

# Business Resilience in a Competitive Landscape: A Mixed-Methods Approach

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## Abstract

*This study examines how organizations build effective resilience in unpredictable environments, emphasizing their capacity to adapt, recover, and succeed through challenges. Using a comprehensive mixed-methods approach, I review 30 literature sources to identify key factors influencing organizational resilience during crises. This approach combines qualitative techniques, such as content analysis, with quantitative methods, including descriptive statistics and Cramer's V test, to create a detailed framework that reflects the complexities of resilience. Notably, the research reveals significant gaps, particularly confusion about resilience concepts and a lack of empirical studies assessing their effectiveness. These findings underscore the urgent need for comprehensive mixed-methods research to deepen our understanding of organizational resilience and develop practical strategies for managing disruptions effectively. Therefore, this study yields two outcomes as outlined in the research objectives. The first outlines nine categories of factors that influence the effectiveness of a resilient organization, including leadership, strategy, organizational culture, and others. The second proposed a robust framework to improve organizational behavior, capabilities, and processes, thereby helping organizations understand and navigate complex, unpredictable environments. This work has promising future implications, as it aims to provide a set of agreed-upon characteristics based on empirical evidence.*

**Keywords:** Resilience, Resilience Framework, Uncertainty, Complexity Environment, Crisis Management

## 1. Introduction

In an era marked by rapid change and unpredictability, the concept of business resilience has become a crucial principle for organizations seeking to survive and remain competitive. Business resilience refers to the ability to effectively handle and adapt to challenges and pressures from both internal and external sources. This complex concept includes vulnerability, situational awareness, risk management, resistance, and recovery. It depends on three interconnected and mutually dependent phases — anticipation, coping, and adaptation. Anticipation involves the ability to observe and recognize early warning signs of trouble and to prepare a timely response to unexpected events by developing an appropriate plan. Coping is the second phase, which involves accepting the reality of the problem and creating and executing solutions. Lastly, adaptation entails reflection, learning, and organizational change [1]. To successfully confront these challenges, organizations must cultivate mental agility, acute sensitivity to environmental changes, and the capacity to respond effectively to pressures originating both within and outside the organization. The process of adaptation becomes central to effective coping, which in turn facilitates the development of practical solutions to the myriad demands and complexities encountered. Historically, the idea of resilience first emerged in materials science during

the 19th century and later developed into a framework applicable to organizations. The key contributions to organizational resilience were made by Hamel & Valikangas in their 2003 Harvard Business Review article, "The Quest for Resilience." They argued that organizations able to adapt quickly to rapid changes in the business environment are those with a clear understanding of dynamic market forces, including competitors' actions, technological advances, financial conditions, taxation, government policies, customer demands, and shifting preferences. Additionally, successful organizations demonstrate both the capacity and the willingness to respond effectively to significant, sudden environmental changes. Although the concept of resilience and its related topics are relevant to any business that provides products or services, they are especially vital for organizations in the utilities and financial sectors. Its importance primarily stems from the need to maintain service delivery during emergencies, crises, or disasters, and to sustain operations despite disruptive events. Research in business administration is actively evaluating and defining the essence of the resilience concept across several key areas. This work has promising future implications, as it aims to provide a set of agreed-upon characteristics based on empirical evidence. These characteristics can inform organizational policy decisions and support the development

of systems, mechanisms, and procedures, thereby directly impacting organizational management. Consequently, businesses must develop ecosystem resilience that allows for ongoing adaptation to external environmental changes. This study aims to identify and analyze specific factors that sustain competitive advantage amid operational pressures and disruptions to operational continuity, providing practical insights for real-world application.

### 1.2. Questions of Research

In the study's qualitative approach, I will analyze the key functions, approaches, and behaviors that influence a business organization's resilience. This will help us understand the practical strategies organizations can use to improve their resilience.

- What key functions, approaches, and behaviors affect the successful resilience of a business organization?

For the quantitative approach of the study:

- Is there an association between the independent variables: Leadership, strategy, operations, communication, organizational learning, technology, financial stability, stakeholders, and organizational culture, and the dependent variable, business resilience effectiveness?

### 1.3. Business Problem Statement

In today's fast-paced, unpredictable world, a business's resilience is vital to protect its survival from risks and threats in the global environment, such as natural disasters, climate change, emergencies, financial crises, and epidemics. Resilience involves the ability to manoeuvre and respond to global challenges by effectively assessing disruptions and threats to the organization and adapting to adverse pressures and life challenges. This requires emotional, mental, and operational flexibility, a good understanding of the environment, and organizational behavior in response to internal and external threats. Researchers agree that resilience encompasses vulnerability, awareness, resistance, courage, and recovery. It refers to an organization's ability to respond to global challenges by assessing threats or disruptions while maintaining essential functions, routines, and restrictions. It also involves developing and implementing responsible and effective organizational policies. In the context of organizational science, this challenge aims to investigate and promote a set of empirically grounded characteristics that directly support decision-making and the effective management of organizational policies. This includes helping develop resilient systems, procedures, processes, strategies, and organizational actions.

### 1.4. Research Objective

This study aims to use a mixed-methods approach to systematically review the literature to identify key factors shaping organizational resilience during crises, disasters, and emergencies. The goal is to develop a comprehensive framework that captures the complex nature of organizational resilience.

### 1.5. Research Thesis

This study argues that the framework for building a resilient

organization must be principled and broad enough to address the unique characteristics, limitations, and contextual factors of each organization in the face of unexpected crises. It is important to remember that this framework need not be a one-size-fits-all, comprehensive model for every business, as resilience can manifest differently across organizations' specific circumstances and operational environments.

### 1.6. Literature Review

In a Turbulent Age, the Only Dependable Advantage is a Superior Capacity for Reinventing Your Business Model before circumstances force you to [2].

### 1.7. Business Resilience

In an era characterized by rapid change and volatility, business resilience has emerged as a fundamental principle for organizations intent on survival and competitiveness. Business resilience encompasses an organization's ability to adeptly navigate and adapt to a myriad of internal and external challenges. This multifaceted concept encompasses vulnerability, situational awareness, risk management, resistance, and recovery. An organization's resilience indicates its capacity to respond effectively, recover promptly, and adapt constructively during crises. It embodies the capacity to absorb shocks, generate momentum, respond to specific circumstances, and proactively pursue transformative activities in the face of unexpected threats to its viability. Achieving this resilience necessitates the management of both internal and external disruptions with a strategic awareness and operational effectiveness, even amid unforeseen circumstances (MIT Management) [2-16]. "Organizational Resilience" plays a crucial role in alleviating emotional strain among members of the organization and in addressing global challenges such as financial crises, climate change, and pandemics, all of which can jeopardize the organization's continued survival, growth, success, and value creation. For organizations seeking to enhance resilience, it is essential to confront four principal challenges: an unpredictable world; a business's need to safeguard against; strategic, political, and ideological factors. Recent research has identified between 11 and 33 critical factors that enhance the effectiveness of resilient organizations, including flexibility, robust control systems, resource management, preparedness, decision-making processes, social capital, comprehensive policy frameworks, team culture, sustainable financial partnerships, customer engagement, modernization initiatives, and a commitment to continuous learning. This synthesis draws on diverse contemporary research efforts into organizational resilience [2,4]. This study uses Hamel & Valikangas's definition of resilience as the ability of businesses to respond quickly to environmental changes (p. 6). This involves predicting potential risks, effectively managing various events, and adapting to evolving circumstances. The existing literature has examined this concept from various perspectives traits, outcomes, processes, strategic behaviors, and performance metrics to provide a comprehensive understanding [3]. However, substantial knowledge gaps remain, especially regarding empirical studies that explore the mechanisms underlying organizational resilience and the factors that

