

RESOURCES AND ORGANIZATIONAL RESILIENCE

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Purpose: Identification of internal resources and their role in the generation of organizational resilience.

Design/methodology/approach: The study was based on a systematic review of the subject literature regarding organizational resilience, with particular focus on the issues of internal resources in the context of resilience.

Findings: The information contained in this study allows concluding that resilient organizations are those which appreciate the role of resources and invest in them so that they can be used in a crisis. The authors emphasize that an organization's ability to restore or resume critical functions is highly dependent on their resources.

Practical implications: The study can provide guidelines for entrepreneurs, enabling them to better prepare their entities to cope with a dynamic and dangerous market. The ability to build organizational resilience increases the chance of effective functioning in the event of various threats and crises.

Socials implications: Identification of resources important for organizational resilience is a crucial aspect in social and economic matters. Practical use of this knowledge may affect the stability of many entities, and, in consequence, the stability of their workers' employment.

Originality/value: This paper provides a synthetic overview of organizational resources in the context of resilience, which contributes to a better identification of resources important from the point of view of organizational resilience by identifying and highlighting the multiplicity and variety of resources that determine resilience as well as their potential areas of influence.

Keywords: organizational resilience, resources, adaptation.

Category of the paper: Viewpoint, Literature review.

1. Introduction

Resilience is the capability of a system or society exposed to threats to adapt to a new situation by resisting or making changes in order to maintain an acceptable level of functioning (United Nations, 2005). Nowadays, this concept is of key importance as it represents a new

approach to studying and dealing with potential threats and their effects. Current research on resilience is seeing a shift towards an internal perspective and shock prevention (e.g. Khlystova et al., 2022; Linnenluecke, 2017), whereas resilience in previous investigations was mainly seen as a form of reaction to external threats and shocks (Forliano et al., 2023; Soluk et al., 2021). It is emphasized that resilience may concern not only the restoration of organizational functionality, but also the improvement of organizational processes and the creation of new competencies (e.g. Duchek, 2020; Fietz, Hillmann, Guenther, 2021; Waerder et al., 2021).

In the literature, both world and Polish, one can find numerous studies on resilience (including Kahn et al., 2018; Buyl, Boone, Wade, 2019; Olekalns, Caza, Vogus, 2020; Ingram, Bratnicka-Myśliwiec, 2019; Sienkiewicz-Małyjurek, 2020). However, resilience is such a complex and ambiguous concept that there is still no consensus with regard to the basic definition or determinants of the phenomenon of resilience. This allows for further exploration of this issue.

This paper is focused on internal resources in the context of resilience. The authors have attempted to identify resources that are important for resilience and their role in the process of building organizational resilience. To achieve this specific goal, the study was based on a systematic literature review.

Although literature reviews on resilience are already available on the market (e.g.: Linnenluecke, 2017; Saad et al., 2021; Ingram, 2023), this approach can be considered justified due to the continuous development in the field of resilience and the possibility of using a specific approach, which in this case is the perspective of resources.

2. Organizational resilience and resources - a systematic review of the literature

Organizational resilience is a strategic necessity for organizations if they want to thrive in a dynamic and ever-changing world. The ever-increasing interest in resilience and the determinants of its growth justifies continuous studies and the search for new knowledge in this area. This requires an analysis of the previous achievements described in the subject literature and justifies its systematic review.

For the needs of this study and more extensive research on various approaches to resilience undertaken at the Department of Enterprise Management at the University of Economics in Katowice, the subject literature was subjected to a systematic review. The review in the area of organizational resilience, taking into account categories of resources, was conducted in April 2023 on the basis of the Scopus and Web of Science (WoS) databases so as to find publications of the highest scientific value. For this purpose, the PRISMA Group methodology was applied (Moher et al., 2009). The conducted research process has been illustrated in Figure 1.

