ORGANIZATIONAL RESILIENCE AND ITS CONTEXTS – A SYSTEMATIC REVIEW OF THE LITERATURE

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Purpose: The purpose of this paper is to identify and highlight key contexts of organizational resilience discussed in publications from 2010 to 2022.

Design/methodology/approach: This article is based on a systematic literature review conducted using the Web of Science and Scopus databases for the period from 2010 to 2022, with additional studies from before 2010 and from 2023 included to capture significant developments in the field.

Findings: The findings of this study indicate a need for further research on building organizational resilience across various contexts, including external threats such as economic and financial crises, natural disasters, the COVID-19 pandemic, cybersecurity issues, and military conflicts.

Research limitations/implications: The main limitations of our article stem from the selection criteria applied to publications in the Web of Science and Scopus databases. The core phrase chosen was 'organi?atio* resilience' AND context, within the categories of Management, Business, Economics, Business Finance, Management and Accounting, and Econometrics and Finance.

Practical implications: The discussion and findings presented here will provide a foundation for developing a questionnaire on building organizational resilience from a sustainable development perspective.

Social implications: The presented content has helped in capturing the most important contexts of organizational resilience discussed in publications during the period under investigation. These contexts will be incorporated into the questions for a survey on building organizational resilience from a sustainable development perspective.

Originality/value: The article has helped identify the most important contexts of organizational resilience. These contexts will be incorporated into the questions for a survey on building organizational resilience from a sustainable development perspective.

Keywords: organizational resilience, context, systematic review of the literature.

Category of the paper: Literature review.

Introduction

"Make your organization more resilient" seems to be the buzz phrase in management practice recently (Hillmann, Guenther, 2021). Initially introduced by Holling (1973), the term reflects two main aspects: an organization's capacity to return to a state of equilibrium (engineering resilience) and the extent of disruption a system can endure before reaching collapse (ecological resilience). Over the years, numerous definitions have emerged, encompassing:

- an organization's ability to endure, adapt, and grow amid change (Fiksel, 2006);
- its capacity to recover post-disruption (Burnard, Bhamra, 2011);
- the preparedness to anticipate and respond to disruptions, ensuring survival and continued success (British Standards Institution, 2014; Torabi et al., 2015);
- a dynamic capacity for adaptation, evolving and growing over time (Hamsal et al., 2022; Barton, Sutcliffe, 2023);
- an overarching concept enabling not only continuity but also growth, learning, and progress, regardless of surroundings' challenges (Bhamra, 2015).

Additionally, Rahi (2019) expanded on this by defining "project resilience" as the capacity of the project system to be aware of its surroundings and vulnerabilities, and to adapt in order to recover from disruptive events and achieve its objectives.

Based on a broad literature review, Hillmann and Guenther (2021) proposed an integrative model of organizational resilience, emphasizing the importance of resource mobilization and resilient behavior. According to this model, organizational resilience is the ability of an organization to maintain functions and recover fast from adversity by mobilizing and accessing the resources needed. An organization's resilient behaviour, resilience resources and resilience capabilities enable and determine organizational resilience. The result of an organization's response to adversity is growth and learning.

The definitions of organizational resilience across researchers highlight the necessity for a comprehensive review of the most recent literature. The systematic literature review conducted in this study aims to consolidate various perspectives and provide an understanding of resilience in today's volatile environment.

For this review, publications from Web of Science and Scopus were analyzed, with notable studies published prior to 2010 also referenced. Given the growing relevance of resilience in addressing global challenges, this review lays the foundation for future research, representing the initial phase of a broader project at the Department of Business Management of the University of Economics in Katowice, titled 'Organizational Resilience in the Perspective of Sustainable Development".

Methodology

To conduct the study and to identify the main contexts of organizational resilience we have employed a systematic literature review aimed at identifying various conceptual dimensions of organizational resilience. We believe that literature reviews play an important role in academic research. However, systematic reviews face challenges such as lack of authoritative protocols (Paul et al., 2021) which influences also the planning phase (Xiao, Watson, 2019). To avoid most of them our systematic literature review was inspired by the PRISMA model (Lenart-Gansiniec, 2021; Page et al., 2021), which emphasizes transparency and rigor in the research process. The work done involved several stages. Starts with the identification of relevant studies through predefined search criteria, followed by the screening and application of inclusion and exclusion criteria to manage volume of literature. Eligibility of records were based on authors assessment of their relevance and quality, ensuring that only robust research contribute to the final synthesis of findings (Goertel, 2023). This structured approach aimed at enhancing the credibility and reliability of our review, particularly in light of the dynamic and increasingly complex nature of organizational resilience (Bhamra et al., 2011).

