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DIGITAL RESILIENCE IN PUBLIC GOVERNANCE – THE STATE OF THE ART AND FUTURE RESEARCH DIRECTIONS

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Purpose: The variability and uncertainty surrounding the functioning of public organizations in today's world—characterized by rising natural and anthropogenic threats alongside rapid digital transformation—have given rise to the concept of digital resilience in recent years. However, research on this topic is still in its infancy, fragmented, and interdisciplinary. It remains unclear what digital resilience in public governance truly means, what activities it involves, and what outcomes it can produce. Therefore, this article aims to systematize knowledge on digital resilience in public governance.
Design/methodology/approach: Given the novelty of digital resilience, its interdisciplinary nature, and the dispersion of research on the topic, this article relies on a systematic literature review guided by the Prisma Group methodology.
Findings: The results reveal that digital resilience in public governance evolved from the foundations of organizational resilience, with public policies and social innovations as its main drivers. It goes beyond simply bouncing back, emphasizing bouncing forward and beyond. It requires both static elements—such as establishing robust foundations for organizational sustainability and development—and dynamic aspects involving adaptation, learning, and innovation. Digital resilience is not an end in itself, but a capability that bridges resources and actions with effectiveness and sustainability. Future research should explore the impact of artificial intelligence on digital resilience and its relationship with sustainable development.
Originality/value: Digital resilience is an emerging concept in research, characterized by an interdisciplinary nature and dispersion. The findings systematize existing knowledge on digital resilience, enhancing the understanding of its significance in public governance**.**
Keywords: digital resilience, organizational resilience, public governance, digital transformation, digital technologies.
Category of the paper: research paper.

1. Introduction

The increasing scale of both natural and man-made threats has presented public governance with new and complex challenges due to a limited capacity to meet diverse public expectations. Events such as the war in Ukraine, COVID-19, and flash floods have created a need to adapt to new operational conditions and change how public services are delivered. Consequently, resilience is becoming increasingly important.

From an organizational perspective, resilience is the ability to cope and thrive in all operating conditions (Głód, Ingram, 2025; Hillmann, Guenther, 2021; Duchek, 2020). In the case of public organizations, it enables finding ways to meet emerging challenges and also indicates opportunities for transformation and achieving a higher level of development. Therefore, it is considered both in terms of ongoing adaptation activities and as a way to ensure organizational evolution (Jonek-Kowalska, Wolniak, 2025; Bartuseviciene et al., 2024; Kożuch, Sienkiewicz-Małyjurek, 2024). Resilience is critical as it enables public organizations to operate effectively amidst uncertainty, pressure, and threats.

At the same time, the dynamic development of digital technologies has made them an integral part of the functioning of societies, businesses, and public and non-governmental organizations. Digital technologies have also revolutionized and redefined the functioning of all organizations, including public institutions (Dunleavy, Margetts, 2025; Sienkiewicz-Małyjurek, Zyzak, 2025; Tangi et al., 2021). Innovations such as the Internet of Things, social media, blockchain, big data analytics, and artificial intelligence have opened up new opportunities for public organizations to tackle complexity and overcome challenges.

The relationships between digital transformation-driven changes and organizational resilience have led to the emergence of the concept of digital resilience as an organizational capability to function and execute processes under uncertainty through the use of digital technologies (Lee et al., 2024; Boh et al., 2023; Liu et al., 2023; Park et al., 2023; Tremblay et al., 2023). However, research on this topic has only recently begun, making it an emerging research field. Current studies on digital resilience primarily focus on its definitions (Lee et al., 2024; Boh et al., 2023; Liu et al., 2023), importance for organizational functioning (Park et al., 2023; Tremblay et al., 2023), manifestations (Boh et al., 2023; Tremblay et al., 2023), and development determinants (Mahmood et al., 2024; Boh et al., 2023). Nevertheless, research on digital resilience is dispersed, and knowledge on this topic is not systematic. Therefore, this article aims to systematize knowledge on digital resilience in public governance by seeking answers to the following research questions:

1. What are the leading causes of emerging digital resilience?
2. How has research on digital resilience evolved?
3. What matters does digital resilience concern?
4. What are the characteristics of digital resilience?
5. What are the research needs for digital resilience?

This research addresses these research questions through a systematic literature review following the PRISMA Group methodology (Page et al., 2021). This approach facilitates the integration of diverse and interdisciplinary knowledge. VOSviewer (van Eck, Waltman, 2010) and Bibliometrix (Aria, Cuccurullo, 2017) software are used to compile and visualize the most significant findings. By organizing information on digital resilience, this article provides valuable insights into public governance and resilience theory in the digital era (Dunleavy, Margetts, 2025; Sienkiewicz-Małyjurek, Zyzak, 2025a).