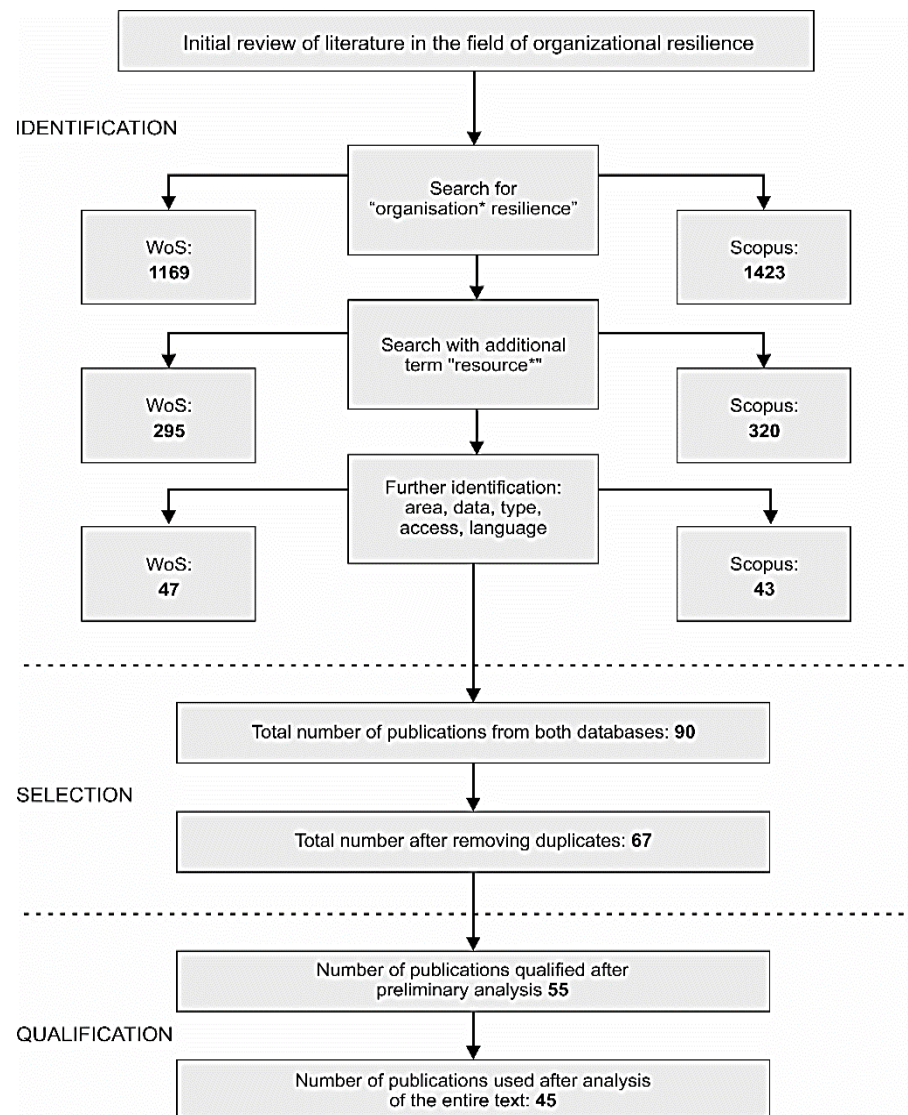


Figure 1. Research procedure applied.

Source: own study based on (Moher et al., 2009).

The initial search for the term “organisation resilience” returned 1,169 entries in the Web of Science (WoS) database and 1,423 in the Scopus (Sc) database. After the word “resource” was added, this number dropped to 295 and 320 items, respectively. In order to further narrow the list, other filters were used: to select articles related to the area of management and quality sciences, the number of studies subjected to analysis was reduced to those indexed in the field of ‘Business, Management and Accounting’ in the Scopus database, and in WoS - to the areas of ‘Management’ and ‘Business’. In addition, publications since 2010, English-language texts, scientific articles and chapters of books in open access were included, which resulted in the identification of 47 items in the WoS database and 43 in the Scopus database. After excluding duplicate items, 67 publications were submitted for further analysis. A graphical presentation was prepared for this sample - a map of keywords, which is shown in Fig. 2.

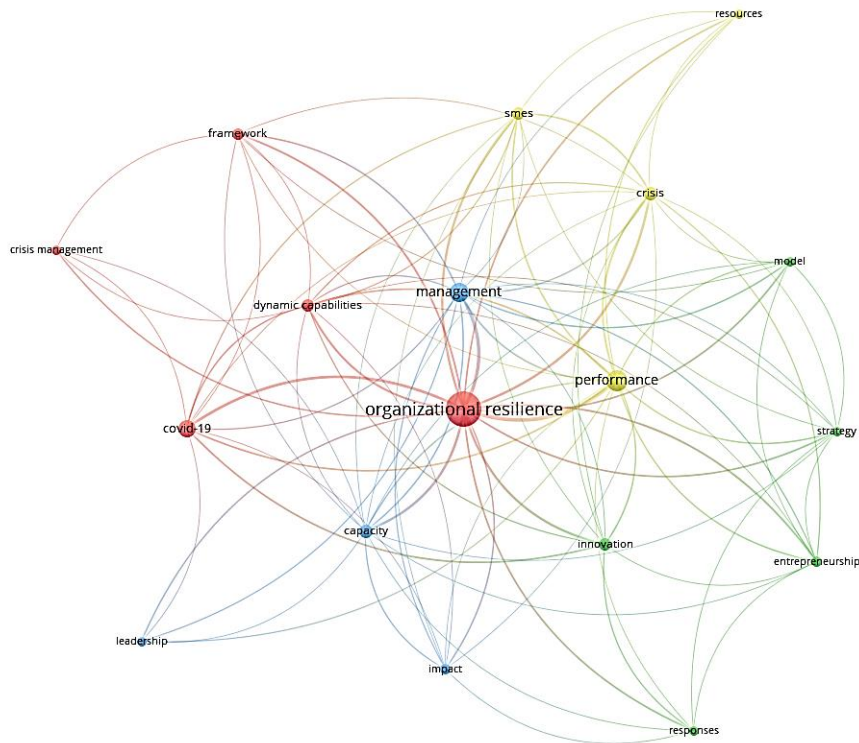


Figure 2. Map of key words in the articles subjected to analysis.

Source: own study based on the VOSviewer software.