shape it. For instance, how organizational resilience is operationalized and how effective strategies for achieving it are understood in practice remain unclear, underscoring the need for "triangulation" studies using mixed methods to clarify this important topic. Yang and colleagues conducted a rigorous case study to enrich the existing literature on organizational resilience by providing empirical insights into the effectiveness of resilient business practices. The impetus for this study arose from a notable information gap concerning the relationship between single organizations and resilience, particularly in the context of unprecedented crises. Given that China was the first nation significantly affected by COVID-19, the researchers focused their investigation on a prominent Chinese retail company, "YONGHUI," to examine how it gauged the epidemic's impact. The study's findings culminated in the assertion that an organization's resources, operations, and performance are governed by three critical factors: inputs, processes, and outputs. These elements are analysed within three distinct organizational contexts: the pre-outbreak phase (preparation), the post-outbreak phase (response), and the post-threat landscape (development). In the initial stage, organizations prioritize the acquisition of reserves and capabilities, as well as preparations to establish new competencies. The subsequent stage involves a strategic approach to developing mutually beneficial activities. The final phase emphasizes the importance of continuous efforts to cultivate learning capabilities, transforming crises into opportunities for organizational growth and resilience.

Effective management requires heightened awareness of crisis management across the organization and the cultivation of robust organizational capabilities to respond to crises effectively. Moreover, it is imperative for the company to bolster its commitment to social responsibility and to engage more closely with stakeholders to align with their interests. Leadership must enhance its adaptive capacity in the face of crises through continual learning, a culture of innovation, and the proactive identification of opportunities to augment the organization's sustainability. In summary, resilience is the capacity to recognize and respond to environmental changes, thereby enabling the organization to adapt. It encompasses identifying opportunities and challenges arising from both sudden and gradual shifts in the external and internal environments, as well as the organization's ability to respond effectively to them. Such resilience is crucial for navigating crises and disruptions and enduring unexpected events, making these qualities vital for the organization's long-term survival and success.

### 1.8. Organizational Resilience Frameworks

A review of the academic and professional literature shows that many organizational development frameworks exist, each with distinct focuses, benefits, and drawbacks, helping organizations remain resilient in the face of various environmental challenges. However, some variables are standard across all of them, such as leadership, governance, strategy, and brand (see Table 1). As noted, the study aims to give readers a broad understanding of organizational resilience, highlighting the factors that influence a business's ability to withstand challenges. KPMG offers a research-

based framework to help organizations move from reactive to proactive strategies during emergencies and crises [9]. The framework includes six key areas: market dynamics, geopolitical awareness, continuous updates to the product lineup aligned with customer preferences, handling legislative and regulatory changes, supply chain strategy, and resilience-building. Similarly, McKinsey and Company, based on 300 leaders in its annual survey, identified factors that support the development of risk management capacity, including finance, operations, organization, technological innovation, business models, brand reputation, and ESG. Alternatively, PwC (2024) highlights six critical areas for decision-makers: crisis management teams; supply chains; finance and liquidity; strategy; brand; tax; and trade. Through analyzing and synthesizing the literature, Nasab et al., identify 14 themes exemplifying resilience: flexibility, control, resources, planning and preparation, decision-making, social capital, policy, team viability, culture, collaboration, markets and customers, modernization, and organizational learning. Conversely, Morales et al., identify 33 variables that influence a business's resilience, including shared vision, leadership, decision-making, change management, commitment, networks, core values, focus, supervision, and information systems management [3,15,17]. They also stress the importance of adaptability, management systems, roles, and responsibilities. They underscore the need to break down silos, foster innovation and creativity, and promote understanding of interconnectedness, psychological cohesion, involvement, systemic focus, data driven decision-making, and organizational learning. Radic et al., propose a framework with 13 factors defining organizational strength: crisis management, culture, supply chain, customer focus, digital capabilities, external collaborations, finance, HR, innovation, product focus, strategy, leadership, and value proposition [4].

Chen and colleagues developed a resilience organization framework, which was analyzed quantitatively across the best practices of six notable companies in resilience: Microsoft, Apple, Airline, Southwest, Lego, and Kyora. The goal was to identify standard organizational best practices and create measurement tools to evaluate the phenomenon across different organizations. This framework comprises 20 topics focused on five dimensions: Capital, Strategy, Relationships, Culture, and Learning, which were examined using statistical methods (p.20). Similar elements are found in the Mosteanu framework: proactive risk management and response; strategic planning and adaptability; organizational culture; supply chain resilience; employee health; communication and information systems; continuous learning and improvement; and leadership and governance [14]. HBR's Winston highlights five key elements of resilience financial flexibility, product diversity, agility, purpose, and trust along with stakeholder engagement [7]. Mo Heng discusses BCM as a comprehensive framework developed by the BCM organization, based on a systematic, strategic approach to ensuring organizational resilience and recovery during crises [18]. This framework includes elements such as analysis and review of BAR and business impact assessment (BIA) across organizational areas like strategy, operations,

organization, communication, management, maintenance, and improvements covering innovation and technology as well as understanding with all stakeholders, compliance with regulations and government laws, finance, financial efficiency, and informed investments. The framework aims to ensure standards-driven work from the planning stage through all processes, activities, and threats. Since 2019, it has been adopted as a global standard in ISO 22301.

However, this system of standards is criticized for not being suited to the complex, ever-changing nature of our time and for requiring upgrades to address uncertainties, such as the shift from a defensive to an offensive strategy. For example, by 2023, Steen and colleagues propose upgrading and expanding the field of Engineering resilience (p. 4). MIT University's (2024) curriculum design is based on the systems thinking approach, whose principles inform the design of business processes during crises, thereby creating flexible, robust processes. By examining assumptions in real time to ensure they are still valid and adapting when necessary, it is important to understand the difference between the real-time operation of the system and how it was supposed to work, and to treat disruptions as part of

a system that the business should operate within, while evaluating the company's survival. The main dimensions to address include operational technology, organization, risk management, organizational learning, system improvement, strategy, flexible systems, understanding and integrating potential technologies, including their limitations, and knowledge in the field to incorporate into the organizational culture. Lastly, the HBS curriculum, like its predecessor, identifies several areas the organization must focus on to establish resilience, such as fostering an organizational culture of creative flexibility, embracing change, and learning from failure or error. Strategy and strategic planning that are wise and flexible, strengthening the supply chain and backing it up with additional suppliers, reducing financial risks, and diversifying sources of income, preserving raw materials to survive in the economy, constantly monitoring market conditions, practicing agile leadership, and maintaining effective and open communication with all stakeholders. Further develop talented teams capable of solving problems through training. Emphasize technological innovation, automation, and communication networks for immediate collaboration or crisis support. Promote open communication with the local community.

