

STRENGTHENING ORGANIZATIONAL RESILIENCE – TOWARD A PRACTICAL FRAMEWORK

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Purpose: Organizational resilience is an individual characteristic of each organization, the strengthening of which requires a variety of measures. The myriad of articles about resilience causes problems in a practical approach hence the idea of this article is to simplify the state of the art. The purpose of this article is to summarize the literature and identify a practical framework that could be a start toward strengthening organizational resilience.

Design/methodology/approach: The analysis was conducted on the basis of a literature review to identify elements creating organizational resilience.

Findings: As a result of the literature analysis, a framework that make up organizational resilience was created.

Research limitations/implications: The universality of the framework facilitates a practical approach to strengthening organizational resilience in an organization, but at the same time may limit effectiveness and efficiency due to the dissimilarity of individual organizations and the changing circumstances of operations. These issues are worthy of attention in subsequent studies-both qualitative and quantitative-in organizations across industries and territories.

Practical implications: Application of framework in an organization makes it possible to assess what actions should be deliberately taken to strengthen organizational resilience.

Originality/value: The article analyses elements, factors and enablers of organizational resilience in previously unrepresented form. The research results are helpful for practitioners and researchers alike.

Keywords: resilience, organizational resilience, practical resilience.

Category of the paper: conceptual paper.

1. Introduction

Every organization is embedded in the business environment. Adaptation to ongoing changes in the environment in order to gain business goals but they may not be sufficient in turbulent environment, therefore organizations need to develop capabilities to be responsive to disruptions (Madani, Parast, 2023). It means to enhance organizational resilience (OR), defined as the “ability of an organization to absorb and adapt in a changing environment” (ISO 22316, 2017, point 3.4, p. 1). Resilience is equated with an employee’s ability to overcome or bounce back from adversity (Good et al., 2023), what is crucial for organizational resilience. Amidst uncertain and disruptive environments, the significance of organizational resilience cannot be overstated, as they are crucial for businesses to thrive (Mehta et al., 2024). Concept of organizational resilience is nothing revealing, however “the rise of the notion of organizational resilience reflects a fundamental shift in how organizations perceive and respond to uncertainty and adversity” (Ingram, 2024, p. 2). It stems from the fact that the organizational resilience issue grew in importance as a result of the emergence of Covid-19 (Zapłata, Kwiatek, 2023), which influenced on many aspects of businesses. Zapłata & Kwiatek (2023) were analyzing 304 articles related to organizational resilience (published in 2003-2022) and indicated that 46% of all articles were published in last three years (2020-2022). Newest literature review articles are presenting many aspects of organizational resilience like: general importance (Anand et al., 2024; Kassier, 2024), links with sustainability (Mehta et al., 2024) or with SMEs enterprises (Sirec et al., 2024, pp. 102-114). Also noticeable are attempts to concretize the concept and general metering (Pradana, Ekowati, 2024) or an area-based approach, e.g., concerning supply chain resilience (Safari et al., 2024; Stadtfeld, Gruchmann, 2024). Basically, the results of published many studies support the argument that businesses require resilience as a continuous, absolute necessity for survival, and thriving (Sethi et al., 2024). The results of individual studies contribute to the increasing exploration of the organizational resilience area. However, they are difficult to easily apply in practice, because they predominantly focus on the macro point-of-view, general description of analyzed concept and also indicate theoretical stages and management theories. Hence the idea of this article is to simplify the state of the art. “A good proposition is simple, it is easy to understand. A good research proposition moves us to change our behaviors and those of others” (Ulaga et al., 2021, p. 396). The goal of that article is to summarize the literature and identify a practical framework that could be a start toward strengthening organizational resilience.

1.1. Research area and procedure

A conceptual paper requires both a general look at the concept under analysis to then detail the various levels of analysis with a concretized look. In order to create the practical framework,

it is necessary to analyze in detail a variety of studies, create a theoretical framework and supplement it with real elements. Description of the research contains five elements – 3W:

1. What. Analysis of articles concerning organizational resilience focused on identification of elements, factors, enablers of that concept.
2. When. The research activities were conducted in August 2024.
3. Which way (how). The road to gain the goal contains two main stages. First is systematic literature review in area of “organizational resilience”. Second is snowballing, also known as citation chaining.

