between organizational inputs and performance outputs (Biswakarma & Bohora, 2025; Zahari et al., 2022).

This mediating role is theoretically significant. It implies that many strategic resources or managerial capabilities do not directly improve performance unless they first strengthen the organization's ability to cope with and adapt to uncertainty (Biswakarma & Bohora, 2025; Wang et al., 2022). In this sense, resilience translates capability into realized organizational outcomes under turbulence (Duchek, 2020; Hillmann & Guenther, 2021).

5.4. Financial and non-financial performance outcomes

The performance consequences of resilience are not limited to financial indicators. Financial performance may include profitability, revenue growth, efficiency, and return measures. Non-financial performance includes innovation capacity, employee commitment, stakeholder confidence, continuity, and strategic flexibility (Hillmann & Guenther, 2021; Keskin et al., 2025; Ortiz-de-Mandojana & Bansal, 2016). Resilience appears relevant to both types of outcomes (Keskin et al., 2025; Saemaldaher & Emeagwali, 2025).

This broader perspective matters because resilient organizations may not always maximize short-term efficiency. Sometimes they maintain redundant capacity, invest in learning, or preserve slack resources that appear costly in stable conditions. Yet these same investments may allow them to perform better over time when uncertainty intensifies (Hillmann & Guenther, 2021; Ortiz-de-Mandojana & Bansal, 2016). Therefore, resilience is best connected to sustainable organizational performance rather than narrow short-term optimization (Ortiz-de-Mandojana & Bansal, 2016).

5.5. Contextual contingencies

The literature also suggests that the value of resilience depends on context. In highly stable environments, the benefits of resilience may appear less visible. Under turbulent conditions, however, resilience becomes highly consequential (Pertheban et al., 2023; Wang et al., 2022). The resilience-performance relationship is therefore context-sensitive, with stronger effects likely under high uncertainty, environmental turbulence, and repeated disruption (Hillmann & Guenther, 2021; Pertheban et al., 2023).

6. Discussion

The broader resilience literature also draws from multiple foundational theoretical traditions, including organizational learning theory (Argyris & Schön, 1978; Crossan et al., 1999), absorptive capacity theory (Cohen & Levinthal, 1990; Zahra & George, 2002), high-reliability organization research (Weick & Sutcliffe, 2007), and dynamic capability theory (Eisenhardt & Martin, 2000; Winter, 2003). Integrating these perspectives may contribute to a more comprehensive and globally grounded understanding of organizational resilience.

6.1. Reinterpreting organizational resilience as a strategic capability

The findings of preceding studies suggest that organizational resilience should

no longer be interpreted as a narrow recovery-oriented construct. Earlier resilience discussions often focused on the capacity to return to a prior state after disruption. However, the literature reviewed in this study indicates that such a perspective is now insufficient (Duchek, 2020; Hillmann & Guenther, 2021). Contemporary organizations rarely face isolated, short-lived disruptions; instead, they encounter ongoing uncertainty, overlapping crises, and structural change. Under these conditions, resilience is more appropriately understood as a strategic organizational capability that enables firms not only to withstand shocks, but also to adapt, reconfigure, and renew (Burnard & Bhamra, 2011; Duchek, 2020; Khan et al., 2019).

This interpretation is strongly supported by capability-based research. Duchek (2020) conceptualizes resilience as a capability composed of anticipation, coping, and adaptation, while Khan et al. (2019) explicitly frame resilience as a dynamic capability of complex systems. These perspectives are important because they reposition resilience from the domain of emergency response to the broader field of strategic management. The implication is that resilience is not merely activated during crisis; rather, it is built over time through routines, structures, knowledge systems, and managerial action (Duchek, 2020; Sutcliffe & Vogus, 2003). In this sense, resilience becomes a durable organizational asset that influences the quality of strategic response under uncertainty (Hillmann & Guenther, 2021).

6.2. The capability chain underlying resilience

A major contribution of the reviewed literature is the identification of a capability chain leading to organizational resilience. Dynamic capabilities, absorptive capacity, organizational learning, and leadership capability consistently emerge as central antecedents (Evenseth et al., 2022; García-Valenzuela et al., 2023; Oo & Rakthin, 2022; Zahari et al., 2022). These variables do not function independently; rather, they form an interrelated architecture that enables resilience.