The first step involved selection of relevant keywords to facilitate the search and contextual analysis. The primary term, "organizational resilience," was selected on basis of its relevance to the study's objectives. It aligns with our research focus, referring to the ability of entity to sustain its operations in the face of surprising, uncertain, unstable conditions. This search was conducted with the use of the Web of Science (WoS) and Scopus databases. The scope was further refined to include only specific categories: for WoS, these are Management, Business, Economics, and Business Finance, while for Scopus database, Business, Management and Accounting, along with Economics, Econometrics, and Finance were selected. The decision to limit the review to these categories was made to ensure a targeted approach within the most relevant academic fields for our study. Additionally, the identification of new records was carried out by incorporating important studies published before 2010 and those from 2023, as of the date of article selection conducted in June 2023.

This timeframe includes all the most recent available works up to the end of May 2023. Following the initial search, a thorough screening process was applied. Studies that did not directly engage with the topic or align with the research objectives were excluded from the final analysis. This refinement process ensured that only the most relevant articles remained. Finally, a total of 52 studies were included in the review, forming the basis for the comprehensive literature analysis. The following stages of the process of selection, along with the number of results obtained, are illustrated on diagram on Figure 1.
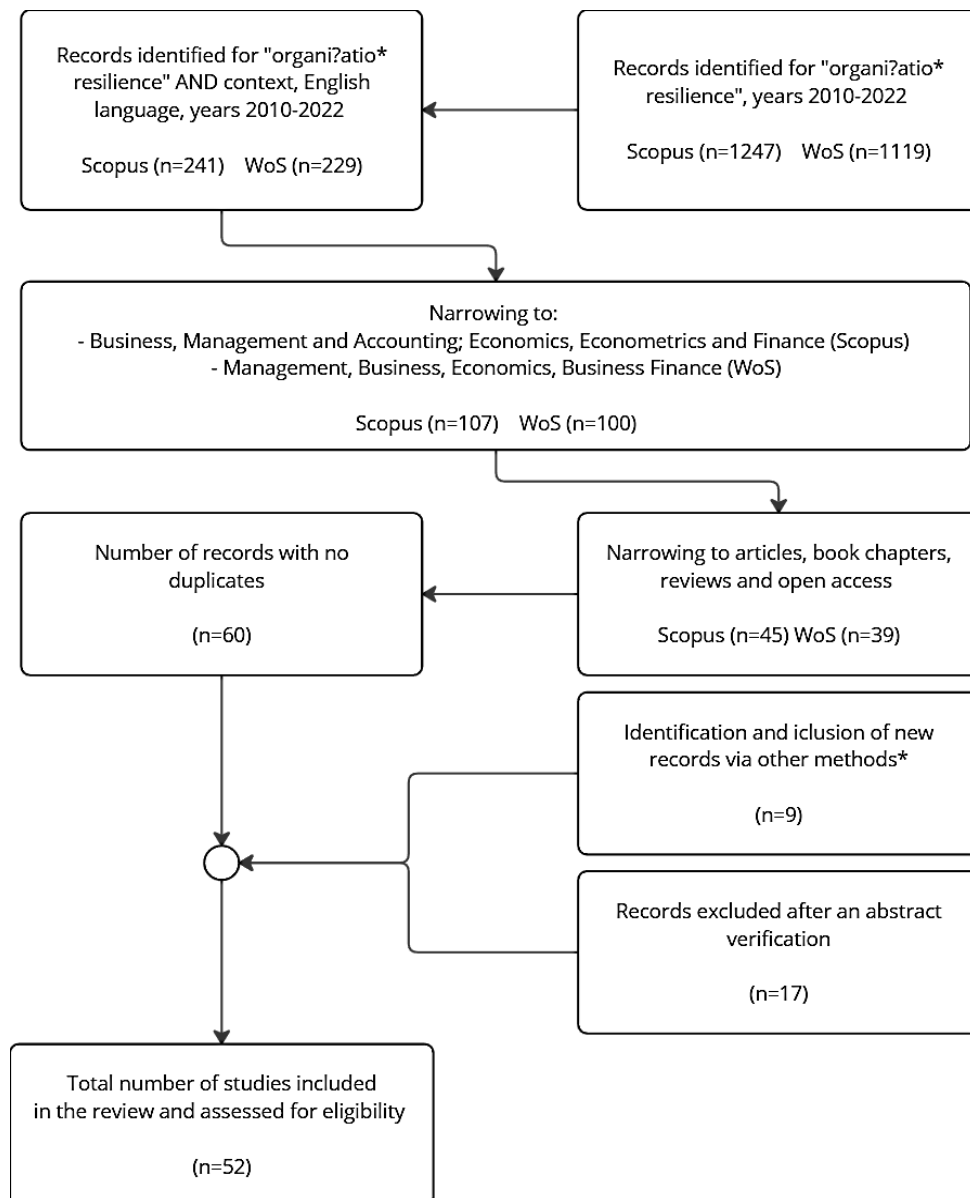
* New records include studies published before 2010 and those from 2023, that were identified as significant by the authors, which were added based on the article selection conducted in May 2023.