2. Literature review

Resilience is an interdisciplinary concept that originated in management sciences through insights from engineering, ecology, and psychology. In engineering, resilience is viewed as "the ability of the system to absorb disturbances and subsequently return to equilibrium. A perfectly resilient system in that respect is, for example, a perfectly elastic mechanical system, where any energy that is absorbed can be emitted without any losses, returning the system to its previous stable state" (Mamouni Limnios et al., 2014, p. 105). This approach to resilience emphasizes the ability to withstand disturbances and the speed of returning to a previously stable state.

In ecology, resilience refers to socio-ecological systems and is defined as "the ability of people, communities, societies, and cultures to live and develop with change, with ever-changing environments. It is about cultivating the capacity to sustain development in the face of change, incremental and abrupt, expected and surprising" (Folke, 2016, p. 4). From this viewpoint, resilience is about adaptation, learning, self-organization, and transformation, ultimately achieving a new level of stability. Thus, the engineering perspective focuses on "bouncing back", while the ecological approach emphasizes "bouncing forward".

These two perspectives are further influenced by a psychological perspective, which defines resilience as "the capability of individuals to cope successfully in the face of significant change, adversity, or risk' and as the positive psychological capacity to rebound, to bounce back from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility" (Luthans, 2002, p. 702). This understanding of resilience highlights the individual and group impacts of humans within organizations and acknowledges their role in responding quickly and effectively to change.

The integration of engineering, ecology, and psychology in management science has led to the concept of organizational resilience. This is currently defined as "the ability of an organization to adapt, return to normal activities following shocks or threats, and use lessons learned as a driving force to bounce forward. […] It focuses on permanent adaptive changes in organizations" (Bartuseviciene et al., 2024, p. 155). Organizational resilience emphasizes not

only the need to return to a state of stability but also to engage in continuous change that fosters organizational development. It is considered a dynamic capability that evolves over time, increasing or decreasing in response to initiatives undertaken within the organization.

In addition, digital resilience encompasses coping, adaptation, and transformation (Duchek, 2020; Sienkiewicz-Małyjurek, Zyzak, 2025). Coping involves identifying potential threats, recognizing critical changes, and understanding preventive and intervention actions. Adaptation requires adjusting to new conditions, implementing necessary changes to the organization's structure, processes, or functions to ensure survival and ongoing functionality in a new environment. Lastly, transformation is based on learning processes that facilitate changes to procedures and processes, as well as proactive anticipation and preparation for future threats. Through experiences of coping and adaptation, transformation leads to significant changes in an organization's structure and culture, ultimately enhancing operational effectiveness.

This approach to organizational resilience is also evident in the field of public governance, where the research of Hood (1991), Wildavsky (1988), Weick (1987; 1993), and Weick and Sutcliffe (2001) have made the most significant contributions. Wildavsky (1988) emphasized that redundancy, diversity, and resilience are essential for organizations in public administration to address emerging threats effectively. He viewed resilience as a dynamic and evolving strategy for managing risks and challenges in society. In contrast, Weick (1987, 1993) and Weick and Sutcliffe (2001) focused on high-reliability organizations, where the core emphasis lies on information processes, bricolage, and mindfulness. These drivers help organizations derive meaning from events and form the foundation of resilience. In this context, the capacity to handle threats takes precedence over mere operational effectiveness. Further research has explored organizational resilience within the framework of complex public management systems (Boin, Lodge, 2016; Duit et al., 2010) and multi-level public management systems (Casula, Pazos-Vidal, 2021; Ostrom, Janssen, 2004).

Recent research highlights the connection between governance and digital transformation, which extends far beyond mere digitization. It impacts not only the IT systems in use but also processes, employees, organizational culture, and structure (Sienkiewicz-Małyjurek, 2025; Zyzak et al., 2024; Kożuch, Sienkiewicz-Małyjurek, 2024; Tangi et al., 2021; Romanelli, 2021). Consequently, we are now facing governance challenges in the digital era (Dunleavy, Margetts, 2025). In this context, technologies are becoming an additional component in the processes of providing public services, which are subject to institutionalization and routinization. The resilience of these processes relies significantly on technology, leading to the emergence of the concept of digital resilience (Boh et al., 2023; Liu et al., 2023; Sienkiewicz-Małyjurek, 2025).

Digital resilience is defined as "the organizational and technological capabilities of public organizations and their stakeholders to effectively and safely utilize digital technologies for organizational improvement and development, as well as to co-create public value in diverse operating conditions. It enables handling threats and challenges, leading to greater stability in

public service delivery processes by fostering appropriate social conditions (awareness and competencies), organizational conditions (technology adaptation, management methods, interorganizational cooperation), and contextual conditions (legal regulations, specific local conditions) conditions" (Sienkiewicz-Małyjurek, 2025, p. 160). Therefore, this concept is perceived as an organizational capability that enables the functioning and implementation of processes under uncertainty through the use of digital technologies. Digital resilience stems from the processes and dynamics of intra- and interorganizational relationships, influenced by digital technologies, that enable the organization to respond to threats effectively. These processes and relationships are specific and individual to each organization and are based on the adopted concept of building digital resilience. Colding et al. (2020) proposed seven principles for developing digital resilience, which include:

1. Maintaining diversity and redundancy of digital technologies.
2. Managing interactions using digital technologies.
3. Managing feedback loops that enable digital technologies.
4. Fostering thinking in terms of complex adaptive systems.
5. Encouraging continuous learning and experimentation in the use of digital technologies.
6. Engaging diverse stakeholders to increase the legitimacy of digital technology use.
7. Promoting polycentric governance.