Preference	Organizational Area
First	-Strategy & Brand
	- Human Capital
	-Leadership & Government
	-Technology
Second	-Finance & Liquidity
	-Tax & Trade
	-Flexible Systems
	-Understanding risks and Impact
	-Innovation
	- Organizational Culture
Third	-Cooperations & Networks
	-Agility & Lean Production
	-Governance & Control
	-Commitment
	-Organizational Learning
	-Business Model

**Table 1: Literature Preference of Resilience Factors**

## 2. Methodology of Research

The study employs a mixed-methods design, combining both qualitative and quantitative approaches to improve the analysis results. The analysis is split into two phases: the first is a qualitative phase that uses content analysis of 30 academic research reports and professional publications published between 2019 and 2025 to identify patterns, themes, and categories that influence the effective management of risks and challenges posed by various crises, disasters, and emergencies faced by a business organization. This involves a systematic review of predefined, clearly defined characteristics (Leady & Ormrod). The primary goal of the study is to clarify what the existing literature

identifies and describes, and how the concept of effective business resilience operates across nine identified categories: leadership, financial management, operations, organization, technology, strategy, communication, culture, and stakeholders. Content analysis differs from other methods in its systematic approach to extracting, interpreting, and analysing text to identify patterns, themes, and insights. The conceptual framework serves as a structure that shapes the study's scope and direction, rather than merely summarizing the results. This approach highlights key concepts and variables that inform the analysis and enable more profound exploration of the core factors and organizational practices essential to strategic

crisis management during emergencies, thereby providing a clear conceptual pathway. It ensures the research addresses not only immediate challenges and threats but also broader applications of agility, innovation, and the maintenance of competitive advantage, even in unusual situations within an uncertain business environment. As a result, the categories identified aim to contribute meaningfully to both the theory and practice of organizational effectiveness in managing resilience (see Figure 1).

**2.1. Data Collection and Sampling**

The data will be collected by selecting a sample of specific literature sources, such as academic articles and professional economic papers, which have been coded based on predefined characteristics of resilient business being studied in relation to the business problem and questions. A targeted sample of 30 texts on business problems and questions has been selected. Generally, a minimum of 10-20 observations is recommended to avoid unreliable results from small samples; however, this study selected 30 units to

improve precision. The material was intentionally chosen using a non-random method intended to gather the most relevant information for the study. These materials were limited to the period from 2019 to 2025.

**2.2. Data Analysis**

Data analysis was conducted using the 1998 Croswell "Spiral Analysis Model," which is based on a spiral process that begins with data collection and organization. It then involves breaking down large verbal units into smaller parts. The next step is perusal: understanding the overall logic of the data and taking notes on initial interpretations. Following this, classification groups the data into categories, subcategories, and themes to uncover the meanings within. Finally, synthesis is performed by proposing suggestions or hypotheses derived from the data. This also includes examining relationships across categories and creating tables and hierarchical diagrams to present the findings visually.

**Research Layout**

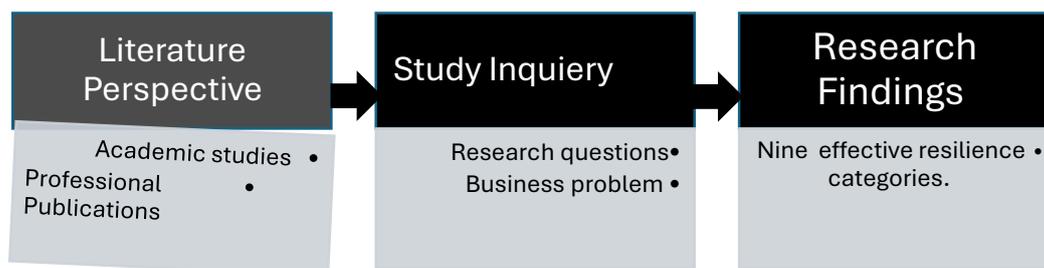


Figure 1: Research Layout

Authors	The impacting factor	Activity and practice of resilience
Mackenzie & Company (2025). Mystore et al., 2023 Morales et al., 2019 Ferdinate & Prem, 2020 Herrmann et al., 2022 Duchek, (2020). KPMG, (2023) Nasab et al., 2023 Hollander et al., 2024 You (2022) MIT (2025). Lestari, (2024) Khalil, (2019).	<b>Leadership</b>	<b>Risk management and mitigation.</b> <b>ESG management</b> <b>Strategic management - setting policies and management approaches</b> <b>Organizational change management - to adapt to the environment</b> <b>Obtaining information about new trends</b> <b>Assessment of beliefs, assumptions, and organizational behavior</b> <b>Market assessment</b> <b>Structured decision-making process - to create value for the organization, competitive advantage, and high productivity</b> <b>- Organizational continuity management</b> <b>planning and preparedness</b> <b>Strong leadership with awareness of employees and a commitment to nurturing their professionalism</b>
Mystore et al., 2023 KPMG (2023) Nasab et al.,2023 Adams & Woolfolk, 2025. Walton (2022). Herrmann et al., 2022 You, (2022). Chen et al., 2021 Yingqi et al., 2021)	<b>Financial &amp; economy</b>	<b>-Financial &amp; Economic viability.</b> <b>-Cost management.</b> <b>-Profit margins.</b> <b>-Effective hedging.</b> <b>- Expense reduction.</b> <b>Financial Flexibility.</b> <b>-Routine accounting, monitoring of revenue and expenses.</b> <b>Capital structure</b>