Analysis of the literature review articles provides a broad knowledge of the topic. Selecting the right database like Web of Science and/or Scopus is the first step usually for developing a review article (Paul et al., 2023). For the first step the Scopus database was chosen for identifying relevant articles. The identification of the literature was carried out using the term “organisational resilience review” only in the title, because of finding articles exactly about the topic and literature review which maximizes the saturation of knowledge in individual articles. To be included in the study strict inclusion criteria were applied – the articles had to meet five criteria: (1) published between 2021-2024 (to catch the latest items, which as literature review, contains information on many previous articles), (2) studies in English, (3) in scientific journal, (4) peer-reviewed journal, (5) full-text article. A systematic literature review was adopted as the initial method of that study, due to the thematically specific scope of the review and the relatively small number of articles, facilitating manual analysis of their content (Donthu et al., 2021, Table 1, p. 287). Using the above criteria, 25 articles (shown in Table 1) were identified in the Scopus database and analyzed in their entirety. In the course of analyzing their content through a snowballing process, another articles were selected for analysis used for the description in the “Organizational resilience – plurality of topics” section.

2. Analysis of the literature review articles

“Bibliometric analysis is a popular and rigorous method for exploring and analyzing large volumes of scientific data. It enables us to unpack the evolutionary nuances of a specific field, while shedding light on the emerging areas in that field” (Donthu et al., 2021, p. 285). The enormity of the articles (inputs) means that the results for the literature review (outputs) will be a general description of the state of knowledge, at a considerable level of generality. The analysis of the collected articles focused on identification of the objectives of the study, results with a special search for practical tips for strengthening organizational resilience.

Table 1.
25 articles concerning organizational resilience review in 2021-2024

Article	Title of the article	Brief profile
(Bento et al., 2021)	Organizational resilience in the oil and gas industry: a scoping review	Paper includes qualitative synthesis of 20 scientific articles. The resulting three elements conceptualizing resilience were identified: 1. Resilience capabilities. 2. Resilience as an outcome. 3. Resilience as a process.
(Corrales-Estrada et al., 2021)	Sustainability and resilience organizational capabilities to enhance business continuity management: a literature review	Literature review includes 60 articles. Paper presents overall organizational capabilities for sustainability and resilience and impact on business continuity management.
(Scheuch et al., 2021)	Resilience training programs in organizational contexts: a scoping review	A total of 48 studies focusing on resilience training programs in organizational contexts were included in this review. The review provides relevant insights into resilience training programs by focusing on program characteristics, target group, study design, and outcomes.
(Ali, 2022)	Analyzing the impacts of diversity on organizational resilience: analytical review and formulation	The work (general review) is presented the following fundamental requirements that define organizational resilience in a diverse environment (three elements): 1. The OR system structure. 2. Technical framework of OR. 3. OR protocol that will implement OR.
(Evenseth et al., 2022)	Building organizational resilience through organizational learning: a systematic review	Review covered 59 articles: 41 empirical, 12 conceptual and 6 literature. Conclusions indicated that organizational learning is mainly linked to adaptation capabilities.
(Khin Khin Oo, Rakthin, 2022)	Integrative review of absorptive capacity's role in fostering organizational resilience and research agenda	That study analyzes a more expansive database that includes 823 documents in bibliometric process, of which 62 documents were included in scoping review of organizational resilience. The paper highlights the significance of knowledge resources for a firm's survival.
(Zhang et al., 2022)	Organizational resilience in development: a systematic review based on bibliometric analysis and visualization	Based on 622 journal articles authors provided a comprehensive overview of the knowledge trajectory, disciplinary distribution, representative journals, research participants, key themes, hotspots, and frontiers of organizational resilience.
(Abdullahi, Mohamed, Senasi, 2023)	Exploring global trends of research on organizational resilience and sustainability: a bibliometric review	Research presents a bibliometric review of 619 publications on organizational resilience and sustainability from the period 1998-2022. Top 3 subject area: 1. Business, Management, and Accounting (299 articles). 2. Engineering (131). 3. Environmental Science (106).
(Abdullahi, Mohamed, Senasi et al., 2023)	Assessing the integration of organizational resilience and sustainability: insights from a systematic literature review	This study analyzed 53 articles on organizational resilience in relation to sustainability. The review explores various resilience factors that impact organizational sustainability.
(Akpınar, Özer-Çaylan, 2023)	Organizational resilience in maritime business: a systematic literature review	Based on an analysis of 19 articles, the authors indicated. Two main perspective/lens of research used by resilience studies in maritime literature: disaster management (8 of 19) and risk management (3 of 19).