Figure 1. The diagram of the stages of a literature review and the number of results.

Source: own work on a basis of Scopus and Web of Science search engines.

Results

Upon reviewing the selected publications, it is evident that organizational resilience lacks a singular, definitive context. Existing research of organizational resilience primarily focuses on the factors that enhance or detract from an organization's viability in the face of threat. While this organization level focus makes important contributions to theory, organizational resilience is also intrinsically dependent upon the resilience of broader social-ecological

systems in which the firm is embedded. Moreover, long-term organizational resilience cannot be well managed without an understanding of the feedback effects across nested systems. In opinion Williams, Whiteman and Kennedy (2021) in the wake of increasing ecosystem volatility induced by climate change, interest in organizational resilience is growing with managers keen to become more adaptive and protect their organizational assets and revenue streams. Yet, we currently have little knowledge of how efforts to enhance organizational resilience may interfere with the natural adaptive cycle of ecosystems, detract from social-ecological resilience and feed back to the organization over time and across spatial scales. They believe that the natural sciences offer organizational scholars the conceptual basis to move toward a more holistic and long-term understanding of cross-scale resilience and the crucial role of organizations.

Korber and McNaughton's (2018) analysis broadens the conversation by linking resilience to entrepreneurship, identifying six research streams. The purpose of their paper was to review existing literature at the intersection of resilience and entrepreneurship. Their paper identifies six research streams at the intersection of entrepreneurship and resilience: resilience as traits or characteristics of entrepreneurial firms or individuals, resilience as a trigger for entrepreneurial intentions, entrepreneurial behavior as enhancing organizational resilience, entrepreneurial firms fostering macro-level (regions, communities, economies) resilience, resilience in the context of entrepreneurial failure, and resilience as a process of recovery and transformation. The review revealed publications imprecisely define constructs and use a limited amount of the extant scholarship on both entrepreneurship and resilience. In their opinion more research should take a more holistic approach to explore entrepreneurship and resilience from a multi-level and longitudinal perspective, especially in the context of socio-ecological sustainability.

Disasters, crises and conflicts frequently serve as contexts for organizational resilience discussions. The 2008 financial crisis prompted questions about the role of CEOs and corporate governance (CG) in banks' resilience to shocks, such as the Lehman Brothers collapse of September 2008 (September 15, 2008 – the date of Lehman Brothers bankruptcy). Buyl, Boone and Wade (2017) found that CEO narcissism was associated with higher risk-taking— reflected in the riskiness of banks' policies. Moreover, they found that this effect was even stronger when narcissistic CEOs were explicitly incentivized towards risk-taking (through stock options), but weaker when these CEOs were more effectively monitored (through the presence of knowledgeable outsider directors). Hence, their findings suggest that it is the combination of CEO narcissism and specific CG practices that leads towards (excessive) risk-taking.

Similarly, Sajko et al. (2021) examined (i) how CEO greed affects corporate social responsibility (CSR) and (ii) how these affect firms' resilience to systemic shocks. They suggest that greedy CEOs are less likely to invest in CSR, especially these strongly motivated by bonuses, threatening the resilience of their firms. They advocate for condemning such behavior to protect organizational integrity.

In war-torn environments, Noor and Walsh (2020) explored the (un)ethical dilemmas faced by managers. War-induced violence disrupts rational management practices, replacing them with improvised, often unethical behaviors and relationships that resemble the "tribal" ones. These new norms complicate standard business operations, dividing wartime management into three main areas: practical aspects of managing in situations of adversity, coping mechanisms, and ethical challenges.

Walker et al. (2020) explored the resilience of diverse organizations, providing essential services to the public, following earthquake disruptions. Their research highlights four critical areas that substantially influence resilience at the organizational level. These include:

- the nature of leadership and situational awareness at senior and middle levels,
- the degree to which organizations are employee-oriented,
- internal and external cooperation,
- the scope of both informal and formal learning among individual employees as well as the organization as a whole.

These key areas, according to the authors, should be viewed as the adaptive capacity of the organization.