As a result, digital technologies have created opportunities for organizations to enhance their resilience in the digital landscape. The innovative implementation of digital technologies enables public organizations to not only "bounce back" but also to "bounce forward" and "bounce beyond". However, the level of digital resilience achieved depends not solely on the technology implementation, but on how skillfully it is applied in delivering public services (Lee et al., 2024; Boh et al., 2023; Tremblay et al., 2023). Consequently, the recent dynamic development of research on digital resilience is fostering new conditions that can improve the effectiveness of public governance activities.

3. Methodology

Given the novelty of digital resilience, its interdisciplinary nature, and the dispersion of research on the topic, this article relies on a systematic literature review to systematize existing knowledge on this emerging research concept. This approach is guided by the Prisma Group methodology (Page et al., 2021), as shown in Figure 1.

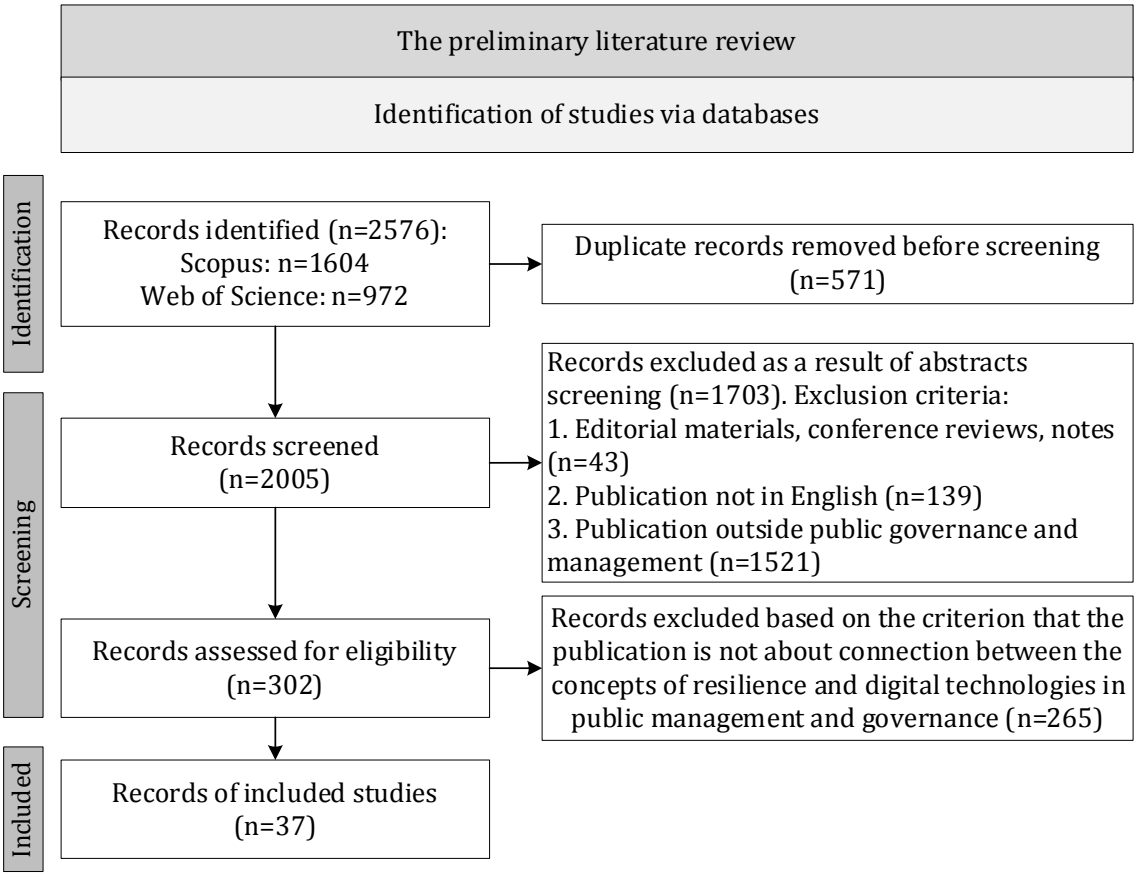

Figure 1. The systematic literature review.

Source: Own elaboration based on the Prisma Group methodology (Page et al., 2021).