Cont. table 1.

(Awang Ali et al., 2023)	Systematic literature review of business continuity management (BCM) practices: Integrating organisational resilience and performance in small and medium enterprises (SMEs) BCM framework	The authors, based on an analysis of 49 articles, identified two important levels of OR: planned and adaptive resilience.
(Gunawan et al., 2023)	How to link organizational resilience to transformational entrepreneurship behavior as theoretical framework gap – a systematic literature review	This study reviewed 22 articles focusing on the role and influence of organizational resilience on transformational entrepreneurship behavior. The conclusions emphasize the importance of 4 elements: 1. Psychological capital. 2. Leader-member exchange. 3. Ambidexterity. 4. Competitive advantage strategy.
(Ignatowicz et al., 2023)	Organizational resilience in healthcare: a review and descriptive narrative synthesis of approaches to resilience measurement and assessment in empirical studies	Thirty-five studies were analyzed in that paper. Authors identified a lack of consensus on how to evaluate organizational resilience in healthcare, what should be measured or assessed and when, and using what resilience characteristic and indicators.
(Ingram et al., 2023)	Organizational resilience as a response to the energy crisis: systematic literature review	In that paper authors provided a literature review (124 works) on the topic of organizational resilience, in relation to the energy crisis.
(Paeffgen, 2023)	Organisational resilience during COVID-19 times: a bibliometric literature review	That paper presents, after bibliometric literature review of 185 articles discussing organisational resilience during the COVID-19 pandemic, six main topic clusters: 1. Entrepreneurial, tourism, and emergency responses. 2. World environment, disruptions, and organisations. 3. Employees and mediation. 4. Firms and opportunities. 5. Capabilities and digitalization. 6. Leadership during uncertain times.
(Polanco-Lahoz, Cross, 2023)	Systematic literature review on organizational resilience in the context of higher education institutions	That study follows a systematic literature review method to analyze and categorize current research (16 papers) on organizational resilience applied to Higher Education Institutions. Authors indicated that only 12.5% analyzed papers presented framework proposals. They underline that 56.25% of the papers do not state any clear directions for future research on their content.
(Saeed et al., 2023)	A systematic literature review on cyber threat intelligence for organizational cybersecurity resilience	This research (based on a review of 52 articles) investigates how companies can employ cyber threat intelligence to improve their precautionary measures against security breaches.
(Shela et al., 2023)	Human capital and organisational resilience in the context of manufacturing: a systematic literature review	This paper systematically reviews 55 studies converging human capital and organisational resilience in the context of manufacturing. The analysis identified main research themes by clustering the prior studies into seven groups, which describe the direction of the literature.

Cont. table 1.

(Su, Junge, 2023)	Unlocking the recipe for organizational resilience: a review and future research directions	Authors conducted literature review of 127 publications. In conclusions they underlined that resilience has three core characteristics: 1. An adverse event as a trigger. 2. A performance setback. 3. Recovery.
(Tekletsion et al., 2023)	Organizational resilience as paradox management: a systematic review of the literature	That study aims to further understanding of the resilience literature through a systematic review of 25 articles. It aimed to glean insights from the organizational resilience literature by adopting a paradox perspective and locate a meaningful intersection of past literature.
(Weber, 2023)	The relationship between resilience and sustainability in the organizational context – a systematic review	That paper presents literature analysis of 196 articles. The author concludes that most of the ‘bridging’ studies emphasize that the two fundamental concepts are interdependent and regard organizational resilience as a component of organizational sustainability.
(Ciasullo et al., 2024)	Mastering the interplay of organizational resilience and sustainability: insights from a hybrid literature review	Drawing on a knowledge core of 51 scientific contributions, authors embedded different research streams investigating the nexus between organizational resilience and organizational sustainability: 1. Nurturing a resilient mindset. 2. Framing organizational resilience from a socio-ecological perspective. 3. Setting the stage for organizational resilience. 4. Handling organizational resilience as a dynamic capability.
(Florez-Jimenez et al., 2024)	Corporate sustainability, organizational resilience, and corporate purpose: a review of the academic traditions connecting them	Authors, on the basis of 34 documents, presented the relationship between sustainability, organizational resilience and corporate purpose.
(Pradana, Ekowati, 2024)	Future organizational resilience capability structure: a systematic review, trend and future research directions	Based on the analysis of 28 articles, the authors conceptualized organizational capability with a pyramid, which illustrates the basic framework of the six comprehensive stages of the resilience process and hierarchically forms organizational resilience: anticipation, coping, adaptation, absorptive, confronting and sustainability.
(Talab et al., 2024)	Investigating the organizational resilience of hospitals during emergencies and disasters: a comprehensive review of the components	That study investigates the components of organizational resilience of hospitals during emergencies and disasters, on the basis of the results of the analysis of 20 articles. Authors identified components and categorized them into five dimensions as follows: 1. The vulnerability of the hospital (18 components). 2. Preparedness (31 components). 3. Management and support (33 components). 4. Responsiveness and adaptability (35 components). 5. Recovery after crisis (8 components).