Mystore et al., 2023 MIT,2025 You (2022). KPMG (2023). Morales et al., 2019 Lestari (2024). Herrmann et al., 2022 Nasab et al.,2023 Morales (2019). Steen et al.2023 Khalil (2019)	<b>Operations</b>	<ul style="list-style-type: none"> <li>-Operational efficiency, product availability, and shipping.</li> <li>-Risk assessment, product portfolio assessment, and update.</li> <li>- Management of production capacities.</li> <li>- Resource management, resource redundancy.</li> <li>-Design of supply chain strategy: building a flexible supply chain.</li> <li>-Adopting opportunities, modernization, technology, and innovation.</li> </ul>
Morales et al., 2019 Hollands et al., 2024 Mystore et al., 2023 Winston and Polman (2022). Lestari (2024). Nasab et al., 2023 Herrmann et al.,2022 Chen et al.,2021 Khalil, (2019) Yingqi et al.,2021	<b>Organization</b>	<ul style="list-style-type: none"> <li>- ESG</li> <li>-Adaptation to environmental changes.</li> <li>- Management of the routine.</li> <li>-Attention to regulation and legislation changes.</li> <li>- Increase the organization's capacity.</li> <li>-Organizational and individual learning.</li> <li>- Management of the organizational assets.</li> <li>- Monitoring the organizational performance and revenue.</li> <li>Financial management</li> <li>-Developing management &amp; employee resilience training programs.</li> <li>- Develop H.R.M. employees' treatment of stress, fear, etc.</li> </ul>
Mysore et al., 2023 KPMG (2024). Herrmann et al.2022 Dubchek (2020). Adams & Woolfolk (2025). MIT (2025). Lestari (2024). You (2022). Ferdinate & Prem (2020).	<b>Technology and Innovation</b>	<ul style="list-style-type: none"> <li>-Technology, digitization, IT, innovation, and AI are priorities.</li> <li>-Modernization and Atomization of business processes.</li> <li>- Digitization to create a connection between humans and machines.</li> <li>-Productive analysis simulation.</li> <li>- Investments in analysis.</li> <li>-Innovation management of processes and machines.</li> </ul>
Mystore et al. (2023). Herrmann et al. (2022). KPMG (2023). Ferdinate & Prem (2020). Winston & Palmer (2022). HBR Chen et al.2021	<b>Business Mode</b>	<ul style="list-style-type: none"> <li>-Maintaining a balance between stability and flexibility</li> <li>-Developing new products or services</li> <li>-Acquisition of complementary businesses</li> <li>-Diversification of product portfolio</li> <li>-Marketing strategy based on ROI and confidence level.</li> <li>- Products feature</li> </ul>
Morales et al., 2019 Mystore et al., 2023 KPMG (2024) Duchek (2020) Nasab et al.,2023 Adams & Wolfolk (2025). Herrmann et al.,2020 Chen et al.,2021 Hollands et al., 2024 Mo Heng et al., 2023 Steen et al., 2023 Khalil, (2019)	<b>Strategy</b>	<ul style="list-style-type: none"> <li>Flexible strategy. -</li> <li>Proactive strategy. -</li> <li>-Agility &amp; Adaptability.</li> <li>Align resilience with strategy.</li> <li>Systematic evaluation of the organization's KPIs, measurement and monitoring, market monitoring, risk assessment, and adjustment.</li> <li>Survival crises</li> </ul>
Mystore et al., 2003 KPMG (2024) Duchek (2020) Nasab et al., 2023 Herrmann et al.2022 Lestari (2021) Mo Heng (2023). You (2022) Ferdinat & Perm, [2020).	<b>Communication and Cooperation</b>	<ul style="list-style-type: none"> <li>-Clear, transparent communication inside and outside the organization.</li> <li>-Cooperation and trust between the organization and all stakeholders, especially in times of emergencies.</li> <li>-Public relations and treatment of the media</li> <li>-Information and knowledge sharing networks.</li> </ul>

-Ferdinat & Prem, 2020). -Morales et al., 2019 KPMG (2024). Lestari (2024). Duchek (2020). Hollands et al., 2024 Herrmann et al., 2022 Nasab et al., 2023 You (2022). Chen et al., 2021 Khalil (2019)	<b>Organizational Culture</b>	- <b>Commitment, Learning, Motivation, and Problem Resolution.</b> - <b>Organizational behavior and empowering relationships.</b> - <b>Taking risk into consideration.</b> - <b>Personal and organizational learning, and lessons learned.</b> - <b>Social capital cognition</b> - <b>Culture of trust and independence. Reciprocal relationships</b> - <b>Learning resilience</b>
Herrman et al., 2022 Nasab et al., 2023 KPMG (2024) Adams & Woolfolk (2025) Winston & Palmer (2022) Hollands et al., 2024 You (2022) Morales et al., 2019 Mo Heng et, 2023	<b>Stakeholders</b>	- <b>Providing value to customers- Brand value.</b> - <b>Customers and suppliers' new needs.</b> - <b>Build proper channels to engage with customers.</b> - <b>Attitudes and approaches of stakeholders.</b> - <b>Build trust and confidence with investors, customers, and employees.</b> - <b>Establish trust with NGOs and the community.</b> - <b>Focus on the empowerment of employees and rewards in improving market access</b>

**Table 2: Findings of the First Phase of Data Analysis**

CATEGORY	SUB-CATEGORY	PREVALENCE
Leadership	Crisis management	30%
	Resilience management	38%
	Risk management	45%
	Strategic management	5%
	Transformational	8%
Finance and Economy	Effective and tight cost management	95%
	Financial challenges and pressure	66%
	Strategic financial investments	33%
	Financial flexibility and change	80%
	Financial reserve for emergency times	45%
Operations	Resilient and diversified supply chain	45%
	Continuance adaptation and the Flexibility of operational capacity	90%
	Automation and technology, innovation, AI, and digitization of production lines	90%
	Diversifying the products and services portfolio	25%
	Changing/ adapting the business model (BMR)	25%
Organization	Preparing the business for an emergency: reserves, tight financial management, and adaptive capabilities.	90%
	Understanding the changes or risks and how they can impact the organization	75%
	Comply with legislation, regulations, and industry codes	45%
	Developing a resilient, agile, and flexible organization to minimize damage.	95%
	Investments and implementation of innovation, technology, modernization, AI, and automation to improve adaptability.	80%
	Organizational learning, culture, and communication networks	65%
	Organizational and marketing strategies to meet the expectations of the various stakeholders.	75%
Strategy	Strategic planning, goal setting, decision-making, policy development, and resource allocation to achieve long-term benefits while assessing potential risks and uncertainty, and providing clear instructions to teams.	90%

	A flexible and effective adaptation strategy that maximizes organizational capabilities and addresses all risks.	60%
	An initiative strategy to improve execution capabilities and achieve a competitive advantage	45%
	Mix passive, reactive, and defensive strategies	22%
Communication and networks	-Effective and open communication with all stakeholders, internal and external, to establish cooperation and trust.	50%
	- Common frequency communication for employee engagement, decision making, change of knowledge, reporting, cooperation, strategic direction, and feedback	75%
	Emergency networks for cooperation, resilience information, partnership support, and environmental dynamics and trends	75%
Organizational Culture & Learning	Organizational culture has a significant impact on an organization's resilience, as does an inclusive, open workplace culture shaped by managers who inspire and define collective values, principles, and a vision for the future.	80%
	Organizational culture maintains consistency, commitment, and employee motivation, and takes calculated risks through logic. Engagement and empowerment of employees. This culture is known to all stakeholders, both external and internal.	75%
Learning	A culture that promotes organizational extended learning of crisis aspects. Through self-development, continual innovation, and the latest technology, we can learn from past events to improve how we address future ones.	75%
Technology & Innovation	-Investing in the development and promotion of innovation and creativity by making systematic strategic decisions to improve competitiveness in markets and new areas such as organizational management, communication, process optimization, problem solving, adopting new opportunities, and encouraging creative ideas and initiatives to identify opportunities.	75%
	Acceleration and advancement of IT, AI, and digitization technologies for informed decision-making. Using (Gen AI) to improve margins. To automate production processes, develop technology-defined infrastructure to streamline operations and improve cybersecurity.	75%
Stakeholders	The primary focus of the business organization is the human factor to empower him, to inform him that the company will act to assist him in work matters, and to provide him with employment security. To provide him with a common goal, allow him to better adapt to the organization's needs, involve him, and thus increase his commitment and understanding of the situation. In addition to maintaining employees' mental, emotional, and physical health, it allows them to provide feedback and offer new ideas. Moreover, to provide ongoing information with daily updates. As for managers, foster management capabilities and a resilient organizational climate.	60%
	Adapting to the needs of stakeholders, suppliers, customers, and market conditions. For stakeholder trust, we develop engagement plans, ensure transparent communication to understand their expectations and requirements, involve them in organizational activities, and address their concerns. To maintain work networks, collaborate, collect information, opinions, and manage stable relationships. Moreover, finally, to obtain legitimacy from them.	50%
	-Transparency and communication with investors, and prioritizing ESG factors. Regulatory and tax changes. Encourage investors, the public, and NGOs to support efforts to reduce the damage from crises.	38%