The study of Martinelli, Tagliazucchi and Marchi (2018) contributes to the scientific debate on organizational resilience in disaster management, studying it through the lens of dynamic capabilities (DCs) and social capital, and analysing the role of different types of DCs in developing entrepreneurs' resilience during the various periods of a natural disaster. They prove that DCs and social capital are instrumental to enhancing organizational resilience; moreover the contribution of each category of DCs (reconfiguration, leveraging, sensing and interpreting, learning and knowledge integration) and social capital to entrepreneurs' resilience changes according to the temporal phase of the natural disaster under analysis.

The pandemic crisis is another phenomenon that has prompted many researchers to reflect on organizational resilience in various types of enterprises. The lockdown has caused many activities to move to virtual reality. It is therefore reasonable to ask how digitalization has affected the resilience of enterprises. In this context, Bürgel, Hiebl and Pielsticker (2023) ask two questions:

- Whether higher levels of digitalization increase entrepreneurial firms' resilience to pandemic-related crises?
- How context factors (e.g., level of globalization, family firm status, firm size, industry, strategy, prior performance, transformational leadership style, and regional embedding) impact the digitalization–crisis resilience relationship?

Research indicates that globalized and non-family businesses demonstrated greater resilience to the crisis, if they had pre-existing digital capabilities, such as a digitized business model. Enhanced digitalization can be viewed as facilitating cross-cultural interactions, which provide such benefits as technology transfer and knowledge exchange as well as international

trade continuity to globalized and non-family businesses. While digitalization doesn't fully protect these businesses against pandemic impacts, it significantly aids communication despite reduced face-to-face interactions. The pandemic has proven that digital technologies have a profound effect on how organizations systematize and manage their work, and how they create and deliver value to customers. The recent devastating events in Ukraine support this perspective—many Ukrainian companies "quickly switched back" to online-only ways of working. In informal conversations, Ukrainian managers told us that their employees moved across different regions within Ukraine and to different countries in Europe and that the experience with digital technologies that they had gained during the pandemic eased that transition (Minbaeva, Navrbjerg, 2023).

In their efforts to adopt new technologies and their applications, organizations must consider managing the risks associated with the digital environment. Therefore, digital business resilience and cybersecurity are increasingly becoming the context for building organizational resilience. Garcia-Perez et al. (2023) suggest a positive correlation between organizations' effort put in cybersecurity training for employees and subsequent cybersecurity spending increases. Training staff in cybersecurity enhances intellectual capital, building a knowledge foundation across operational and management levels. Trim and Lee (2022) further highlight that cybersecurity, as a strategic management priority, is essential for resilience. They argue that managers should gain insights into the applications, operations, and strategic potential of artificial intelligence to strengthen organizational resilience.

The COVID-19 pandemic is also a context to study the drivers and performance outcomes of organizational resilience in young technology firms. Anwar, Coviello and Rouziou (2023) showed that the individual resilience of top management team members and the level of inter-functional coordination among key areas are positively linked to organizational resilience. In turn, organizational resilience strengthens performance in the face of an adverse environmental shock.

The COVID-19 pandemic triggered significant changes worldwide, and the negative impact was severe in the business environment, requiring immediate decisions to counteract the emerged disruptions. Such difficult phenomena enhance the need of business continuity and resilience, as well as crisis management capabilities for enterprises. Stötzer and colleagues (2022) indicate the methods by which nonprofit organisations are managing the disruptive and extreme risks of a pandemic. The results of their study demonstrate that resilience mechanisms founded on behavioural, resource, and capability variables have become instrumental in surmounting the challenges posed by the pandemic. Argatu and Puie (2021) presented an instrument mapping the ability to overcome the pandemic threats by social economy entities. This instrument is based on three pillars: (1) self-awareness (transformative power and valuing internal resources; (2) collaboration pursuits, (the development of a cooperative network among social actors in the community); (3) resilience insightfulness, based on risk assessment activities, business continuity, proactivity towards innovation and increased knowledge.

An issue of development of organizational resilience in social enterprises operating in developing countries was addressed by Littlewood and Holt (2018). They identified the strategic challenges faced by these organizations, along with the essential resources and capabilities required to navigate complex and unpredictable environments.

In response to pandemic threats and related stressors, Bostock and Breese (2023) examine resilience within sports organizations, addressing a gap in the sports management literature by focusing on resilience at the organizational level. Their article addresses a gap in the sport management literature on resilience in being focused at the organisational level. It builds on key themes in the individual/team sport resilience literature in taking a temporal, dynamic approach and linking resilience to performance management. They introduce the Framework for Organizational Resilience Management (FfORM) within the context of sports management, though the model can be applied across various types of organizations.