It can be concluded from the chart that important issues for resilience researchers are management and performance (the latter especially in the context of SMEs). The role of capabilities, in particular dynamic competences and innovation, should also be emphasized. The chart indicates that the authors of studies are frequently interested in resilience in the context of the importance of entrepreneurship in crisis situations. In their publications, they also attempt to build theoretical frameworks for the phenomena subjected to analysis. The topic of resilience is the most often raised also in the context of crisis situations related to Covid-19.

The content of the diagram indicates that until present the authors have rarely dealt comprehensively with the category of resources in the context of resilience. The diagram includes elements of internal resources, such as: dynamic capabilities, innovations and proper management. Although there are studies in the literature that address the relationship between resources and resilience more broadly (Bostock, Breese, 2021), this topic has not yet been thoroughly analysed, which justifies the rationale behind the approach adopted in this study.

After taking into account the above considerations and the results of the preliminary analysis, i.e. the analysis of titles, abstracts and key words, the authors decided to leave 55 items on the list. Ultimately, this publication was based on 45 items considered to be of key importance (Table 1).

Table 1.

Summary of key publications regarding organizational resilience and internal resources based on a systematic literature review

No.	Source	Goal	Research methodology
1.	Adamides et al. (2022)	Demonstrating how the Viable System Model and the VIPLAN method can be used for strengthening organizational resilience with regard to dynamic climate change through design and organization that enable continued resilience owing to adaptation	Qualitative research (action research)
2.	Aitken-Fox et al. (2022)	Answering the question how organizations (and in particular professionals in HR departments, managers and leaders) made sense of the COVID-19 crisis, took decisions and developed appropriate responses of the organization and the HR department during the pandemic	mixed research (interviews, managerial narratives, survey in the initial phase)
3.	Al-Ayed (2019)	Exploring the impact of strategic human resources management on resilience	quantitative research (survey)
4.	Anwar, Coviello, Rouziou (2021)	Answering the following questions: does having resources in the form of individual resilience and cross-functional coordination make young ventures resilient, and does organizational resilience affect the performance of young companies during a crisis?	quantitative research (survey)
5.	Appiah, Amankwah-Amoah, Liu (2022)	Development of the conceptual model of organizational resilience architecture	conceptual article + case study
6.	Audretsch, Belitski (2021)	Conducting a theoretical discussion and empirical tests, firstly, of the extent to which the interaction between managerial, strategic and operational knowledge facilitates the company's performance, and, secondly, of the role which organizational resilience plays in the relationship between the interaction of knowledge domains and company performance	quantitative study
7.	Bostock, Breese (2021)	Answering the question of how organizational resilience can best be conceptualized theoretically for sports management research and practice	conceptual article + case study
8.	Branicki, Steyer, Sullivan-Taylor (2019)	Inductive theorizing about the relationship between individual and organizational resilience	conceptual article + case study (semi-structured interviews, non-participant observations, focus groups)
9.	Burnard, Bhamra, Tsinopoulos (2018)	Empirical exploration of organizational processes at the beginning of disruptions and exploration of factors that determine different configurations of resilience building	qualitative research (interviews, observations, documentation analysis)
10.	Buyl, Boone, Wade (2019)	Answering the question about the role of CEOs (and, in particular, their greed and recklessness) and corporate supervision in the shaping of banks' resilience in the face of shocks caused by crises	quantitative research
11.	Cappelen, Pedersen (2021)	Answering the question of how time orientation shapes processes of constructing organizational identity	case study
12.	Conz et al. (2022)	Addressing the question of how entrepreneurs respond to and build organizational resilience in a crisis environment	case study

Cont. table 1.

13.	Duarte Alonso, Kok, O'Brien (2020)	Answering the questions of how Spanish winery owners perceive the impact of Brexit on their operations, how Spanish winery owners responded to minimize the impact of Brexit and how they built the resilience of their organizations	case study
14.	Eriksson, Heikkilä, Nummela (2022)	Answering the question of how SMEs with international growth strategies introduce innovations to their business models so as to increase organizational resilience	case study
15.	Fietz, Hillmann, Guenther (2021)	Answering the following question: which (and how) cultural dimensions influence organizational resilience	quantitative research
16.	Forliano et al. (2023)	Examining the impact of a company's technological orientation on its resilience to Covid-19, while considering the maturity of the company's digital strategy as a mediator of the relationship between the company's technological orientation and resilience to Covid-19	quantitative research
17.	Gerschberger Melanie, Ellis, Gerschberger Markus (2022)	Building and enriching the theory in the area focused on how individuals contribute to resilience	qualitative research
18.	Hoegl, Hartmann (2021)	Determining challenges in resilience research	conceptual article
19.	Huang, Xing, Gamble (2019)	Understanding the factors that determine employees' well-being (Chinese retail) in the context of resilience. Analysis from a gender perspective.	quantitative research (survey)
20.	Hung et al. (2022)	Demonstrating the usefulness of the Lean Daily Management System (DMS) method in medical institutions for responding to threats and crises	qualitative research (semi-structured interviews)
21.	Kahn et al. (2018)	Developing a theoretical model that maps how social processes occurring in parts of an organization influence its members' responses to adversity and, ultimately, how they influence organizational resilience	conceptual article
22.	Kennedy, Linnenluecke (2022)	Development of research on circular economy, proposing a research agenda that links circular economy with resilience at multiple levels	conceptual article
23.	Kim et al. (2022)	Summary of research on the role of human resources management in the era of environmental disruption, as well as identification of problems and directions for further research and practical implications	conceptual article
24.	Lee et al. (2022)	Presentation of the impact of global talent management in international corporations on the organizational resilience of domestic subsidiaries during a crisis and discussion of their practical implications	quantitative research
25.	Manab, Aziz (2019)	Research on the moderating effect of knowledge management on the relationship between critical SRM (Sustainability Risk Management) factors and company survival among the listed companies (PLCs) in Malaysia	quantitative research
26.	Mihotić, Raynard, Sinčić Ćorić (2023)	Development of theoretical understanding of how family businesses cope with unexpected and highly disruptive events by examining how family resilience capacity is transformed into organizational capacity in various ways	case study
27.	Minbaeva, Navrbjerg (2023)	Initiating the process and focusing future research on strategic human resources management (SHRM) in the context of environmental crises	qualitative and quantitative research, interview and survey
28.	Mitsakis (2020)	Creating the foundations of the concept of Human Resources Development (HRD) in the context of resilience so as to initiate a dialogue on its ability to make a significant contribution to organizational resilience	conceptual article