**Table 3: Prevalence of Content Analysis Findings**

### 2.3. Second Phase: Quantitative Study

The second phase of the study employs a central tendency method and multiple regression analysis within a quantitative research framework. This part of the research aims to perform a detailed statistical examination to clarify the relationships and effects among two or more variables, focusing on the connections between the nine independent variables and the dependent variable, resilience. This study carefully investigates how the independent variables, Leadership, Strategy, Learning, Technology, Financial Stability, Stakeholders, and Organizational Culture, combine to influence the dependent variable, Effective Resilience. In this study, the data are treated as nominal data. The statistical techniques are chosen accordingly, and therefore, the findings are consistent with this type of data. For example, in addition to Descriptive Statistics, Cramér's V is a measurement of effect size for the chi-square test of independence. It measures the strength of association between two categorical fields.

### 2.4. Research Quality

To ensure the study's trustworthiness, the authors use Lincoln & Guba's methodological model and focus on four key criteria for researchers: Credibility (Internal Validity), Transferability (External Validity), Dependability (Reliability), and Confirmability (Objectivity). Credibility emphasizes how accurately the findings reflect reality, as demonstrated through comparisons with existing literature. Transferability pertains to how well the findings can be applied to other contexts. To support this, the researcher must provide enough conceptual detail so readers or practitioners can correctly apply the findings. Dependability relates to reliability, allowing other researchers to replicate the study in the same setting using the same sources and producing consistent results. Confirmability concerns objectivity: it is achieved when credibility, transferability, and dependability are all established.

## 3. Discussion and Conclusions

The present study on business resilience in the context of crises has delineated nine distinct, empirically tested categories of organizational factors that critically impact the capacity to address the threats and challenges posed by an unpredictable, complex business landscape. These categories encompass the phases of preparedness, tactical response, and ensuring ongoing operational viability during and post-crisis. This research directly tackles key research questions, common business challenges, and specific objectives, supported by a systematic review of relevant literature and professional publications. Additionally, the study elucidates the intricate relationship between organizational dynamism and the existential capacity to navigate crises and environmental uncertainties. It further provides practical insights into future research initiatives. This approach reinforces a robust, coherent framework that integrates theoretical modeling with real-world decision-making processes, consistently refined to mitigate risk. For a visual representation of these concepts, please refer to Table 3.

### 3.1. Organizational Leadership

The first category, organizational leadership, is divided into two subcategories: specific management styles and leadership capacity. This category pertains to a leader, as it is a conductor in an orchestra, the key figure in an organization's ability to survive a crisis, with the baton representing the business strategy. The literature highlights various management styles, including crisis management, resilience management, strategic management, and transformational leadership. However, to meet expectations, a manager must possess personal qualities such as analytical thinking, mental toughness, and the ability to inspire trust across the organization. The expected actions include effective change management, innovation management, strategic planning with a comprehensive risk assessment, careful control of the organization's preparations well before the crisis events such as assessments, awareness, and environmental change monitoring and a focus on developing the most current information sources, partnership networks, adopting advanced technologies, strict financial management, and active involvement in ongoing business operations. As well as stakeholders' engagement, the mental and physical situation. This conclusion aligns with the research literature, which shows that leadership plays a crucial role in integrating employee knowledge and improving their skills. However, the focus also remains on creating a resilient, agile decision-making culture, developing infrastructure for operational improvements, and shaping organizational culture. According to Cramér's V test, the results indicate a strong association between leadership and resilience.

### 3.2. Financial and Economic Viability in an Organization

The finance category is divided into two subcategories: Finance and Economics. This division is influenced by periods of crisis that present challenges and threats to a business's financial health. The literature examines this through various organizational activities aimed at maintaining financial stability. These activities include strategic financial investments, controlled financial flexibility, maintaining emergency reserves, daily monitoring of expenses and income, and developing financial ratios. Even during crises, it remains crucial to manage strategic financial investments by establishing appropriate priorities. From an economic standpoint, organizations are expected to manage their expenses effectively, identify strategic areas for cost containment, oversee costs and debts, and develop a hedging strategy to ensure economic viability in the face of shocks. Most professional publications primarily reflect the organizational preferences within the economic and financial sectors, particularly concerning disruptions in the global supply chain that impose financial strains on organizational revenues. According to Cramér's V test, the results indicate a strong association between finance and resilience.

### 3.3. Business Operations

Professional practitioners see the operational category as a crucial factor in organizational success, influencing both strategic planning and business model development. In this context, operations are divided into two main subcategories: processes and capabilities, underscoring the importance

of robust, resilient, flexible, and agile processes. Ongoing improvement and adaptability are key for operational processes, requiring more flexibility in production workflows and a focus on supply chain resilience and diversity. Structural changes such as automation, advanced technologies, proactive identification of emerging opportunities, and environmental trends are vital to staying competitive. Additionally, strategic initiatives should aim to diversify the company's product or service offerings, with adjustments to the business model as needed in response to environmental changes. The research highlights the importance of building strong frameworks, carefully allocating resources, and blending innovation with sustainability to sustain operational effectiveness under pressure. Regarding operational capabilities, it is essential to prioritize operations to evaluate and improve those that support ongoing progress, mainly to ensure coverage during crises. To enable quick adaptation to changing conditions, there must be systematic daily monitoring and refinement of operational systems. Additionally, it is imperative to acknowledge and monitor shifts in customer requirements and to adapt promptly to these changes, as crises often significantly alter consumer needs. According to Cramér's V test, the results indicate a strong association between operations and resilience.

### 3.4. Business Organization

The organization category emphasizes the organization's focus on building resilience, which involves maintaining reserves, practicing strict financial management, and adapting throughout the organization. It is divided into two subcategories: internal and external (environment). Internally, key elements include understanding the risks posed by emergencies or environmental changes and assessing their potential impact on the organization's survival and continuity. Organizational resilience is then developed through agility, flexibility, and adaptability to minimize damage, based on collected assessments. To support this, the organization must make informed investments in innovation, technology, and modernization, utilize AI and databases, and adjust marketing strategies and sales policies during crises to preserve market share and maintain trust among members. Externally, it involves compliance with legislation, regulations, and industry standards, as well as adopting a systemic approach informed by external factors. This includes establishing communication and information networks with outside parties, such as the government, the local community, and the city hall, and aligning with stakeholder expectations, including social norms, shared values, and integration with the surrounding environment and other organizations. Initiating PR activities and safeguarding the organization's reputation are also essential. This framework aligns with the research literature; for example, Mosteanu concludes that a key approach is to conduct thorough assessments of potential risks, challenges, and vulnerabilities and, based on these assessments, to design and implement a strategic plan to enhance organizational resilience [14]. This approach provides a strong foundation for an organizational resilience framework (p.52). According to Cramér's V test, the results indicate a strong association between organization and resilience.