A key aspect of building organizational resilience lies in securing a competitive market position. Pratono (2022) explores the impact of organizational resilience and marketing communication on competitive advantage, proposing that product development is the primary driver of this position. Findings indicate that product development is less effective at sustaining competitive advantage during periods of high information technology turbulence than in periods of low turbulence. The research identified four general strategic scenarios based on two criteria—information technology turbulence and competitive advantage:

1. Nurturing Innovators (low information technological turbulence, high competitive advantage), based on: promoting product development to maintain competitive advantage, strengthening marketing communication to enhance product development, enhancing resilience to support product development.

2. Anticipatory Innovators (high information technological turbulence, high competitive advantage) based on: allocating additional resources for both marketing communication and organisational resilience to maintain competitive advantage, especially when product development alone is insufficient.

3. Proactive Innovators (low information technological turbulence, low competitive advantage) based on: allocating resources for product development under conditions of low information technological turbulence to foster competitive advantage, accompanied by enhanced marketing communication and organizational resilience.

4. Reactive Innovators (high information technological turbulence turbulence, low competitive advantage) based on: directing additional resources toward marketing communication, as it has a greater impact on competitive advantage than has an organizational resilience.

You and Williams (2023) explore the role of stakeholder relationships in building organizational resilience, focusing on organizations that collaborate with various stakeholders – such as government bodies, suppliers, and customers – to access various resources that strengthen resilience. These relationships, however, create complex and unpredictable

interdependencies with both positive and negative outcomes. Their study shows that certain relational mechanisms (relational competence, innovative assimilation, and integrative trustworthiness) help to build and reinforce a collectively held orientation when responding to disruptions, whereas other relational mechanisms (identity constraints and asymmetry) serve to undermine resilience. The findings in their paper show that "identity constraints" concerning "who we are" in relation to others can create cognitive and emotional barriers for organizations when adapting to a changing environment - identity constraints act to undermine resilience. Managers are encouraged to be critically reflective on these constraints and be prepared to challenge beliefs, assumptions, and behaviors that may obstruct effective learning. Their findings suggest also that interorganizational relationships based on "asymmetry" can be vulnerable to disruptions. This relates to the demarcation of boundaries between an organization and its stakeholders in terms of power and information. The study supports the view that resilience in practice depends on cooperation within the system as a whole (Andersson et al., 2019), and high levels of asymmetry in relationships can lead to uncooperative behavior. Filimonau and De Coteau (2020), on the other hand, highlight that insufficient cooperation both between the company and its stakeholders and among the stakeholders themselves hinders effective planning and disaster recovery. To address these challenges, they propose developing a framework for action to overcome such problems.

Waehning et al. (2023) also draw attention to relationships and network connections. Their paper offers important theoretical insights into how the resilience of breweries, and other small and medium enterprises (SMEs), is shaped by complex interdependencies and networks and how their adaptive responses might strengthen future business models. Authors reveal a range of factors influencing growth in the UK craft beer sector before the pandemic crisis, such as levels of investment and local network ties, and identify a range of strategies implemented by brewers in response to the crisis, including new packaging and supply channels, more intensive marketing and greater online engagement with customers. Analysis of the intersection between aspects of individual and organisational resilience also revealed that dynamic responses to an external crisis depend on individual resilience characteristics before organisational strategies can be developed. Interesting considerations on building resilience in SMEs were presented by Campagnolo et al. (2022). Their paper empirically uses planning for adversity as an anticipation stage of organizational resilience and tests it in the context of immigrant and native-led SMEs. Results support that regularly scanning for threats and seeking information beyond the local community equips immigrant-led SMEs with a broader structural network which translates into new organizational capabilities. Furthermore, results contribute to the proces-based view of resilience demonstrating that regularly planning for adversity builds a firm's resilience potential, though the effect is contingent on the nationality of the leaders.

In reviewing the selected publications for this systematic analysis, it is important to note that many of them focus on building organizational resilience in small and medium-sized enterprises (SMEs) at different levels. Saad, Hagelaar, Velde, and Omta (2021) describe a multidimensional approach to fostering resilience in SMEs operating in developing countries, where environmental disruptions are frequent and complex. They categorize resilience-supporting factors from the literature into three groups: entrepreneurial factors, firm-specific factors, and environmental and interaction factors.

Borms and colleagues (2023) highlighted the need for resilience in SMEs following the pandemic crisis. They explore how circular strategies can help businesses maintain stability, finding that companies with higher circularity scores tend to be more resilient during crises (such as COVID-19) compared to those with lower circularity. Their findings demonstrate that the best results in maintaining organizational stability arise from combining multiple circularity strategies, and they highlight that company size does not impact the adaptability and flexibility of businesses responding to crisis-driven changes.