Cont. table 1.

29.	Njuguna, Maingi, Kiria (2021)	Examining the role of HRM practices in the process of shaping organizational resilience	quantitative and qualitative research
30.	Ozanne et al. (2022)	Identification of social capital (SC) and dynamic capabilities (DC) as determinants of resilience	survey research, partial modelling of structural equations
31.	Pham et al. (2021)	Conceptualization of the role of social networks in the building of resilience to disasters and crises in hotel and tourist companies	conceptual article
32.	Reyes et al. (2021)	Identification of leadership behaviours important for the effectiveness of actions in crisis situations	conceptual article
33.	Rodriguez-Sanchez et al. (2021)	Analysis of the role played by corporate social responsibility in relation to employees (CSRE) in the promotion of resilience at work and of how resilience translates into organizational learning capacity (OLC) and company performance	quantitative research – survey, modelling of structural equations
34.	Roffia, Dabić (2023)	Demonstrating the impact of managerial control tools, of the availability of additional financial resources and of the use of integrated ERP systems on the organization's resilience	quantitative research - survey
35.	Sakellarios et al. (2022)	Identification of factors enabling micro- and small businesses to cope with the effects of a long-term crisis and developing a conceptual model	qualitative research and interview
36.	Santoro et al. (2021)	The aim of the article is to assess the impact of organizational resilience on the perception of entrepreneurship, including the presentation of the moderating role of stakeholders	quantitative research
37.	Simms et al. (2022)	Exploring the impact of effectuation and causality logic on the resilience of small and medium-sized enterprises in the face of disruption caused by Covid-19	case study
38.	Shepherd and Williams (2022)	Analysis of data regarding resilient organizations' response to the crisis of COVID-19 and proposing a model of the organisation's response paths leading to resilience	qualitative research
39.	Singh et al. (2022)	Analysis of literature in order to identify adaptive capacity in non-profit organizations and presentation of a conceptual framework for adaptive capacity in these organizations	conceptual article
40.	Soluk et al. (2021)	Explanation of adaptive and behavioural changes in family businesses responding to external shocks	qualitative research, interviews
41.	Stötzer et al. (2022)	Demonstrating resilience mechanisms (i.e. all types of resilient behaviours, resources and capabilities) that were helpful in overcoming the challenges of the pandemic	conceptual article and interviews
42.	Trieu et al. (2023)	Exploring how SMEs can use information technology (IT) to overcome crises, implement innovative ideas, adapt to changing conditions and take new initiatives	quantitative research
43.	Waerder et al. (2021)	Analysis and evaluation of the contribution of non-profit and private companies to the resilience of non-profit companies in the context of the refugee crisis in Germany	case study
44.	Zhou et al. (2022)	Taking into account the perspective of HRM as a basic factor influencing the building of organizational resilience, Developing a model for the assessment of how high-performance work systems build organizational resilience while taking into consideration the perspective of HRM as a basic factor influencing the process of building the organization's resilience	quantitative research
45.	Zighan et al.	Analysis of operational practices used by small and medium-sized enterprises to support resilience in the face of the Covid-19 threat	qualitative research, interview

Source: own study.

The analysis of the content presented in the finally qualified publications provided a basis for identifying resources important for resilience and their role in the process of building organizational resilience.

3. Organizational resilience - the essence

Organizational resilience is understood primarily through the prism of the organization's ability to cope with shocks (adaptation, persistence) and bounce back to the previous path after shocks caused by threats (e.g. Adamides et al., 2022; Branicki, Steyer, Sullival-Taylor, 2019; Buyl, Boone, Wade, 2019; Gerschberger, Ellis, Gerschberger, 2022).