### 3.5. Organizational Strategy

The category is considered one of the six essential factors for a resilient organization in research literature. It must reflect the organizational and business perspective. In this study, it is divided into two subcategories: organizational strategy and the business model (business strategy). According to the literature, organizational strategy is categorized into three types: proactive, passive, and reactive (defensive) measures. Each type suits different levels of environmental change complexity. To choose the right option for current circumstances, a shared vision is necessary, along with risk assessment, goal setting, policy development, and resource allocation to achieve long-term benefits. This alone is not enough; teams must be given clear instructions for action and implementation. The goal is a flexible and effective adjustment that maximizes organizational capacity, provides a strong response to all predicted risks, and secures a competitive advantage. Strategic thinking should focus on an appropriate mix of passive, reactive, and defensive strategies. Regarding the organization's business study, which covers many departments such as Finance, HR, Strategy, Marketing, and Sales, it is important to base the analysis on strategic planning and decision-making. The business model's strengths should be carefully evaluated to determine whether changes are needed due to environmental shifts. The organization must ensure the effective adaptation of various systems and mechanisms to respond to emergencies. Incorporating BCM standards early in the strategic planning process is recommended. Special attention should be given to maintaining a strong, diverse supply chain. This conclusion aligns with the literature, which states that a resilience strategy should enable the organization to adapt flexibly during disasters to find solutions that address specific challenges. Additionally, the organization's value proposition to customers should be maintained by balancing flexibility with organizational stability [4]. According to Cramér's V test, the results indicate a strong association between organization and resilience.

### 3.6. Organizational Communication

This category is a crucial element in the organization's daily operations, and its significance increases during emergencies when organizational resilience is essential for coping. In this study, references to this category are divided into two subcategories: intra-organizational communication and work networks for external collaborations. The literature clearly emphasizes the importance of effective, open, and transparent communication with stakeholders. Effective communication for establishing joint training with collaborators promotes key organizational behaviors during crises: employee engagement, assistance in resolving disagreements, employee involvement in decision-making, and the generation of solutions and creative ideas. Additionally, decisions are communicated, strategic guidance is provided, information about changes is gathered, reports are compiled, and feedback is collected. Networks for collaboration, such as strategic and emergency networks, offer strategic guidance among all stakeholders by transmitting vital information and facilitating support and assistance. Maintaining ongoing contact with markets about shifts in preferences, new

demands, and emerging trends helps ensure transparency, build mutual trust, protect the organization's reputation, and maintain a competitive advantage. Literature also highlights the importance of adopting new information technologies and safeguarding information within the organization. Addressing communication issues aligns with the views of various researchers. For example, Morales et al., identify 33 parameters, including contact networks and IT implementation perspectives, in their work on resilience [15]. McKinsey and Company, which focuses on high-tech sector research, also explains that transparent communication about the organization's strengths and weaknesses should be shared with all internal and external stakeholders (p. 11) [17]. According to Cramér's V test, the results indicate a strong association between communication and resilience.

### 3.7. Organizational Culture

This category, which includes identity, accepted organizational behavior, and pride, is considered by the literature to have a significant impact on organizational resilience. Management should emphasize its influence on organizational culture, as it is a crucial factor in the organization's ability to adapt to different environments. Organizational culture directly affects the organization's development and preparedness for crises. In terms of learning, innovation, creativity, and resilience, it helps teams succeed and grow, both during daily operations and in crises. This study divides the concept into two sub-components: organizational culture and a culture of learning and reflection. An organization's culture should be open, guided by senior management, inclusive, collaborative, and forward-looking. Its values are rooted in consistency, dedication, motivation, and strategic risk-taking. It is a company that empowers employees, involves them in decisions and actions, emphasizes innovation, and leverages advanced technology, especially for learning, personal development, and organizational growth. This includes learning from past experiences to improve future responses and adaptability. It also involves developing discussion skills and promoting continuous learning, thereby boosting productivity and supporting long-term growth. The study conclusions are in line with the findings of the literature, for example, Hollander et al., identified that organizational culture should be a management tool in shaping a culture of personal and organizational learning and development, innovation and creativity, and resilience by the various teams that will lead the activity to business success (p.4). Moreover, this will be done through behavior, beliefs, perceptions, and collectivity during times of crisis [3]. Cramér's V test results indicate a strong association between culture and resilience.

### 3.8. Organizational Learning

The category relates to organizational learning driven by organizational culture, aiming to learn from a crisis within the organization. It may involve extracting lessons from past events or adopting best practices from others. The study divides this category into two subcategories: organizational learning and self-learning. Organizational learning focuses on integrating innovation and advanced technology, as well as learning from prior experiences, to improve the organization's ability to manage future crises. It includes

promoting knowledge through training programs, sharing information within communication networks, staying updated on new trends in the business environment, and storing organizational knowledge in IT systems for future use. While encouraging self-learning among organization members through empowerment and a focus on personal growth and specialization, particularly in new technologies and innovation, such as product or service innovation, as well as emerging professions or fields, this is achieved via programs and training that foster effective specialization. The aim is to build self-reliance and the ability to address new challenges. In these learning areas, the study's conclusion aligns with the literature. For instance, Chen et al., examined the "learning resilience" dimension, emphasizing learning's crucial role in boosting organizational capabilities to respond effectively (p. 20) [19]. According to Cramér's V test, the results indicate a strong association between learning and resilience.

### 3.9. Technology and Innovation

This sector is currently experiencing rapid growth, aiming to create a modern, resilient business framework. A primary focus is on improving systems and organizational processes to enhance resilience against unexpected threats and challenges arising from disruptions in the business environment, enabling operations to run as smoothly as possible in a complex setting. This analysis is divided into two interconnected categories: advanced technology and innovation. The literature emphasizes how technology strengthens organizational management practices, supports telecommuting, improves communication, and facilitates informed decision-making. These factors are essential for ensuring organizational survival, increasing market competitiveness, and achieving a sustainable competitive advantage. Additionally, the promotion and acceleration of IT, AI, digitization, and Generative AI (GeNAI) are key to boosting profit margins. On the innovation front, the literature reveals multiple benefits, including modernized processes, enhanced problem-solving capabilities, exploration of new opportunities, stimulation of creative thinking, and cultivation of organizational proactivity. The automation of production lines is a significant means of enhancing infrastructure and strengthening cybersecurity systems, particularly amid emerging business trends. As Radic et al., assert, during crises, innovation is essential for adapting to shifting customer needs and broader organizational demands [4]. Hence, examining innovation processes in regular operational periods is vital for establishing a foundation of stability to navigate emergencies effectively. Additionally, digitization provides significant advantages in crisis scenarios by facilitating seamless communication between humans and machines and among individuals in agile environments (p. 584). According to Cramér's V test, results indicate a strong association between technology and resilience.