At the beginning of the research process, a preliminary literature review was conducted to define the scope of the research and select keywords for the publication search. The search term "resilience*" was used in conjunction with "digit*", "tech*", and "inform*", followed by a combination of terms with "public", as shown in Table 1. Two databases were used in this process: Scopus and Web of Science, as they are reliable sources for systematic literature reviews due to their journal selection processes, rigorous review criteria, publication impact assessment systems, and comprehensive metadata, which ensure the high quality of the data searched (Mongeon, Paul-Hus, 2016; Pranckutė, 2021). No restrictions were applied during the search, yielding 2,576 publications. The results obtained for each term's associations are presented in Table 1.

Table 1.
Phrases used in the search process

	Scopus			**Web of Science**		
	resilienc* + digit*	resilienc* + tech*	resilienc* + inform*	resilienc* + digit*	resilienc* + tech*	resilienc* + inform*
"public organi*"	23	28	37	13	15	27
"public sector*"	92	161	173	50	94	132
"public manage*"	12	34	22	9	28	20
"public govern*"	4	16	14	1	7	11
"public administr*"	83	111	113	38	58	58

Cont. table 1.

"public serv*"	94	131	136	65	91	106
"public agenc*"	5	14	20	3	8	15
"public instit*"	21	38	46	13	26	36
"public poli*"	108	391	427	47	206	248
"public affair*"	0	5	4	0	2	1
"public value*"	13	16	12	6	17	14

The next step in the research process involved applying exclusion criteria, which included the following: editorial materials, conference reviews, and notes; publications not in English; and materials beyond public governance and management. Further analysis identified 302 English-language publications on public management and governance (see Figure 1). These included articles, conference papers, books, and book chapters. After reviewing their full texts, only those that also included considerations on resilience and digital technologies in public management and governance were selected for analysis. The research process identified 37 key publications on digital resilience in public management and governance. An overview of these publications is presented in Appendix 1. The identified publications formed the basis for systematizing knowledge on digital resilience in public governance.

4. Results

4.1. Bibliometric analysis

The bibliometric analysis reveals that research on digital resilience in public governance began to develop around 2000, with the first findings primarily published in conference papers. Although the number of these publications was initially limited, it has increased significantly since 2022, likely influenced by factors such as the COVID-19 pandemic. In 2025, the majority of publications on digital resilience were scientific articles, as shown in Appendix 1. Overall, the identified publications consist of 83.8% articles and 16.2% conference papers. The research methodologies employed in these publications include case studies (45.9%), surveys (29.7%), and literature reviews (24.4%).

The analysis of relationships among the various dimensions of bibliometric data from the identified publications demonstrates that digital resilience is built on the foundations of organizational resilience. The connection between this type of resilience and digital technologies acted as a trigger for the emergence of digital resilience. The Three-Field Plot shown in Figure 2 provides a clear overview of the sources contributing to the development of digital resilience.

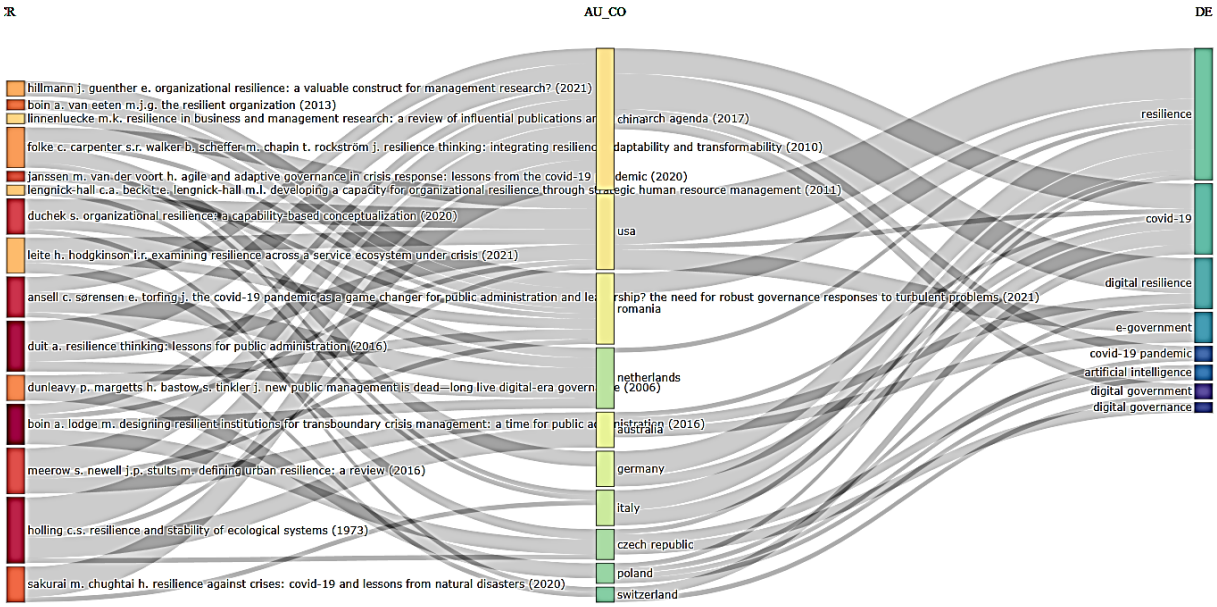

Figure 2. Three-Field Plot.