Source: own elaboration.

The literature review studies (shown in the Table 1) reveals general descriptions of article knowledge regarding organizational resilience, variously profiling the ranges. Based on the objectives, content and results, these (25) articles can be classified into six groups:

1. General descriptions: overview of concept (Su, Junge, 2023), focusing on development (Zhang et al., 2022), looking on capability structure (Pradana, Ekowati, 2024), linking with entrepreneurship behavior (Gunawan et al., 2023) and profiling OR during COVID-19 times (Paeffgen, 2023).
2. Aspects of management: showing organizational resilience as paradox management (Tekletsion et al., 2023), analyzing the impacts of diversity on organizational resilience (Ali, 2022), investigating absorptive capacity's role in fostering OR (Khin Khin Oo, Rakthin, 2022), linking OR with business continuity management (Awang Ali et al., 2023).
3. Industry perspective: oil and gas industry (Bento et al., 2021), maritime business (Akpinar, Özer-Çaylan, 2023), healthcare (Ignatowicz et al., 2023), hospitals (Talab et al., 2024), higher education institutions (Polanco-Lahoz, Cross, 2023).
4. Exploration of risk: energy crisis (Ingram et al., 2023), cyber threat intelligence (Saeed et al., 2023).
5. The role of people – importance of: human capital (Shela et al., 2023), organizational learning (Evenseth et al., 2022), resilience training programs (Scheuch et al., 2021).
6. Sustainability. The relationship between resilience and sustainability was highlighted in articles: (Corrales-Estrada et al., 2021; Abdullahi, Mohamed, Senasi et al., 2023; Weber, 2023; Ciasullo et al., 2024; Florez-Jimenez et al., 2024).

There are three main conclusions from the above variety of articles. Firstly, despite the various analytical approaches, the definition of OR is consistent, and it can be pointed out that the normative definition (already cited at the beginning of the article) captures the essence of the concept: “ability of an organization to absorb and adapt in a changing environment” (ISO 22316, 2017, point 3.4, p. 1). Secondly, OR can be considered from three perspectives due to the embeddedness in time and place – resilience as: capabilities, process, outcome (Bento et al., 2021). Thirdly, due to the variety of factors affecting the organizational resilience of each unit (and human and economic), it is important to include in the activities analysis that strengthen antecedents of organizational resilience identified in the literature like (Abdullahi, Mohamed, Senasi et al., 2023): absorptive capacity, adaptation, adaptive capacity, agility, anticipation, contingency planning, coping strategy, dynamic capabilities, flexibility, innovation, integrity, leadership, learning, market adaptation, organisational recoverability, redundancy, robustness, shared information, survival, technology, transformative capacity, trust, velocity.