The analysis of approaches to organizational resilience contained in the subject literature allows classifying it into two categories, i.e. 'rebirth' and 'precursor'. The first approach, which illustrates an organization's ability of responding to single threats so as to return to the previous situation, is reactive in nature. The second approach, which refers to the ability of getting used to changes and identifying new opportunities as part of a crisis event, is tantamount to a proactive response to new conditions (Mitsakis, 2020). Similarly, Lee et al. (2022) describe two different approaches to the problem of building organizational resilience, the first of which indicates the relationship between the resilience process and the return of an organization experiencing a disturbance to the equilibrium process. In the second approach, resilience is defined as a process of learning and adapting to current disturbances, as well as preparing for upcoming ones (Teo et al., 2017).

A 'resilient' organization is therefore understood as one being able not only to identify and respond to critical changes and potential threats, but also able to learn and introduce changes and innovations after a crisis situation has occurred (Duchek, 2020), and capable of looking for new opportunities in a crisis situation.

Moreover, organizational resilience is generally described as the organization's ability to anticipate, plan in advance and deal with unexpected potential events through the SRM (Sustainability Risk Management) approach so as to ensure the long-term survival of the company (Manab, Aziz, 2019, p. 587). The emphasis here is on the relationship between resilience and the long-term implementation of strategic assumptions. Zighana et al. (2022) describe organizational resilience as the ability to adapt to destructive threats in the short term in order to meet long-term needs.

From the psychological point of view, resilience is largely defined as individuals' ability to effectively cope and adapt in the face of loss, difficulty or adversity (Shin et al., 2012), which suggests appreciation of the role of human resources in creating organizational resilience (Huang, Xing, Gamble, 2019; Zhou et al., 2022). The definitions primarily emphasize the importance of competences, while the perception of organizational resilience emphasizes its

process side rather than its resultant side. For example, Anwar, Coviello, Rouziou (2021) perceive organizational resilience through the prism of competencies viewed as processes enabling the use of resources to gain a competitive advantage. There are also approaches that depart from this tendency. For example, Bostock & Breese (2021) define resilience as the ability to consistently achieve high results in relation to system goals in the presence of major stressors and over a given period of time, and do not refer to the survival and prosperity of the organization. Worth mentioning here is the fact that the concept of resilience is not only linked to specific threats, but it is also considered in the context of everyday situations (Branicki, Steyer, Sullival-Taylor, 2019).

The presented approaches to organizational resilience emphasize its dynamic and process-based nature. Such an approach is presented by some authors of research conducted in the area of organizational resilience (Kim et al., 2022). Williams et al. (2017) claim that it is a process of building the ability to interact with the environment and, then, using it in a way that ensures the functioning of the organization before, during and after the occurrence of a disturbance. As emphasized by Simms et al. (2022), resilience in the process approach includes a few phases: anticipatory adaptation, exposure, healing and reconstruction, and, next, calibration of the company's defence mechanisms.

The process approach is also intended to shed light on the cognitive, affective and behavioural mechanisms occurring in the face of difficulties, which may enable or prevent individuals from achieving a resilient outcome (Hoegl, Hartmann, 2021, p. 458). However, the process approach is considered in relatively few studies (Duchek et al., 2019)

It is important to draw attention to the specific nature of the perception of resilience, depending on the type of threats encountered by an organization (Kahn et al., 2018). Full-scale crises, natural disasters or attacks usually involve the entire organization, bringing all members together so as to face existential threats (James, Wooten, 2010) and support each other (Powley, 2009). However, such events are rare; more common, though less spectacular, are growing demands that pose the risk of losing the ability to satisfy them (Williams et al., 2017). In such cases, the main actor in the context of resilience is not the organization as a whole, but its individual parts and individual resources. Hence, some of the opinions emphasize the role of selected resources, e.g. Anwar, Coviello, Rouziou (2021) support the position that resilience is a set of competencies based on psychological capital (1st type of resource) and relational resources (2nd type of resource) that helps the organization respond to unexpected disruptions. In the case of the organizational resilience approach, (Conz et al., 2022), the reference to the concept of relational resources by Dyer and Singh (1998) becomes extremely important.

A review of the literature allows concluding that the studies conducted so far assume different contexts for the above considerations, but the specificity of a given context does not evidently affect the approach to defining the notion of resilience.

This article is not aimed at providing an in-depth review of the literature in order to define resilience, which has already been defined in many different contexts and fields, as demonstrated by numerous references to sources. The authors have merely attempted to present examples of various approaches, while referring to interesting issues related to the role of resources in the shaping of resilience.