Dynamic capabilities provide the organization with the ability to sense change, seize emerging opportunities, and transform existing resource configurations (Teece, 2007; Teece et al., 1997). Absorptive capacity strengthens the organization's ability to acquire and use external knowledge, thereby improving its interpretive and adaptive competence (Oo & Rakthin, 2022). Organizational learning contributes by embedding lessons from past experience into future routines and decisions (Evenseth et al., 2022; Orth & Schuldis, 2021). Leadership capability integrates and mobilizes these elements by directing attention, coordinating action, and sustaining collective confidence during adversity (Zahari et al., 2022).

From this perspective, organizational resilience is not an isolated variable but the organizational outcome of multiple enabling processes. This suggests that resilience research should move beyond identifying direct predictors and instead examine the broader systems of capability development that make resilience possible (Duchek, 2020; Pradana & Ekowati, 2024). It also implies that weak resilience may not stem from the absence of crisis plans alone, but from deficiencies in learning systems, leadership capacity, knowledge absorption, or strategic reconfiguration ability (Evenseth et al., 2022; Oo & Rakthin, 2022).

Importantly, the capability chain underlying organizational resilience may itself be rooted in organizational HR systems and workforce-related practices. Dynamic capabilities, absorptive capacity, and organizational learning do not emerge automatically at the organizational level; rather, they are enacted through employee competencies, collective learning behaviors, collaborative routines, and adaptive managerial practices shaped by HRM systems.

This suggests that HRM functions as a behavioral microfoundation of organizational resilience. Recruitment systems emphasizing adaptability, training programs promoting continuous learning, leadership development initiatives, and HR practices fostering psychological safety and knowledge sharing may significantly strengthen the organization's resilience capability. Consequently, resilience should be understood not only as a strategic capability but also as a people-centered organizational capability emerging from workforce-related systems and behavioral processes.

6.3. Organizational resilience as a mediating mechanism

Another important insight is that organizational resilience often functions as a mediating mechanism between strategic capabilities and performance outcomes. Recent empirical studies support this interpretation. Biswakarma and Bohora (2025) show that resilience mediates the effect of dynamic capabilities on organizational performance, while Zahari et al. (2022) indicate that leadership capability mediates the resilience-performance relationship. Wang et al. (2022) likewise suggest that resilience acts as both a mediator and moderator in relation to competitive advantage.

These findings are theoretically significant because they help explain why some organizational resources do not translate automatically into stronger performance. Dynamic capabilities, leadership, and learning systems may improve performance only when they enhance the organization's ability to absorb disruption and adapt to changing conditions (Biswakarma & Bohora, 2025; Zahari et al., 2022). Thus, resilience can be interpreted as a conversion mechanism that transforms organizational inputs into viable outcomes under turbulence (Wang et al., 2022).

6.4. Performance implications beyond short-term survival

The literature further indicates that the performance consequences of resilience extend well beyond survival or short-term recovery. Resilience contributes to performance in at least four ways. First, it supports operational continuity by reducing the likelihood of severe interruption during crisis (Burnard & Bhamra, 2011; Duchek, 2020). Second, it improves adaptive effectiveness by enabling organizations to revise routines and respond more intelligently to changing conditions (Evenseth et al., 2022; Orth & Schuldis, 2021). Third, it contributes to strategic flexibility, allowing firms to preserve room for maneuver even when environmental conditions become unfavorable (Hillmann & Guenther, 2021). Fourth, it promotes renewal and long-term competitiveness by creating conditions for learning, innovation, and future capability development (Ortiz-de-Mandojana & Bansal, 2016; Saemaldaher & Emeagwali, 2025).

These findings suggest that organizational resilience should be linked to both financial and non-financial performance. Financial outcomes include profitability, growth, return-based measures, and efficiency. Non-financial outcomes include innovation capability, stakeholder trust, continuity, employee commitment, and strategic positioning (Keskin et al., 2025; Ortiz-de-Mandojana & Bansal, 2016; Saemaldaher & Emeagwali, 2025). This broader understanding is particularly important because resilient organizations may not always maximize short-term efficiency. In some cases, they maintain redundancy, slack, or learning investments that appear costly in stable periods but become performance-enhancing assets during disruption (Hillmann & Guenther, 2021; Ortiz-de-Mandojana & Bansal, 2016).