3. Organizational resilience – plurality of topics

During the analysis of the 25 literature review articles, further articles were identified for detailed reading. In the process of snowballing, papers that address various aspects of organizational resilience were reviewed in detail. The goal of their exploration was to identify elements that would allow for a practical approach to strengthening OR, while at the same time enabling an analytical framework that could be applied to a single organization. It is difficult to divide the analyzed articles by content from general to specific. Topics related to organizational resilience intermingle in individual articles dealing with different aspects of it. From the perspective of the objectives of study (subjective approach), several issues can be pointed out:

1. Theoretical lens.
2. Knowledge management.
3. Prevention and reaction.
4. Plans and procedures.
5. Importance of people.
6. Immune system.
7. Resource types.
8. Organizational levels.
9. Organization size.
10. Resilient measures.
11. Case study.

“**Theoretical lens**” is a set of articles presents various types of management theories and approaches having interplay with organizational resilience, like:

- attention-based view (Weber, Kokott, 2024),
- capability-based conceptualization (Duchek, 2020),
- conservation of resources theory (Hundschell et al., 2024; Liang, Cao, 2021),
- dynamic capabilities (Stadtfeld, Gruchmann, 2024; Shafie et al., 2024),
- grounded theory (Ke et al., 2023; Jiang et al., 2023),
- hierarchy theory (De Florio, 2017),
- integrated dynamic model (Ma et al., 2018),
- integrated resource efficiency view (KWoh et al., 2023),
- multilevel dynamic process model (Napier et al., 2024),
- paradigm of complex adaptive systems (Secchi et al., 2024),
- paradox-based conceptualization (Karunaratne, Lanka, 2022) and paradox management (Tekletsion et al., 2023),
- total interpretive structural model (Sethi et al., 2024),
- transactive memory systems approach (Cotta, Salvador, 2020),

- turning crises into opportunities (Corvello et al., 2023) and crisis-opportunity framework model (Papakonstantinidis et al., 2023),
- viable system model (Cardoso Castro, 2019).

“Knowledge management” is a group concerning issues like:

- learning process (Lafuente et al., 2024),
- organizational learning (Mai et al., 2022; Douglas, Haley, 2024),
- resilience training programs (Scheuch et al., 2021; Ketelaars et al., 2024).

“Prevention and reaction” of adverse events refers to old folk wisdom “prevention is better than cure” what is visible in articles about:

- considering the anticipation/decision making pair as a continuum (November et al., 2022),
- preparing collective plans (Thürmer et al., 2020),
- proactive and reactive resilience (Zheng, Lin, 2024; Nuwan et al., 2024),
- resilience as adaptive/reactive/dynamic attribute (Conz, Magnani, 2020),
- using single and double loop learning (Tasic et al., 2020; Marcus et al., 2020).

“Plans and procedures” are the embodiment of a preventive approach and the preparation of reactive action plans. This is related to two issues: Work-As-Imagined (WAI) and Work-As-Done (WAD), described in two articles: (Ashraf et al., 2021; Weenink et al., 2023).

“Importance of people” – that group contains articles that emphasize the importance of people, employees in the process of strengthening organizational resilience and contain description of:

- dynamic managerial capabilities (Ingram, 2024) and employee attributes (Gerschberger et al., 2023) or cultural aspects (Fietz et al., 2021),
- employee engagement (Kurniawan, Rianto, 2023), especially Frontline Employees (Good et al., 2023) and stress management aspects (Sraidi Najla, El Gharbaoui Bouteïna, 2023),
- entrepreneurial orientation and aspects (Lasaksi et al., 2024; Leonelli et al., 2024; Gianiodis et al., 2022; Shafie et al., 2024),
- role of human resource management (Georgescu et al., 2024; Roumpi, 2023),
- strategic leadership (Istiqaroh et al., 2022; Schaedler et al., 2022; Sabbah, 2024).

“Immune system” alludes to the importance of people and comparing the functioning of an organism to the functioning of an organization: (al-Saidi, 2020; Glas et al., 2021). The origin of the organizational immune system is the theory of organizational adaptation, as organizations seek to find a means to cope with external and internal threats (Al-Badayneh, 2021). Biopsychosocial studies show that these factors help protect against the deleterious influences of stressors on physiology in general and immunity in particular (Dantzer et al., 2018). So, the immune system is something physical (a hard resource), while resilience is a broader concept (a soft resource).