4. Resources in the context of resilience

The role of resources in the shaping of resilience according to Adamides et al. (2022, p. 2) becomes visible in the recommendation that resilience to crisis events must be built across all assets/resources of the organization (human and non-human). Stötzer et al. (2022) emphasize that resources, in addition to resilient behaviours and abilities, referred to as resilience mechanisms (Hillmann et al., 2020), determine a flexible response to disturbances. Theoretical approaches include those that comprehensively consider the requirements and the role of individual resources in the process of building organizational resilience. For example, Bostock and Breese (2021) offer a theoretical framework based on the concept of organizational resource conversion (Bostock, Breese, 2021, p. 2), which can be applied to any organizational context (Bostock, Breese, 2021, p. 3). This concept is used to build a framework adequate to the adopted perspective, which requires that recommendations for organizational resilience be supported by an understanding of the relationship between organizational features, processes, and outcomes (Bostock, Breese, 2021). What seems to be particularly important in this respect is the need to ensure business model flexibility so as to enable organizations to adapt routines and processes in response to threats (Appiah, Amankwah-Amoah, Liu, 2022, p. 30). In the context of discussion about resilience considered against the background of the potential of an enterprise's resource conversion, Santoro et al. (2020) indicate that organizational resilience itself is an organizational resource mobilized in the event of disturbances. Chen et al. (2021) emphasize the need to consider it in five dimensions, i.e. in the capital approach (capability of serving the debt), strategic approach (product features), cultural (social) approach, relational approach (strengthening the bonds) and learning ability approach (Sakellarios et al., 2022). The above mentioned categories may provide a basis for the classification of resources which build the organization's resilience. The literature also indicates the need to consider resilience in the context of the involvement of stakeholders who offer resources of knowledge and social capital to the organization (Santoro et al., 2020). Stakeholders are therefore assigned the role of an important source of unique company resources. In their research, Shepherd and Williams (2022) have demonstrated that higher resilience is typically observed in organizations which possess significant resources (Lengnick-Hall et al., 2011) and decision-making processes characterized by an appropriate level of

flexibility (Rahmandad, Repenning, 2016), the ability to learn on a continuous basis as well as innovation and creativity (Dewald, Bowen, 2010). When considering the role of resources in the process of building a resilient organization, it should be emphasized that the organization's adaptive ability depends not only on having resources, but also on their skilful usage (Singh, Martins, 2022), which, in accordance with the dynamic approach to the resource theory, is determined by taking into account the mutual influence of resources and the ability to distribute them in an appropriate way (Trieu et al., 2023).

The presented approaches to organizational resilience frequently emphasize the significance of the human factor. It is stressed that at the most basic level, leaders and managers in organizations undergoing crisis must make sense of what is happening and respond as quickly as possible (the degree to which this happens can be conceptualized as resilience in action (Aitken-Fox et al., 2022, p. 3). What turns out to be important in response to a crisis is learning by doing, as different practices, policies and processes need to be tried, and HR professionals prove to be crucial for the performance of this task (Aitken-Fox et al., 2022).

The role of human resources management (in strategic terms - SHRM)¹ in the process of shaping the organization's resilience has also been positively verified in the study of Al-Ayed (2019) and Minbaeva, Navrbjerg (2023), as well as in the study of Kim et al. (2022). In addition to emphasizing the importance of investing in human resources and employee empowerment (as well as investing in the modernization of technological resources), Appiah, Amankwah-Amoah, Liu (2022) draw attention to the role of soft managerial skills (but also, e.g., to the use of external network resources and alliances). On the other hand, Adamides et al. (2022), while stressing the role of a quick response to threats, note that organizations should develop a number of capabilities, including anticipatory adaptation, impact absorption capacity, coping capacity, restorative capacity and adaptive capacity (Adamides et al., 2022, p. 5). J.Y. Lee, D. Yahiaoui, K.-P. Lee, F.L. Cooke (2022), drawing attention to the importance of the resilience building process, also emphasize the need to invest in time before destructive events occur, so as to prepare to overcome the problems (Linnenluecke, 2017). A particularly important role in the process of building the organization's resilience is attributed by the authors to the process of developing human resources and building the resilience of employees, which they consider crucial for creating organizational resilience (Lee et al., 2022).

In previous studies, the need for further research on the relationship between human resources management, employee well-being and resilience strategies (Lengnick-Hall et al., 2011; Linnenluecke, 2017) has been highlighted. There is also an area of new research exploring the development of human resources as a success factor in the shaping of organizational resilience (Mitsakis, 2020) and research on the general importance of HRM practices for shaping organizational resilience (Njuguna, Maingi, Kiria, 2021, Kim et al., 2022).

¹ SHRM has been defined as a model of planned deployment of human resources and activities aimed at enabling an organization to achieve its goals and determine its long-term survival (Minbaeva, Navrbjerg, 2023).

As regards the role of human resources in the process of shaping resilience, attention was drawn to another important concept, namely the relationship between corporate social responsibility (CSR) and human resources management (HRM). Traditionally, CSR and HRM have been considered independent disciplines. However, these two areas are interconnected due to their positive organizational effects for internal and external stakeholders. HRM research focuses primarily on the internal aspects of the company, while CSR is typically focused on external elements (environment, local community, etc.). Nevertheless, these two functions overlap (Rodríguez-Sánchez et al., 2021). CSR and HRM are related to ethical professional conduct towards employees and other stakeholders, which is referred to as the concept of corporate strategic responsibility towards employees (CSRE). Employee-oriented CSRE encompasses a set of 'good' HRM practices the aim of which is to demonstrate that a company recognizes the needs and concerns of its employees. HRM practices included in CSRE, such as flexible work organization, working teams or information exchange mechanisms, are intended to increase employees' internal motivation. In other words, such CSRE practices will have a positive impact on employee behaviour while promoting the atmosphere of resourcefulness in the organization (Rodríguez-Sánchez, Vera, 2015), which leads to increased organizational resilience.