6.5. The contextual nature of the resilience-performance relationship

The relationship between organizational resilience and performance is also

shaped by context. Several studies imply that resilience becomes especially valuable under high environmental turbulence, uncertainty, and market instability (Pertheban et al., 2023; Wang et al., 2022). In relatively predictable settings, investments in resilience may appear less visible or even inefficient. Yet under conditions of repeated shocks, those same investments may become decisive (Hillmann & Guenther, 2021).

This context dependency suggests that resilience should be studied not only as a direct predictor of performance but also as a contingent capability whose value varies by industry, institutional environment, technological intensity, and disruption severity (Pradana & Ekowati, 2024). Future research should therefore pay closer attention to boundary conditions and moderating variables rather than assuming a uniform effect across settings (Hillmann & Guenther, 2021; Pertheban et al., 2023).

6.6. Ongoing debates and conceptual tensions in resilience research

Despite increasing consensus regarding the importance of organizational resilience, several conceptual and empirical tensions remain unresolved in the literature.

First, scholars disagree on whether resilience should be interpreted primarily as recovery capacity, adaptive capability, or transformational renewal. Earlier studies emphasized recovery and stability, whereas more recent studies increasingly frame resilience as continuous adaptation and strategic transformation (Burnard & Bhamra, 2011; Duchek, 2020). This definitional diversity creates challenges for cumulative theory development and empirical comparability.

Second, measurement inconsistency remains a significant issue. Some studies operationalize resilience through preparedness and continuity indicators, while others focus on adaptability, innovation, flexibility, or learning capability (Hillmann & Guenther, 2021). As a result, empirical findings are not always directly comparable across studies or industries.

Third, the literature presents unresolved debates concerning the trade-off between resilience and efficiency. Highly resilient organizations often maintain redundancy, slack resources, or adaptive reserves that may reduce short-term efficiency under stable conditions (Ortiz-de-Mandojana & Bansal, 2016). Conversely, organizations optimized exclusively for efficiency may become highly vulnerable during disruption. This suggests that resilience and efficiency may involve competing strategic priorities depending on environmental conditions.

Fourth, contextual contingencies significantly affect the value and visibility of resilience. In stable environments, resilience investments may appear excessive or economically inefficient. However, under turbulent conditions characterized by repeated disruption, uncertainty, or technological volatility, resilience becomes strategically critical (Pertheban et al., 2023; Wang et al., 2022). Future studies should therefore investigate the boundary conditions under which resilience most strongly contributes to organizational performance.

Finally, interdisciplinary differences also complicate conceptual integration. Organizational resilience research draws simultaneously from psychology, ecology, engineering, crisis management, and strategic management traditions. While this interdisciplinary richness expands theoretical perspectives, it also contributes to conceptual fragmentation and inconsistent assumptions regarding what resilience fundamentally represents.

6.7. Potential trade-offs and the dark side of organizational resilience

Although organizational resilience is generally associated with positive

organizational outcomes, the literature also suggests potential trade-offs and unintended costs associated with resilience-building efforts.

One important tension concerns the relationship between resilience and operational efficiency. Resilient organizations often maintain redundancy, slack resources, backup systems, or flexible capacity in order to absorb disruption and adapt under uncertainty (Ortiz-de-Mandojana & Bansal, 2016). While these investments may strengthen long-term survivability, they can simultaneously reduce short-term efficiency and increase operational costs during stable periods.

Similarly, excessive emphasis on resilience may create organizational complexity and slower decision-making processes. Organizations attempting to maintain high adaptive capacity across multiple contingencies may face coordination burdens, resource dispersion, and managerial overload. In some cases, maintaining resilience-related flexibility may conflict with standardization, lean management, or cost-minimization strategies.

The literature therefore suggests that resilience should not be interpreted as a universally cost-free capability. Rather, organizations must balance resilience investments against competing strategic priorities such as efficiency, profitability, and operational simplicity. The optimal level of resilience may vary depending on environmental turbulence, industry volatility, technological uncertainty, and organizational resource conditions.