“Resource types” – resources are very influential on organizational resilience (Kurniawan, Rianto, 2023; Shela et al., 2024) and important is their effective allocation (Dinh et al., 2024). On the one hand, it concerns the impact of people and their behavior on OR (Georgescu et al., 2024). On the other hand, it concerns physical resources (Mao et al., 2023; Stocker et al., 2022) including financial (Corvello et al., 2023). This generally refers to the division of resources into organizational hardware and software (Giovannini, Giaque, 2024) or tangible and intangible (Sethi et al., 2024), which can also be compared to the breakdown from the previously indicated area (Immune system).

“Organizational levels”. Studies in the literature demonstrate that employee resilience is positively associated with organizational resilience (Liang, Cao, 2021). That line can indicate three levels of organizational resilience: individual, group, and organisational (Ma et al., 2018). Moreover, the resilience of people is the basis of resilience in organization (Wilkinson, Potangaroa, 2023). Team resilience as a collective psychosocial construct (Vera et al., 2017) what is important in building organizational resilience (Hundscheil et al., 2024; Fietz et al., 2021). This influence different capabilities to manage individuals, teams and organizations (Albuquerque Pai et al., 2024).

“Organization size” depends on many factors such as the number of employees, customers, location, territorial scope of the business or the duration of the business and many others. These issues are relevant to enhancing organizational resilience and are reflected in the articles on:

- large organizations (Wood et al., 2019),
- small and medium enterprises (De Matteis et al., 2023; Safari et al., 2024).

“Resilient measures” is the name for group of articles which try to answer on question "How to measure organizational resilience?" with:

- analyzing the problems in measuring resilience (Sevilla et al., 2023),
- building a scale for assessing organizational resilience (Rahi et al., 2024),
- approach to selection of resilient measures portfolio under disruption and uncertainty (Ghezelhesar, Bozorgi-Amiri, 2022),
- general approach (Yao, Wang, 2024; Grego et al., 2024; Santos, Spers, 2023),
- measuring organizational resilience as a performance outcome (Ilseven, Puranam, 2021),
- trying to quantify resilience with the “Benchmark Resilience Tool” (Gonçalves et al., 2019),
- showing measures for technical resources (Stocker et al., 2022).

“Case study”. The nexus of theory with practice on the topic of organizational resilience is noticeable in the case-study articles. They concern the following issues:

- analyzing the Swedish mining industry (Monazzam, Crawford, 2024),
- conceptualizing and measuring organizational or (Chen et al., 2021),
- creating OR model of joint stock companies (Marquez-Tejon et al., 2024),
- deconstructing organizational resilience (Yilmaz Borekci et al., 2021),

- exploring family business (Leite et al., 2023),
- researching Chinese private enterprise (Jiang et al., 2023),
- selecting of resilient measures portfolio for e-payment service providers (Ghezelhesar, Bozorgi-Amiri, 2022).

The issue of organizational resilience is vast and individualized in each organization. People are at the root of organizational resilience and not to be underestimated are two aspects – their individual health resilience, both physical and mental. The employee is the essential element of the organisation and the individual resilience is the primary source of organizational resilience. There is a practical need to gain synergy between people and resources and organizational activities to assure and enhance resilience at organizations levels.

4. Organizational resilience – a practical look

From the analysis so far, it is noticeable the multiplicity and thematic diversity of articles from the OR area. The analysis of articles from the group "Resilient measures" does not clearly indicate ways to measure this concept in business – it is impossible to run them through a funnel to extract the essence and create a unified list. Taking into account state of the art and the diversity of organizations, the approach to organizational resilience (reinforcement and evaluation) is individualized – subjectively tailored to the specific organization. In practice, each company has its own characteristics (internal) and operates in a given economic environment and spatial scope. This means that the same set of factors can affect the OR level of different companies differently. The same is true of the human body. Even if we are immune to viruses in one place, this is not necessarily so in another, and then it is necessary to be vaccinated before going to a new place – a new environment. It is the same with the business environmental milieu, organizational resilience may manifest differently in various settings across different cultural and geographic contexts (Rahi et al., 2024).