### 3.10. Business Stakeholders

The final category of the model is vital for businesses, especially for resilience and decisiveness in strategy formulation and business model design. The research divides

this area into two subcategories: internal and external. The literature indicates that internal partners agree that the business focus should be on empowering human capital and that they should provide substantial support for their efforts. Additionally, to ensure job security, organizations must establish shared goals and support employees in adapting to the organization's needs. Teams should be engaged, committed, and aware of the challenges they face. It is crucial to nurture their mental, emotional, and physical well-being. Lastly, maintaining consistent communication and keeping information up to date are essential. Relationships with external stakeholders must account for suppliers' and customers' needs, as well as market conditions. Building trust and engagement with these stakeholders is essential to enable transparent communication, understand their needs and expectations, involve them in business activities, and strengthen cooperation networks by sharing information and gathering their feedback. Organizations should also prioritize ESG factors and comply with legal and regulatory requirements, including those related to litigation and tax changes. Additionally, engaging non-governmental organizations (NGOs) can help mitigate damage and lower risks during crises. According to Nasab et al., customers and market dynamics influence the optimization of business strategies, market development, market share preservation, and cash flow (p. 189) [4]. Winston elaborates on the concept of stakeholder impact, arguing that when an organization engages a broader range of stakeholders aligned around shared goals and mutual trust, it operates more effectively [7]. This cooperative approach provides the company with diverse support during crises. Cramér's V test results indicate a strong association between stakeholders and resilience.

### 3.11. Identified Trends

- Content analysis techniques uncover new trends in business resilience. For example, Generative Artificial Intelligence (GenAI) is a technology that some experts believe could transform the workplace and account for 40% of global work hours in the next decade [20,21]. This innovative technology, however, remains in its early stages, and its primary goals are to boost job support and business productivity while improving work quality. Reports indicate that data-driven companies can easily implement the system.
- On the other hand, survey participants expressed concern that this technological change might threaten human jobs.
- To help business organizations address environmental challenges and crises caused by various emergencies, it highlights the importance of transforming and adapting the business model to the market. Stakeholders expect companies to deliver differentiated values that maximize

profits. Members of the PwC organization introduce the Business Model Reinvent (BMR) for organizations that will benefit from it, as experts say it enables mapping the products, services, and processes within the current business model, identifying risks and gaps, and developing an optimal new value proposition for the organization [22].

### 3.12. Future Research Concerns

Although extensive research on organizational resilience exists, the literature remains limited, especially in terms of empirical evidence and the intricate dynamics within organizations. Scholars are increasingly advocating a more holistic, integrative approach in future studies that employs triangulation methods to examine a broader range of influencing factors and generate more profound insights. These advancements could significantly improve both practical applications and the theoretical frameworks used in crisis management. A prominent conceptual framework categorizes organizational resilience into three interrelated stages: the forecasting phase, the coping phase, and the post-adaptation phase. However, empirical investigations highlight a notable lack of actionable insights into organizational capabilities across these developmental stages. This gap impedes a more profound understanding among stakeholders in business environments. Additionally, within the academic community, there is no clear consensus on how resilience is defined or what elements it includes. Existing references mainly focus on organizational features such as resources, processes, and capabilities, intending to enable an organization to operate effectively during a crisis and return to normal afterward. However, detailed information about the actions required to achieve organizational resilience is limited. Generally, three main perspectives define the research on this topic: the ability to recover after trauma and the strategies and capabilities needed for crisis response; the emphasis on strengthening and supporting adaptive processes that enable the organization to recover from a crisis; and the focus on predicting and assessing risks or disruptions. Recently, two additional perspectives have emerged: the process-oriented approach, which concentrates on the stages and dynamics of resilience, and the insights approach, which emphasizes practical actions within the organization [1,5].

### 3.13. Quantitative Study Results

The initial statistical test conducted was the calculation of the research data's Central Tendency, a part of descriptive statistics, including the mean, mode, median, and standard deviation (Refer to Table 4) [23-36].

	RES	lear	stk	oper	org	comm	strat	tech	cultu	finan	lead
MEAN	1	0.741935	0.677419	0.967742	0.870968	0.580645	0.903226	0.8	0.677419	0.741935	1
MODE	1	1	1	1	1	1	1	1	1	1	1
MEDIAN	1	1	1	1	1	1	1	1	1	1	1
VARI	0	0.197849	0.225806	0.032258	0.116129	0.251613	0.090323	0.165517	0.225806	0.197849	0
S.devi	0	0.444803	0.475191	0.179605	0.340777	0.50161	0.300537	0.406838	0.475191	0.444803	0

Table 4: Descriptive Statistic Results

Both attached figures (2, 3) present a comparison of the nine indicated frameworks' categories, their means, and variances in the study.