Future research should investigate these trade-offs more directly, particularly the conditions under which resilience investments generate diminishing returns or become strategically inefficient.

Although organizational resilience is generally associated with positive organizational outcomes, resilience investments may also generate diminishing returns under certain contingency conditions. Excessive emphasis on resilience can lead organizations to maintain redundant resources, overlapping structures, extensive buffering systems, and overly cautious decision-making processes that reduce operational efficiency and strategic agility.

For example, organizations operating in relatively stable or low-volatility environments may experience lower returns from heavy resilience investments because the costs associated with redundancy, slack resources, and adaptive reserve capacity may outweigh the actual probability of severe disruption. Similarly, excessive resilience-oriented coordination mechanisms may increase organizational complexity, bureaucratic burden, and slower response speed, particularly in highly centralized organizations.

Moreover, resilience investments may create strategic rigidity when organizations become excessively focused on risk avoidance rather than opportunity exploration. In such cases, resilience-oriented systems designed to reduce vulnerability may unintentionally suppress experimentation, innovation, and entrepreneurial responsiveness.

These observations suggest that the relationship between resilience and organizational performance may not always be strictly linear. Rather, resilience may demonstrate curvilinear effects in which moderate levels of resilience strengthen performance, while excessive resilience investment may generate declining marginal benefits or even strategic inefficiencies under certain environmental conditions.

6.8. Contingency Conditions and Diminishing Returns of Resilience Investments

The effectiveness of resilience investments may vary substantially depending

on environmental and organizational contingencies. While resilience capability is highly valuable under conditions of turbulence, repeated disruption, technological uncertainty, and market instability, its benefits may become less pronounced in relatively predictable environments.

Several contingency conditions may shape whether resilience investments generate positive or diminishing returns.

First, environmental turbulence appears to moderate the resilience–performance relationship. In highly volatile environments, resilience investments are likely to produce substantial strategic value. However, under stable conditions, maintaining high levels of redundancy and adaptive reserve capacity may reduce efficiency and profitability.

Second, organizational size and structural complexity may influence resilience effectiveness. Large organizations with excessive resilience-oriented coordination systems may experience bureaucratic overload, slower decision-making, and communication inefficiencies.

Third, industry characteristics may also matter. Industries characterized by rapid technological change, supply chain vulnerability, or regulatory uncertainty may derive greater benefits from resilience capability than industries operating in mature and stable environments.

Fourth, resource availability may shape resilience outcomes. Organizations with limited financial or managerial resources may face trade-offs between resilience investment and short-term operational survival.

Taken together, these conditions suggest that resilience should not be interpreted as a universally optimal capability under all circumstances. Instead, the strategic value of resilience may depend on achieving an appropriate balance between adaptability, efficiency, flexibility, and resource allocation.

6.9. Theoretical implications

The reviewed literature points to several theoretical implications. First, resilience research would benefit from deeper integration with dynamic capability theory, absorptive capacity theory, and organizational learning theory (Duchek, 2020; Oo & Rakthin, 2022). At present, these perspectives are often treated as adjacent rather than fully connected. A more integrated approach would clarify whether resilience should be conceptualized as a higher-order capability, an emergent process, or a capability outcome arising from other strategic mechanisms (Duchek, 2020; Khan et al., 2019).

Second, the literature indicates the need to distinguish more clearly between antecedents, resilience capability, and performance consequences. Some studies treat leadership, learning, or adaptability as components of resilience, whereas others view them as external drivers (Evenseth et al., 2022; Zahari et al., 2022). Greater conceptual precision would improve cumulative knowledge (Hillmann & Guenther, 2021).

Third, the literature highlights the importance of treating resilience as temporally dynamic. Resilience develops before disruption, becomes visible during disruption, and generates consequences after disruption (Burnard & Bhamra, 2011; Duchek, 2020). Accordingly, resilience should be modeled as a process that unfolds across stages rather than as a static cross-sectional attribute (Duchek, 2020).

6.10. Managerial implications

From a practical standpoint, the findings suggest that organizations should build resilience deliberately rather than assume it will emerge naturally during crisis.