Eriksson, Heikkilä, and Nummela (2022) present a detailed analysis of the link between SMEs' resilience and a business model focused on internationalization. They identify several critical factors for building resilience in an international context:

- Digitalization of Services: by offering novel digital services, SMEs can deliver higher and more comprehensive value to their customers, strengthening their market position both locally and internationally.
- Strategic Collaboration: choosing the right approach to strategic cooperation – either with a single or multiple partners in host markets – affects resilience. While partnering with one player is simpler, collaborating with multiple partners requires more resources and commitment but enhances resilience by reducing dependence on a single partner.
- Customer Intimacy: continuously developing close relationships with customers in host markets is essential for resilience, as it improves customer service processes and fosters customer loyalty.
- Agile Use of Resources and Expertise: resilience depends on a comprehensive resource base, including both internal resources and those gained through partnerships.
- Improved Revenue Model: implementing an adjusted payment model, such as monthly fees and constant invoicing, provides a steady cash flow and strengthens robustness of the business.

When faced with challenging conditions, rapid access to various forms of resource can be a key determinant of organisational resilience. The concept of social capital offers the potential to provide insights into this process and thereby gain a better understanding of organisational resourcefulness in a time of major disruption. McGuinnessa and Johnson (2014) showed how small and medium sized businesses (SMEs) in a UK case study were able to exploit their social capital for the necessary resources to help them survive the impacts of a severe flood event. Further, the nature of the resourcefulness may display a level of path-dependence related to the

type of business. These preliminary findings show that firms which managed to recover quickly tended to demonstrate high levels of resourcefulness and problem solving capability. They find that flexibility, organisational culture and certain mindsets associated with particular professions e.g. engineering, appear to have a positive effect. Leveraging social capital, that is, the ability to utilise relationships and networks outside of the firm also emerges strongly as a critical factor which allowed some firms to respond and recover more quickly than others.

Intellectual capital plays a vital role in enhancing the resilience of SMEs, as highlighted by Agostini and Nosella (2022). The researchers explore how intellectual capital (IC) components – namely human capital, organizational capital, and relational capital – can bolster SMEs' resilience in face of disruptive changes, such as pandemics. They find that this combination of IC components aids SMEs in adapting to shifting conditions and taking advantage of emerging opportunities. Agostini and Nosella's study marks one of the earliest attempts to explain the relationship between intellectual capital and SME resilience, revealing a strong connection between the two constructs that calls for further investigation.

Another insightful study by Unguren and Kacmaz (2022) examines the relationship between organizational resilience, employer support for employees, and employee engagement. In their opinion employers' investment in their employees within the scope of organisational resilience would positively impact employees' perceived organisational support. Simultaneously, this study found that perceived organisational support positively impacts work engagement. Sources provided to employees, especially social support, play important roles in improving employees' work engagement. They underline, that social exchange theory (Caesens, Stinglhamber, 2014) predicts that employees with higher levels of perceived organisational support may be more devoted to their jobs and more included with the organisation, helping it achieve its goals. In this context, opportunities organisations provide to their employees may improve work engagement and produce maximum benefit and productivity in cases of crises. An important finding obtained in the study was that perceived organisational support fully mediated the effect of organisational resilience on work engagement. Meanwhile, He, Oláh and Morshadul (2022) highlight the important role of social support in building organizational resilience. Their results show that employee psychological ownership and the social supports have a positive effect on organizational resilience, which implies that the key to improving organizational resilience lies in the psychological recognition of employees. They discussed the mechanism of organizational identity, which helps to understand interactions between employee psychological ownership, the social supports, and organizational resilience. Based on emotional cognition, their study found that employees' identification with the organization and acting are key factors in improving organizational resilience.

Hadjielias, Christofi, and Tarba (2022) explore the role of social capital, particularly in managerial responsibilities, in building organizational resilience in response to the COVID-19 crisis. Their study suggests that leadership resilience encompasses three major components:

personalized communication, alertness, and stewardship. In their findings, personalized communication emerges as a key competency that enables owner-managers to psycho-emotionally converse with and support each individual in the workplace in light of the pandemic events. Alertness is a second leadership competency linked to an increased alertness to and monitoring of any potential psychological problems arising within the workplace. A second facet of this alertness is linked to any entrepreneurial opportunities for business change or expansion suited to take advantage of the new conditions or to alleviate any functional issues. Stewardship pertains to the enhanced acknowledgement, made by the owner-managers of small family firms, that they act as actual stewards of their firms and that the latter's survival is merely down to their own actions.