Source: Own elaboration using Bibliometrix (Aria, Cuccurullo, 2017).

As the left side of Figure 2 illustrates, the development of digital resilience originated primarily from an ecological approach and resilience thinking. This development was facilitated by research conducted in various countries, including China, the United States, Romania, the Netherlands, Austria, Germany, Italy, the Czech Republic, Poland, and Switzerland, as shown in the middle section of Figure 2. The right side, on the other hand, explains that the contemporary understanding of digital resilience stems from a joint consideration of resilience, COVID-19, e-government, digital government, and digital governance. These findings demonstrate the evolution of resilience and its adaptation to contemporary approaches to public management in the digital era of governance.

4.2. The evolving research field of digital resilience

To provide a more detailed understanding of the digital resilience concept, this article utilized Vosviewer (van Eck, Waltman, 2010) for analysis. This software enabled us to examine keyword co-occurrence, which helped us identify the thematic structure, trends, and evolution of research on digital resilience. The interactive maps created from these analyses visualize the progress of digital resilience research (see Figure 3) and highlight its key research issues (see Figure 4).

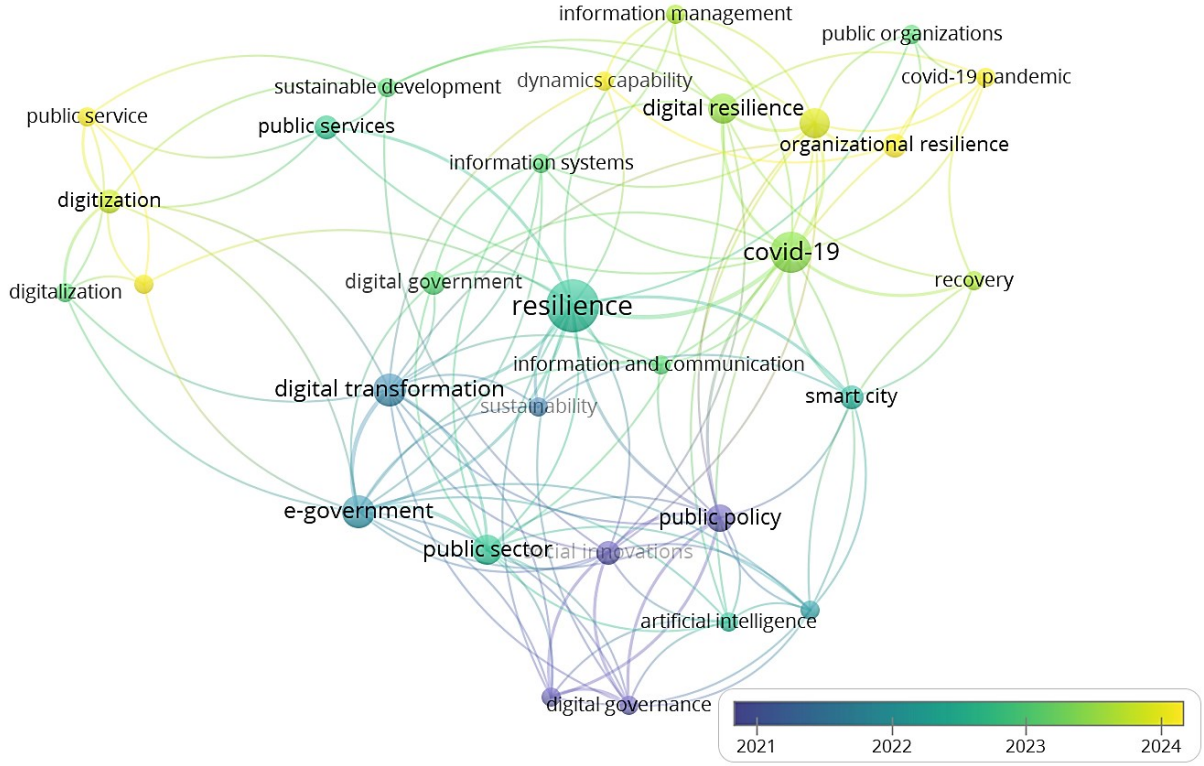

Figure 3. Advancing digital resilience research.

Source: Own elaboration using VOSviewer version 1.6.20 (van Eck, Waltman, 2010).

The development of digital resilience research reveals that it originated in digital governance issues related to social innovations shaping public policy. Consequently, the impact of both top-down initiatives—such as digitalization policies—and bottom-up initiatives, which involve communities and public institutions co-creating solutions at the local level, has become evident. After 2021, research began to focus more on digital transformation, e-government, and sustainability. In subsequent years, this was complemented by the development of a general theory of resilience, emphasizing the role of information and communication technologies (ICT) and artificial intelligence (AI) in the public sector. This research aims to ensure the effective delivery of public services in alignment with sustainable development principles. The evolution of this field also led to the integration of knowledge from information management and organizational resilience, which is viewed as a dynamic capability. This integration has significantly influenced the current understanding of digital resilience. Furthermore, the interdisciplinary nature of digital resilience's antecedents influenced the emergence of its four main research trends, illustrated in Figure 4.