Leadership development, organizational learning routines, knowledge integration mechanisms, and dynamic resource reconfiguration capabilities should all be treated as core investments in resilient performance (Evenseth et al., 2022; Liu et al., 2024; Zahari et al., 2022). Firms should also avoid reducing resilience to business continuity plans alone. The literature suggests that resilient organizations are not simply better prepared; they are better able to learn, coordinate, absorb change, and transform (Burnard & Bhamra, 2011; Duchek, 2020).

Managers should therefore approach resilience as a strategic management task rather than a temporary emergency function. This means embedding resilience into governance structures, capability development, communication routines, and performance systems (Hillmann & Guenther, 2021; Khan et al., 2019). It also means recognizing that long-term competitiveness increasingly depends on adaptive strength as much as on operational efficiency (Ortiz-de-Mandojana & Bansal, 2016).

From a human resource management perspective, resilience-building also requires deliberate workforce-related strategies. Organizations should invest in resilience-oriented leadership development, crisis-response training, adaptive learning programs, and cross-functional collaboration mechanisms that enhance employees' capacity to respond effectively under uncertainty.

Recruitment and talent management practices may also contribute to organizational resilience by prioritizing adaptability, learning orientation, problem-solving capability, and collaborative competence. In addition, HR systems that encourage psychological safety, continuous learning, knowledge sharing, and employee engagement can strengthen organizational resilience by improving collective responsiveness and adaptive capacity.

These findings suggest that organizational resilience is not solely a structural or strategic issue, but also a human and behavioral capability embedded in organizational culture, workforce competencies, and leadership development systems.

Managers should therefore recognize that organizational resilience cannot be developed solely through structural planning or technological investment. Resilience ultimately depends on the organization's human and behavioral infrastructure. HR systems play a critical role in cultivating adaptive employees, collaborative culture, leadership succession, and continuous learning capability. Accordingly, organizations seeking to strengthen resilience should align HR strategies with resilience objectives through resilience-oriented recruitment, adaptive training systems, cross-functional development programs, and performance systems that reward learning, flexibility, and collaborative problem-solving.

HRM Orientation	Low Environmental Turbulence	High Environmental Turbulence
Efficiency-Oriented HRM	Cost efficiency, standardization	Vulnerability risk
Balanced HRM	Moderate adaptability	Stable resilience
Resilience-Oriented HRM	Possible overinvestment	Strong adaptive capability

Figure 2. Strategic HRM–Resilience Matrix

To provide practical implications for managers, this study proposes a Strategic HRM–Resilience Matrix illustrating how different HRM orientations may align with

varying levels of environmental turbulence. The matrix suggests that resilience-oriented HR systems are particularly valuable under conditions of high uncertainty and repeated disruption, whereas excessively resilience-focused systems may generate unnecessary costs in highly stable environments.

This framework highlights the importance of achieving strategic alignment between HRM systems, environmental conditions, and resilience capability. Rather than maximizing resilience indiscriminately, organizations should calibrate resilience investments according to contextual demands and strategic priorities.

Table 2. HRM Practices for Building Organizational Resilience HRM Practice

HRM Practice	Resilience Function	Organizational Relevance
Continuous learning programs	Adaptive capability	Faster response to disruption
Cross-functional training	Flexibility	Improved coordination
Psychological safety	Open communication	Better crisis response
Leadership development	Strategic guidance	Organizational stability
Knowledge-sharing systems	Learning capability	Faster adaptation
Employee empowerment	Decentralized responsiveness	Agility under uncertainty
Succession planning	Continuity	Reduced leadership disruption
Collaborative culture	Social capital	Resilient teamwork

To enhance the practical relevance of this study, **Table 2** summarizes key HRM practices associated with organizational resilience development. The framework illustrates how resilience-oriented HR systems contribute to adaptive capability, coordination, learning, and organizational continuity under conditions of uncertainty.