Țiclău, Hințea and Trofin (2021) examine resilience as the ability of a system to adapt to new environmental conditions brought about by the COVID-19 pandemic. They emphasize the importance of resilient leadership as a means of navigating adversity and socio-economic crises. Their findings suggest that government regulations and financial pressures were the primary challenges facing the surveyed companies, irrespective of their sector. Conversely, Župerkienė and colleagues (2021) focus on resilient leadership within SMEs, which, in the context of the pandemic, involves adapting and responding to the crisis, recovering and strengthening the organization, and maintaining continuous, sustainable operations.

Environmental considerations and Environmental Performance (EP) are also becoming essential factors for fostering organizational resilience, especially within SMEs. EP refers to the use of resources to produce goods and services with minimal environmental impact. Marsat and colleagues (2022) demonstrate that high EP significantly boosts resilience in the face of Environmental Controversies (EC). Their research shows that companies with strong EP are more flexible and recover more quickly from controversies, such as EC.

Similarly, Ferrón-Vílchez and Leyva-de la Hiz (2023) highlight that companies, particularly SMEs, which employ social and environmental practices (SEPs) are better positioned to build organizational resilience during crises. Those implementing Corporate Social Responsibility (CSR) prior to the COVID-19 pandemic achieved higher financial performance compared to those that did not. This proactive approach has become a necessary pre-requisite for building resilience and growth. Environmental issues in resilience-building are also linked to Green Supply Chain Management (GSCM) practices. Ullah and colleagues (2022) explain that GSCM implementation by the companies is founded on environmental skills and competitive advantage. Their findings reveal that firms implementing GSCM practices effectively reduce material, energy, and water consumption, resulting in time and financial savings. Through energy-efficient production systems, companies also reduce costs associated with bringing products to market. Overall, the authors conclude that firms adopting GSCM practices are better equipped to withstand economic and financial crises.

Azadegan and colleagues (2019) also examine supply chain disruption management as a component of building organizational resilience. They notice that when supply chain disruptions occur, firms tend to focus on procedural response strategies instead of on flexible approaches, which can actually undermine resilience. Their study also underscores the significant role of institutional pressures from regulators and industry associations in shaping these responses.

Notably, many SMEs are family-owned businesses. Ingram and Bratnicka-Myśliwiec (2019) define organizational resilience of a family business as a dynamic, ambidextrous capability to recover from and positively adjust to an unexpected, adverse situation. They conceptualized organizational resilience along two dimensions: community robustness and creative agility identified as a key duality of organizational resilience in the context of family businesses. Results demonstrate that ambidextrous organizational resilience is positively correlated with the competitive advantage of a family business. They discussed the contribution of the theory of ambidexterity and dynamic capabilities to the understanding of organizational resilience, as well as the implications of the latter for the creation of competitive advantage by a family. Other autors explore the concept of resilience set within a family business context and the influences familiness and the nature of noneconomic factors such as interpersonal relations and relationship dynamics influence organisational performance. Their paper reveals family business as a complex interrelationship between complimentary social-ecological systems. It highlights the nature of threats to family business and potential organisational responses but also adds to this the challenges of relational nature of familiness and how this presents additional layers of complexity in the decision-making process and in implementation (Beech et al., 2020).

Research suggests that a key factor influencing organizational resilience is the decentralization of management. Traditional managerial hierarchies often prove to be ineffective under dynamic environmental conditions (Lee, Edmondson, 2017), in the sense that they inhibit employees and other staff members from responding to these conditions on the spot. Some organizations therefore complement their hierarchical structure with more distributive forms of power. One successful example involves a Dutch firm in which top management, in the face of a severe collapse of its sales and profits, did not lay off employees but listened to an alternative solution offered by an employee, to subsequently turn the situation around and avoid any layoffs (Romme, Georges, 2015). This case as well as other examples illustrates a form of structural empowerment in which employees obtain a substantial amount of influence, including regular opportunities to provide input on tactical and strategic issues (Maynard et al., 2012). In organizational settings, structural empowerment goes beyond the conventional notion of psychological empowerment, which refers to the individual employee's sense of self-efficacy and autonomy. Instead, structural empowerment enables employees to represent their interests in a responsible and self-determined way (Lee, Edmondson, 2017), implying they can directly or indirectly affect decision-making at various levels (i.e. their

formal power) as well as develop connections and interactions with other organizational members (i.e. informal power) (Laschinger et al., 2004). This suggests structural empowerment may have positive consequences for organizational resilience, by enabling the organization to effectively respond to its fast-changing environment (Van den Berg et al., 2022).