A practical look at the issues of organizational resilience requires the creation of a framework designating areas for individual detailing in individual organizations. When trying to pick out such practical tips from the literature, it is necessary to look in the line from general to specific aspects. The most general issue is management theories in which two issues are noticeable: conservation of resources and dynamic capabilities. Another issue is to define the area and time frame, the beginning and end of the activities which refers to the schools of thought on organizational resilience. The earlier school considered resilience as a static and outcome variable, a second school recognized the concept as a positive adaptation to unexpected events, and a third and more recent perspective views resilience as a dynamic concept, the scope of which goes beyond bouncing back behavior (Sethi et al., 2024). As a consequence organizational resilience can be viewed as a feature and a sequential process

with three main dimensions (Matysek-Jędrych et al., 2022): (1) Pre-disruption (Preparedness, Avoidance), (2) Disruption (Agility, Adaptation, Response), (3) Post-disruption (Recovery, Transformation). Therefore organizational resilience should minimize the time between the beginning of disruption and post-disruption back to normal. From the plethora of analyzed articles the most important elements that determine the level of organizational resilience and thus those on which concentration will allow strengthening its level emerge: people, physical resources, procedures (planned and adaptive) and organizational levels (employees/workplace-teams-organization).

No organization is resilient to everything, and at the same time it is impossible to take measures to strengthen resilience to everything. The analogy is for human vaccines – they always target a specific virus. Similarly, in an organization, the preceding action to strengthen resilience is to identify the threats, assess their risks and only plan and take action targeting precisely the highest assessed risks. Table 2. shows the framework structure for practical activities, developed from the literature reviewed.

Table 2.

Practical framework for starting activities to strengthen organizational resilience

Input	Organizational levels	Focus on people	Management theories (theoretical lens)		Dimensions	Output
			Conservation of resources	Dynamic capabilities		
specific risk and the goal of minimizing of its	organization	mental and physical traits of workers and leaders	tangible and intangible	- people - physical resources - plan and procedures (planned and adaptive)	- pre-disruption (preparedness, avoidance). - disruption (agility, adaptation, response). - post-disruption (recovery, transformation).	- direct result (trained people, prepared and practiced plans) - desired outcomes (resilience to analyzed risk)
	teams					
	employees/workplace					

Source: own elaboration on the basis of analyzed articles shown in the list of references.

For each organizational level, an individual analysis can be made according to the elements in the following columns. It is also worth looking at the interactions between these levels. Individual resilience does not necessarily lead to group resilience, and similarly, group resilience does not necessarily lead to resilience at the organization level (Ma et al., 2018). The ability to respond to threats depends on the size of the companies, large firms are more resilient (Acciarini et al., 2021) in systematic way than others which based on creativity and flexibility. This also requires individualized analysis, since the availability of resources (both material and personnel, as well as knowledge and experience) is related to the size of the organization and experience (related to the period of operation in the market), but there is no “automatic” between the size of the organization and its level of organizational resilience.

5. Conclusions

The conceptualizations of organizational resilience address local matters and guide actions to strengthen resilience but are difficult to capture (like knowledge, resources, skills, level of preparedness) but are crucial aspects of resilience (Le Dé et al., 2021). The same set of elements may result in differential effects, depending on the external environment and intrinsic characteristics of every organization. The next aspect is interrelation between factors, it is not good to concentrate on alienated factors in resilience. Therefore, it is not an easy task to designate practical, concrete issues to be applied from a plethora of theoretical studies. Despite the various studies on organizational resilience, it is necessary to create individuated pillars of organizational resilience, for a specific organization. This necessity is noticeable in the number of scientific articles in the OR area. This is important aspects of running a business but in practice there is sparse interest. The Deloitte Global Resilience Report (2022) showed that over half of global organizations lack a common understanding of resilience. No one and no organization is immune to everything, and simply acting flexibly and on an ongoing basis in a crisis situation may not produce the desired results. It seems reasonable to take preventive measures in a systemic way, for example, by implementing a business continuity management system (BCMS). Such system can be built in organization by utilizing ISO 22301 standard and Plan-Do-Check-Act (PDCA) model results in continuous improvement and organizational resilience (Ferguson, 2019).

The results of that study and article are useful for both researchers of the issue of organizational resilience and practitioners underlying both wisdom and systemic approach. Although this study extends the discourse on organizational resilience, it is not devoid of certain limitations. Given the variety of factors influencing OR and the individualization of each organization in this matter, it is advisable in future research to analyze the interaction between the various factors, taking into account the external environment, which is best carried out in the form of qualitative research and case-study. While this narrows the universality of the results, it provides in-depth knowledge of the relationships between the variables analyzed.

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