Also knowledge is a special type of resource that can play an important role in creating organizational resilience. As regards organisation's resilience, it was among others found that the managerial component of knowledge (referring to the managerial understanding of structures and processes within the organization) is crucial for building the company's resilience to external shocks and making the company more agile so as to achieve better results and sales (Audretsch, Belitski, 2021). In particular, the knowledge of managers may help to define factors that threaten the organization. It allows managers to spot weaker signals, such as increasing differences in the results or growing anxiety among employees (Kahn et al., 2018). Such symptoms may constitute warning signals to be noticed in order to prevent a crisis and loss of resilience of the entire organization. In the discussion of knowledge, the role of knowledge management should also be emphasized, as it is also a strategic resource of the company, which supports better risk identification and mitigates potential future events, thus ensuring the company's survival (Manab, Aziz, 2019). In this context, it is also worth emphasizing the importance of effective management of talents (Lee et al., 2022), which create a resource of knowledge supported by unique abilities to apply it in practice.

As pointed out by Fietz, Hillmann, Guenther (2021), in the case of competencies important for survival, the following are also emphasized: the role of individuals and cognitive capability endowments, a strong sense of identity and purpose, behavioural capability endowments and relational capability endowments, including trust as an important intangible resource (Lengnick-Hall et al., 2011; Williams et al., 2017). The approach emphasizing the role of an individual is developed in the work of Gerschberger Melanie, Ellis S., Gerschberger Markus (2022). However, the general conclusions from the study allow assuming that organizational

resilience cannot be improved only through organizational competences, but also through the competences of individual employees (Gerschberger, Ellis, Gerschberger, 2022). According to Lee et al. (Ya, Lee, Co, 2022), an important factor that supports the building of resilience is developing the resilience of the employees. It is therefore advisable to shape strategies of human resources development that take into account the impact of these resources on the level of organizational resilience (Lengnick-Hall et al., 2011). It has also been noted in the literature that certain leadership behaviours and traits are particularly important for maintaining the effectiveness of the organization in crisis situations (Reyes et al., 2021). They include among others: optimism, empathy and transparency, the ability to adapt to changing conditions and the ability to utilise relational resources.

Appiah, Amankwah-Amoah, Liu (2022) emphasize the role of appropriate organizational architecture, i.e. processes, people, structure but also culture, in the process of building organizational resilience. Hung and co-authors (2022), on the other hand, highlight the role of proper management in the building of resilience. They draw attention to the usefulness of the Lean Daily Management System (DMS) method for responding to crisis phenomena. The right approach of managers can help to implement appropriate management methods that support quick communication and coordination of actions, which are so important in situations of threat and uncertainty.

Resilience is sometimes also associated with the construct of organizational identity. Cappelen and Pedersen (2021) conclude among others that the organization's past is not only a strategic resource for constructing identity, but also a temporal anchor in which the organization can look for its goals and prepare for future change. They point out that their research shows enabling factors which the past provides for organizational resilience and survival. The researchers indicate that with a clear organizational identity, individuals will appreciate the organization and will be more motivated to engage in prosocial behaviour and cooperate with other groups (Kahn et al., 2018), which will help to strengthen organizational resilience. If only a group identity is developed (concerning some part of the organization), individual groups may compete rather than cooperate in their fight for resources. This situation may lead to a reduction in the resilience of the organization as a whole. Regarding the issue of cooperation, researchers Lee et al. (2013) in their resilience model drew attention to the importance of reducing the role of silos in the process of building adaptive capabilities (Singh et al., 2022). Silos, which are beneficial in the process of building commitment to a specific unit, may have a negative impact and reduce the level of internal cooperation with other teams. It should be emphasized that the effectiveness of internal cooperation is considered a determinant of building organizational resilience (De Waal et al., 2019; Singh et al., 2022).

Other internal determinants of organizational resilience include social capital (SC) and dynamic capabilities (DC). Research findings (Ozanne et al., 2022) show that social capital (SC) is a key resource that can be mobilized by an enterprise to use resources embedded in internal and external relationships so as to respond to disruptions, whereas DCs play a key

mediating role in the ability of enterprises to mobilize SC resources to increase their organizational resilience. Here, an important role is played by social networks, which are a key factor helping to revive micro and small businesses after external shocks by providing greater access to multiple resources (natural, physical, financial, human, social) (Pham et al., 2021).

Duarte Alonso, Kok, O'Brien (2020) emphasize that adaptive competences are represented by quickly available resources and have dynamic attributes. Competencies, which represent what a company can do, are strongly tied to resources and play a crucial role in the development of resilience. The categories listed by Mallak (1999) (vision, values, flexibility, empowerment, coping, connections), internal factors and resilience-enabling factors that have been presented in the discussed theoretical framework together with resources and combinations allow for the identification of different ways of building resilience, which include adding value, innovation, experimenting and organizational learning (Duarte Alonso, Kok, O'Brien, 2020; Flint et al., 2011).

Market threats prompted many companies to increase flexibility, which allowed them to reconfigure their business models adequately to the new situation (Mihotić, Raynard, Sinčić Ćorić, 2023). This theory is consistent with the approach presented by Eriksson et al. (2022), where building resilience is a dynamic process in which enterprises adapt their business models and reconfigure their resources in order to meet challenging market conditions in the future. Attention was also drawn to the key importance of digital competences. The study by Forliano et al. (2023) confirms that a strategic approach to digitalization is important, even in companies with a high level of technological orientation.