Recent publications have explored connections between organizational resilience and feminist themes. Casprini et al. (2023) examined the relationship between goal setting and proactive resilience (measured through two dimensions, i.e. the willingness of the firm to survive in the long run and the attitude of the firm to preserve the environment and be environmentally sustainable). In addition, they took into account attitudes towards proactive organizational resilience represented by women and men who manage companies. In turn, Witmer (2019) offers a contrasting approach, using a feminist lens to critique conventional notions of organizational resilience, which often focus on management processes aligned with traditional masculine structures. Her work aims to reveal and dismantle power dynamics within gendered organizations by challenging dominant practices and discourses that suppress diverse voices, limiting both inclusive resilience practices and inclusive theoretical development in organizational resilience. Typically, in times of high stress, organizations lean on normative masculine approaches − such as rationality and logic − to tackle "tough" problems (Kantur, Iseri-Say, 2015). Organizational resilience is enacted during times of high stress when organizations typically turn to normative masculine practices of rationality and reason to address "tough" problems (Kantur, Iseri-Say, 2015), thereby marginalizing normative feminine practices of collaboration, learning, and creating a safe emotional environment which are equally crucial to organizational resilience (Van Breda, 2016). Resilience thrives best in contexts of shared power, decentralized decision-making, and with team based or network structures (Lengnick-Hall et al., 2011). In contrast, patriarchal structures with hegemonic masculine management practices support an unequal gendered order, which define and limit who has access to resources and to the broader space where innovative decisions are made that could lead to resilience (Billing, 2011). The result of Witmer's (2019) considerations is the presentation of the degendered organizational resilience model. The model analyzes the following three different aspects of organizations: (1) power structure, to identify which resilient practices receive status based on established gendered organizational hierarchies and roles, (2) actions, to identify how resilience is enacted through practices and practicing of gender, and (3) language, to identify how and what people speak reinforces collective practices of gendering that become embedded in the organization's story and culture.

Discussion and conclusions

The contexts discussed for building organizational resilience are not exhaustive. The main limitation of our article is related to the selection criteria used for publications included in the Web of Science and Scopus databases. We focused on sources containing the core phrase "organizational resilience" AND "context" within the categories of Management, Business, Economics, Business Finance, Management and Accounting, and Econometrics and Finance. Our literature review primarily spans 2010-2022, though key publications from earlier years and 2023 were also included for their valuable contributions to the topic.

Our review of contexts that drive the need to build organizational resilience suggests that these contexts are continuously expanding, with new ones emerging over time. Generally, the focus is on assessing an organization's capacity to handle environmental disruptions and establish a new path forward – referred to as building resilience in the organizational dimension. Additionally, resilience can be viewed through a territorial dimension, where it pertains to the collective capacity of actors within a specific geographic area to manage external disruptions (Gilly, Kechidi, Talbot, 2014).

The studies examined most often address issues related to external threats to organizations, such as economic and financial crises, natural disasters, the COVID-19 pandemic, cybersecurity, and armed conflicts. Building resilience in today's business reality also involves leveraging network connections with various stakeholders. It is impossible to separate organizational resilience from the broadly understood organization's resources, their availability, and their ability to be utilized in times of threat. It is worth noting that people are frequently cited as a key resource, along with their individual skills and the ability to work as a team. The competencies of both operational employees and managers are essential.

Many of the publications studied are not only analytical case studies of companies facing the need to build or strengthen resilience against various environmental challenges. They also offer proposals for implementing specific solutions, such as:

- The Laminated Interactional Model (LIM), which addresses a critical gap in the literature on organizational resilience in marketing management in response to the crisis triggered by the COVID-19 pandemic (Vanharanta, Wong, 2022).
- Strategic Management of Organizational Resilience (SMOR), which aids organizations of various complexities in understanding their strengths and weaknesses, assessing internal and external processes, gaining a more detailed understanding of risk management, and fostering a culture of resilience (Moura, Tomei, 2021).
- Control mechanisms, both formal and informal, related to managerial control (Frare et al., 2023).

Building resilience is a universal issue affecting any entity that aims to survive and thrive in the future. However, numerous publications indicate that it is a particularly significant challenge for small and medium-sized enterprises.

As a conclusion, it is worth adding that the literature review on building organizational resilience in various contexts will be used to prepare survey questions (the survey will be conducted in selected companies listed on the Warsaw Stock Exchange), and the results will be analyzed in the second phase of the research project titled *Organizational Resilience in the Perspective of Sustainable Development*.

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