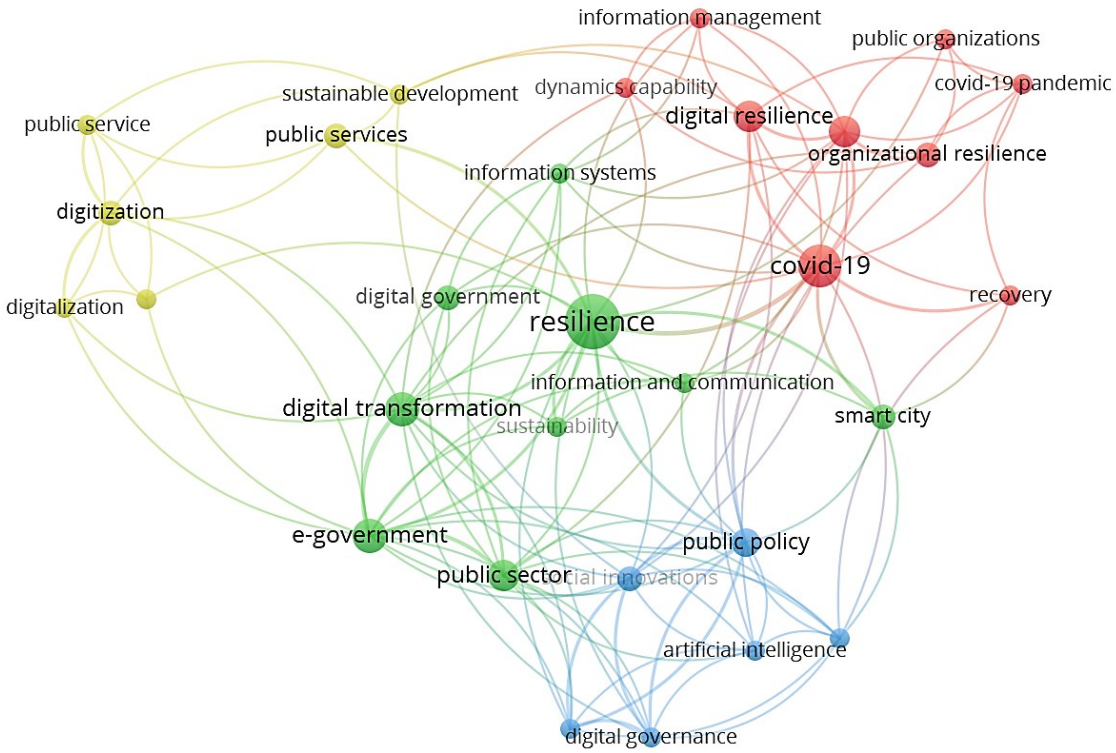

Figure 4. Research trends in digital resilience.

Source: Own elaboration using VOSviewer version 1.6.20 (van Eck, Waltman, 2010).

An analysis of research on digital resilience reveals that a key trend links the general theory of resilience with the integration of information and communication technologies and the digital transformation of the public sector (green cluster). This cluster is closely related to three other clusters. The blue cluster focuses on public policies and social innovations that drive the development of digital governance. In the public sector, where policies shape organizational operations, an emphasis on technology-based governance supports the foundations of digital resilience. The third trend (yellow cluster) examines the digitization and digitalization of public services in line with sustainable development principles. Finally, the red cluster explores resilience from both organizational and digital perspectives, particularly in light of the COVID-19 pandemic. Together, these identified trends, presented as clusters, provide a comprehensive understanding of contemporary digital resilience.

Determining the future direction of research on digital resilience is also crucial. Analyzing the thematic map shown in Figure 5 will provide an answer.