An issue that is particularly highlighted in research on resilience is the role of so-called slack resources for developing organizational resilience. It is obvious that the availability of additional financial resources provides an opportunity to take additional actions or obtain additional resources necessary for an appropriate response to crisis situations. However, mere possession of such resources does not guarantee success, as it is necessary to use them in a proper way. Fietz et al. (2021) demonstrate the significance of linking competences and resources. They maintain that competences for sustainability are related to the utilization of slack resources because resilient organizations are those that have more resources and constantly invest in the configuration of resources in order to be able to quickly use them in crisis so as to cope with the situation or even gain an advantage (Fietz, Hillmann, Guenther, 2021). Studies on how entrepreneurs develop organizational resilience in order to maintain business continuity by using slack resources, and research on the entrepreneurial attitude allow concluding that slack resources (the first type, i.e. business resources, and the second type, i.e. family resources) alone are insufficient to turn adversities into opportunities. This requires a strong entrepreneurial attitude (Conz et al., 2022). Bournard et al. (2018) note that the building of resilience depends on an organization's ability to adapt (to flexibly allocate resources in order to respond to a disruption) and to prepare (develop a systematic approach to risk management). How the response process is applied depends on the event itself and the organization's ability

to collect, interpret and effectively use information. The extent to which the organization is prepared thanks to having detailed crisis management plans, and able to adapt by quickly reallocating resources (including the potential use of a greater amount of resources, for example in the event no plans have been prepared) indicates what approach to resilience will be the best for the organization (Burnard, Bhamra, Tsinopoulos, 2018, p. 26). The article is therefore strongly rooted in the situational approach to management and focuses on explaining why organizational responses vary depending on the situation.

The researchers have also found a positive impact of management control tools (budgeting, business continuity plans) on the growth of organizational resilience (Roffia, Dabic, 2023). Companies that prepare monthly economic and fiscal budgets can better predict and manage situations of economic and financial stress, thus increasing their resilience.

In the subject literature, one can also find studies presenting a specific approach to the analysis of the impact of circular economy² on the resilience of the company and branch, where it is argued that reduced dependence on raw materials and increased access to exchange partners may contribute to enhanced resilience (Kennedy, Linnenluecke, 2022). In this case, the resources which increase the organization's resilience are specific organizational solutions, relational capital and, again, the knowledge of managers. This is an important new approach to resilience due to growing concerns about issues such as climate change, biodiversity loss and, more broadly, sustainable development. In this situation, it becomes extremely important to study resilience at different levels, in order to examine how changes in resilience at one level can influence resilience at other levels of the economy.

Another interesting topic is also research on family businesses (Zellweger, Sieger, 2012), which presents a specific set of resilience determinants. Studies conducted in this area indicate various determinants of family business resilience, but due to their specific nature, they do not have attributes of universality and, as such, will not be analysed in more detail in this study.

5. Summary

The authors of this study have presented major approaches to organizational resilience, demonstrating its reactive and proactive nature. Above all, however, attempts were made to highlight internal resources involved in the process of creating organizational resilience.

An extensive analysis of the literature allowed concluding that organizational resilience per se is an organizational resource that is mobilized in the event of disturbances (Santoro et al., 2020). It also enabled identifying a number of various factors (resources) determining the organization's resilience. These included, among others: human resources, intangible

² Circular economy is an approach based on the separation of economic activity from the negative environmental impact of production and consumption (Ellen MacArthur Foundation, 2013).

knowledge resources, organizational and management skills, and financial resources. Each of them has a specific impact on the process of building organizational resilience. Attention was also drawn to the role of slack resources, which may be particularly useful for creating organizational resilience and implementing its functions. In the course of the discussion, the issue of variability of business models in the context of resilience was also raised.

The analysis of the literature allows concluding that resilient organizations are those that have numerous resources, can properly utilize them and skilfully invest in their development in order to be able to use them quickly in crisis. However, the results of the research presented in the subject literature so far do not allow the resources indicated as resilience determinants to be prioritised in a way that seems to result from the opinions of management practitioners. The available studies usually concern a specific type of resources, analysed by individual authors. Therefore, there is no synthetic approach that would enable presenting a set of resilience determinants. This gap is to a certain extent filled by this article, which identifies and highlights the multiplicity and diversity of resources determining resilience as well as their potential areas of influence. Thus, it allows setting the direction for future research, the aim of which will be to identify resources considered as determinants of resilience in the examined companies, while taking into account their importance and the role played in these entities. The following questions need to be answered: How to design, create and maintain resilience processes? What are the dynamic capabilities of individual companies? Which resources do companies perceive as crucial for the process of building their resilience? Which management systems or practices will be important for building resilience? To what extent should an organization have excess resources so as to achieve resilience, and what costs can this generate in relation to the potential benefits?

Creating such a synthetic list will help company managers and administrators to determine their strategies for creating and strengthening resilience, create plans of business continuity and reconstruction in the event of crisis events or other challenges that may pose a threat to the functioning of the organization.

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