6.11. Research gaps and future directions

Although the literature has advanced substantially, several gaps remain. First, there is still a shortage of longitudinal studies tracking how resilience develops over time and how it affects performance across multiple disruption cycles (Duchek, 2020; Pradana & Ekowati, 2024). Second, more cross-country and cross-industry comparisons are needed to identify contextual contingencies (Hillmann & Guenther, 2021). Third, future empirical work should use broader performance measures that capture both financial and non-financial outcomes (Keskin et al., 2025; Saemaldaher & Emeagwali, 2025). Fourth, researchers should investigate the possibility of trade-offs between short-term efficiency and long-term resilience more directly (Ortiz-de-Mandojana & Bansal, 2016).

Finally, future studies could test more sophisticated models in which organizational resilience serves simultaneously as a mediator, moderator, and higher-order capability (Biswakarma & Bohora, 2025; Wang et al., 2022).

Despite efforts to include influential international studies across diverse contexts, the present review remains selective in scope. Future reviews may further expand the geographical, industrial, and interdisciplinary breadth of resilience research by incorporating additional studies from emerging economies, public sector organizations, healthcare systems, nonprofit institutions, and cross-cultural settings. Such expansion would strengthen the generalizability and contextual sensitivity of organizational resilience theory.

7. Conclusion

This study reviewed preceding international studies on organizational resilience affecting organizational performance. The analysis focused on three central issues: the conceptualization of organizational resilience, the major antecedents that foster resilience, and the mechanisms through which resilience influences performance.

The review leads to several conclusions. First, organizational resilience is best understood as a multidimensional capability involving anticipation, absorption, coping, adaptation, and renewal (Burnard & Bhamra, 2011; Ducheck, 2020). Second, dynamic capabilities, absorptive capacity, organizational learning, and leadership capability are among the most influential antecedents of resilience (Evenseth et al., 2022; García-Valenzuela et al., 2023; Oo & Rakthin, 2022; Zahari et al., 2022). Third, organizational resilience positively affects both financial and non-financial performance by maintaining continuity, reducing vulnerability, enabling flexibility, and supporting sustainable competitiveness (Biswakarma & Bohora, 2025; Keskin et al., 2025; Ortiz-de-Mandojana & Bansal, 2016; Saemaldaher & Emeagwali, 2025). Fourth, resilience often serves as a mediating mechanism through which broader strategic capabilities influence organizational performance (Biswakarma & Bohora, 2025; Wang et al., 2022; Zahari et al., 2022).

Overall, the accumulated literature indicates that organizational resilience should be treated as a strategic organizational capability embedded in routines, structures, culture, and leadership systems. It is not merely a reaction to crisis, but a core determinant of organizational viability and performance in uncertain environments (Ducheck, 2020; Hillmann & Guenther, 2021).

8. Implications and Suggestions

8.1. Theoretical implications

Future research should integrate resilience more explicitly with dynamic capability theory, absorptive capacity theory, organizational learning, and leadership studies (Ducheck, 2020; Oo & Rakthin, 2022). This would improve conceptual clarity and reduce fragmentation in the field. There is also a need to distinguish more clearly between antecedents of resilience, resilience capability itself, and resilience outcomes (Hillmann & Guenther, 2021).

8.2. Methodological implications

More longitudinal and process-based research is needed. Resilience unfolds over time and should not be treated solely as a static variable in cross-sectional models (Ducheck, 2020). Future studies should also adopt multidimensional performance measures that include both financial and non-financial outcomes (Keskin et al., 2025; Saemaldaher & Emeagwali, 2025).

8.3. Practical implications

Managers should build resilience intentionally rather than assume it will emerge during crisis. Investment in leadership development, learning routines, knowledge integration, cross-functional coordination, and adaptive decision systems can strengthen resilience and improve long-term performance (Evenseth et al., 2022; Liu et al., 2024; Zahari et al., 2022). Organizations should also treat absorptive capacity and learning capability as central components of resilient performance (Oo & Rakthin, 2022).

8.4. Suggestions for future research

Future studies should examine boundary conditions such as industry type, firm size, technological intensity, and institutional context (Hillmann & Guenther, 2021; Pertheban et al., 2023). Comparative studies across countries and sectors would deepen understanding of when and how resilience most strongly influences performance. Research could also explore the trade-off between short-term efficiency and long-term resilience more directly (Ortiz-de-Mandojana & Bansal, 2016).

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