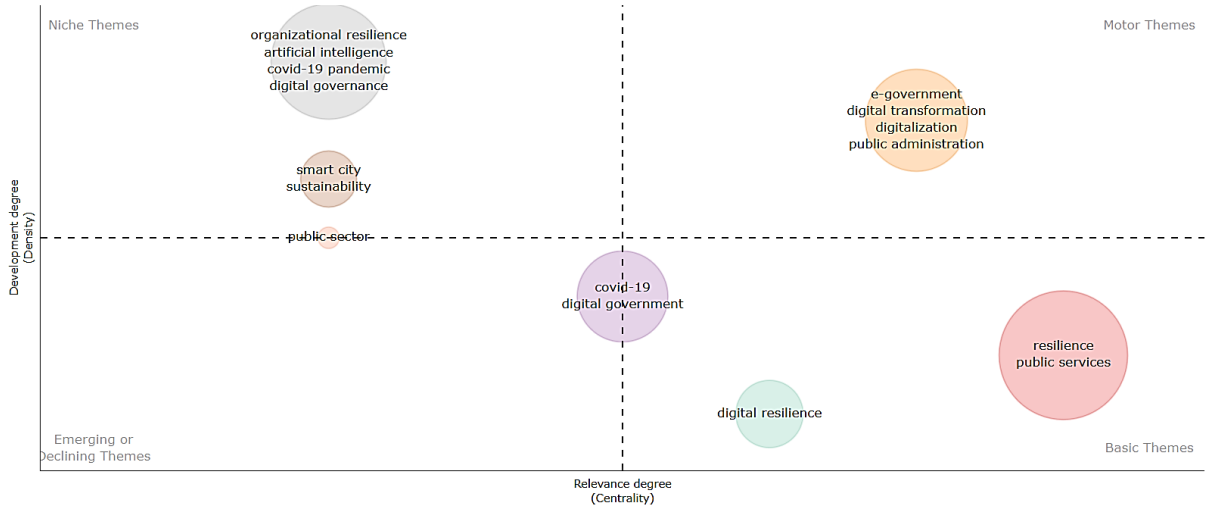

Figure 2. Thematic map (leading eigenvalues clustering algorithm).

Source: Own elaboration using Bibliometrix (Aria, Cuccurullo, 2017).

The basic themes that serve as a foundation for research on digital resilience in public governance include applying resilience theory to processes of public service delivery and exploring digital resilience issues. This research has been shaped by the evolution of the digital government concept and the impacts of the COVID-19 pandemic. Motor themes focus on the effects of the digital transformation within public administration. Niche themes, which encompass issues requiring future exploration, address the further development of organizational resilience in the context of digital governance, including the use of artificial intelligence. An important avenue for future research may also involve linking digital resilience to sustainability within the functioning of the public sector and in the context of smart cities. The thematic map indicates that there are no emerging or declining themes at this time; although the context of public sector operations and the impact of Covid-19 on digital government lie on the border with other areas.

5. Discussion

A thorough examination of the identified publications reveals that digital technologies facilitate and enhance public organizations' ability to adapt to change, respond to unforeseen events, and overcome problems. The emerging concept of digital resilience in public governance not only refers to responding to emerging problems (bouncing back) but is primarily focused on proactive actions and the search for new ways of survival and development (bouncing forward and beyond). It is characterized by complexity and multidimensionality, as the individual, group, organizational, and interorganizational levels complement each other (Fischer et al., 2023; Sagarik, 2024). Building digital resilience in public governance solely at the organizational level is impossible without developing employees' knowledge and digital

competencies. Similarly, countries' digital resilience depends on the capabilities and resources of the local, regional, and central levels. Nevertheless, this is a crucial concept, as the appropriate use of digital technologies can enhance the effectiveness of actions and drive sustainable development (Wolniak, Grebski, 2025; Sira, Kuzior, 2025; Drăgoicea et al., 2020). For example, during the war in Ukraine, digital resilience enables the co-creation of defense operations and the continuity of civilian services (Mamediieva, Moynihan, 2023). It is also worth emphasizing that it is not an end in itself, but an ability that mediates between resources, actions taken, and the effectiveness of the processes conducted

By treating knowledge as a growing resource, digital resilience in public governance adapts the factors of effective activities to the current situation and contextual conditions. These factors include, above all, public policies, which determine the design and implementation of appropriate digital technologies (Drăgoicea et al., 2020). For example, the implementation of digital platforms enables citizen-centric, decentralized public service delivery, thereby building a resilient public service delivery system (Shen et al., 2023; Casalegno et al., 2023). Such solutions foster the development of public entrepreneurship and social innovation, and also increase opportunities for collaboration and learning. They enable the exchange of ideas on problem-solving, socialization, and the development of collective understanding (Nolte, Lindenmeier, 2024; Bhamra, Brodersohn, 2025). Thanks to digital technologies, employees of public organizations can discuss among themselves and with the community, exchanging ideas to solve current challenges, thereby building the organization's ability to adapt quickly and effectively to the situation. An agile approach to decision-making processes, robust stakeholder engagement mechanisms, democratic leadership, and flexible organizational structures are also important determinants of digital resilience (Bhamra, Brodersohn, 2025; Tremblay et al., 2023; Lin, Tao, 2024).

Furthermore, to bounce forward and beyond, a combination of static and dynamic digital resilience is necessary (Clement et al., 2023; Nolte, Lindenmeier, 2024; Sienkiewicz-Małyjurek, Zyzak, 2025b). Static digital resilience—defining a baseline—creates a robust foundation for organizational sustainability and development. In turn, a dynamic approach enables adaptation to changing conditions, drawing conclusions, and learning, which then inform innovation and change. Static and dynamic digital resilience complement each other, creating an integrated picture of capabilities.