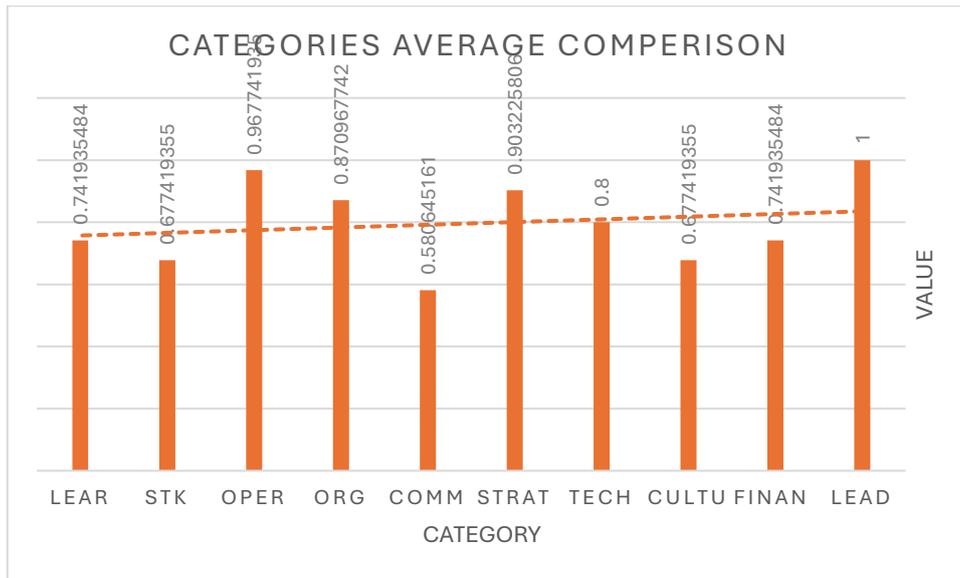


Figure 2

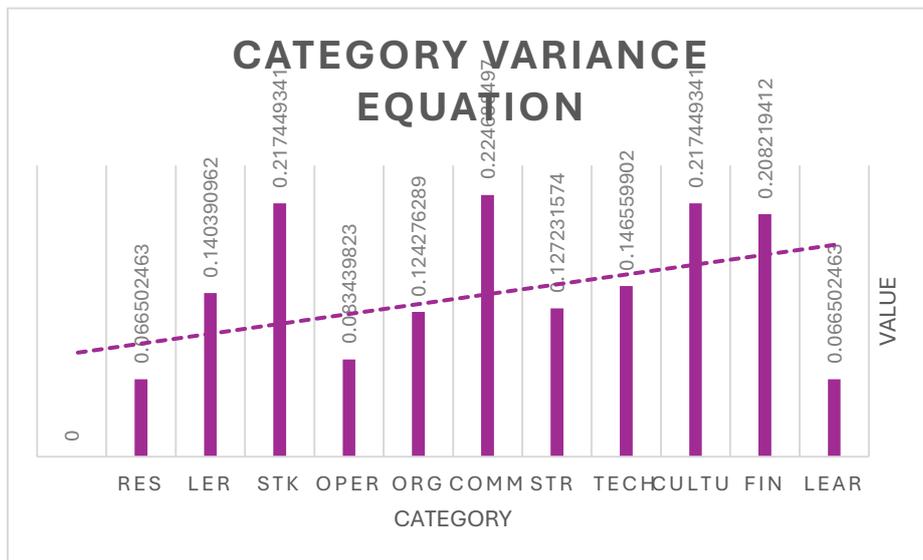


Figure 3

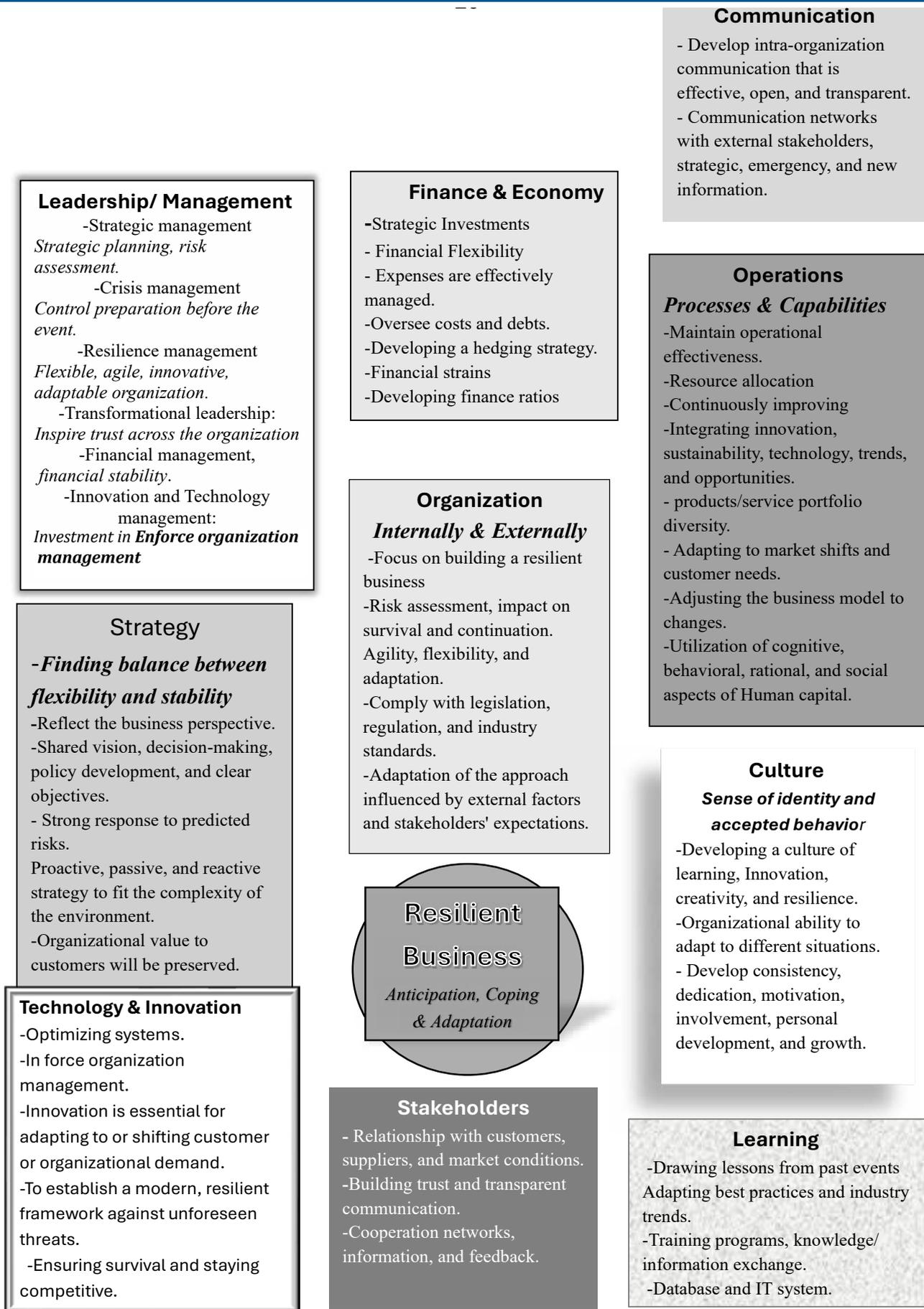


Figure 3: Resilience Organization Framework

### 3.14. Research Limitations

Because of the research methodology, content analysis, and various statistical tests used to analyse nominal variables in nonparametric data, the current study has limitations, including sample size constraints and internal restrictions that limit the applicability of qualitative research findings across settings or populations. However, combining these two methods provides the research with robustness, strength, and validity in addressing this issue. It is recommended that future research continue to explore the impact of the organizational categories identified in the conclusions, using random samples, and, to a greater extent, work to strengthen the current findings in the context of a phenomenon that will continue to affect us and may even worsen its impact on organizations' resilience.

#### Declarations:

Conflict of Interest

No Conflict of Interest

#### Data Availability

The raw data supporting the conclusions will be made available by the author upon request.

#### Funding

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#### Author Contribution

T.R. organized the database, conducted the content analysis and statistical tests, and approved the submitted version.

#### List of Abbreviations

- **BCM** - integrates the disciplines of Emergency Response, Crisis Management, Disaster Recovery (technology continuity), and Business Continuity.
- **ESG** - Environmental, Social, and Governance - is a set of standards measuring a business's impact on society, the environment, and how transparent and accountable it is.
- **ISO-22301** is the international standard for Business Continuity Management Systems (BCMS). It provides a framework for organizations to plan, establish, operate, monitor, review, maintain, and continually improve a documented management system to protect against, reduce the likelihood of, and ensure recovery from disruptive incidents.
- **(GenAI)** Generative artificial intelligence is a subfield of artificial intelligence that uses generative models to produce text, images, videos, audio, software code, or other forms of data.
- **IT**- Information Technology is a broad professional category covering functions including building communications networks, safeguarding data and information, and troubleshooting computer problems.

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