6. Conclusions

This article aims to systematize knowledge about digital resilience. To achieve this goal, an interdisciplinary systematic literature review was conducted to answer the research questions presented in the Introduction.

To address the first research question, it was determined that the primary factors driving the development of digital resilience are policies that aim to use digital technologies in public governance, along with social innovations. Additionally, the COVID-19 pandemic has prompted public organizations to seek new ways to enhance resilience through digital technologies.

The findings related to the second research question reveal that digital resilience has evolved from the foundations of organizational resilience. Research on this topic is primarily conducted in China, the USA, Romania, and the Netherlands. Current studies emphasize how digital technologies can enhance public organizations' capacity to deliver effective public services in line with sustainable development principles.

The research areas about digital resilience, which are relevant to the third research question, comprise four main strands: the relationship between general resilience theory and the application of information and communication technologies in the digital transformation of the public sector; public policies and social innovations that contribute to the growth of digital governance; the extent of digitization and digitalization in public services aligned with sustainable development principles; and the interplay between organizational and digital factors. Together, these four areas provide a big picture of digital resilience.

Addressing the fourth research question, it can be concluded that digital resilience in public governance goes beyond mere bouncing back; it emphasizes moving forward and beyond. This concept requires both static elements—such as establishing robust foundations for organizational sustainability and development—and dynamic aspects involving adaptation, learning, and innovation. Additionally, digital resilience develops at both the individual and organizational levels. These levels are complementary; it is not possible to foster digital resilience at the organizational level without individual employees' competencies. Furthermore, digital resilience should not be viewed as an end goal, but rather as a capacity that bridges resources and actions with the effectiveness and sustainability of activities. By treating knowledge as a growing resource, digital resilience in public governance helps shape effective actions tailored to the current situation and context.

The identification of future research directions in digital resilience, as related to research question five, highlights the need to further explore the connections between organizational resilience and digital governance, particularly through the use of artificial intelligence. Additionally, it is crucial to establish the interrelationships between digital resilience and sustainable development within the public sector operations framework.

In summary, this article offers new insights into the development opportunities and impacts of digital resilience, thereby enhancing understanding of public governance and resilience theory in digital-era governance.

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Appendix 1.

The results of the Systematic Literature Review (chronological order)

Authors	Title	Year	Source title
G.C. Misuraca; G. Pasi; G. Viscusi	Social innovation and resilience: Exploring the dynamics and impacts on the digital transformation of governance & society	2018	ACM International Conference Proceeding Series, 91-100
G.C. Misuraca; G. Viscusi	AI-Enabled Innovation in the Public Sector: A Framework for Digital Governance and Resilience	2020	Lecture Notes in Computer Science, 12219, 110-120
M. Drăgoicea; L. Walletzky; L. Carrubbo; N.G. Badr; A.M. Toli; F. Romanovská; M. Ge	Service design for resilience: A multi-contextual modeling perspective	2020	IEEE Access, 8, 185526-185543
N. Tcholtchev; I.K. Schieferdecker	Sustainable and reliable information and communication technology for resilient smart cities	2021	Smart Cities, 4(1), 156-176
D. Chatterjee; S. Chatterjee; S. Chatterjee	An Empirical Investigation of the Role of Information Technology in Fostering Organizational Resilience and Effectiveness	2021	ACIS 2021 Proceedings, 3
B.R. Fleron; J. Pries-Heje; R.L. Baskerville	Digital organizational resilience: A history of Denmark as a most digitalized country	2021	Proceedings of the Annual Hawaii International Conference on System Sciences, 2400-2409
Y. Tim; L. Cui; Z. Sheng	Digital resilience: How rural communities leapfrogged into sustainable development	2021	Information Systems Journal, 31(2), 323-345
B.R. Fleron; J. Pries-Heje; R.L. Baskerville	Becoming a Most Digitalized Country: A History of Digital Organizational Resilience in Denmark	2022	Communications of the Association for Information Systems, 51(1), 120-139
S.A. Apostu; V.A. Vasile; R. Vasile; J. Rosak-Szyrocka	Do Smart Cities Represent the Key to Urban Resilience? Rethinking Urban Resilience	2022	International Journal of Environmental Research and Public Health, 19(22), 15410
B. Faro; B. Abedin; D.K. Cetindamar	Hybrid organizational forms in public sector's digital transformation: a technology enactment approach	2022	Journal of Enterprise Information Management, 35(6), 1742-1763
I. Hasan; S.A.M. Rizvi	Knowledge Management Framework for Sustainability and Resilience in Next-Gen e-Governance	2022	Lecture Notes in Networks and Systems, 238, 191-203
G. Mamediieva; D.P. Moynihan	Digital resilience in wartime: The case of Ukraine	2023	Public Administration Review, 83(6), 1512-1516
Y. Shen; Y. Cheng; J. Yu	From recovery resilience to transformative resilience: How digital platforms reshape public service provision during and post COVID-19	2023	Public Management Review, 25(4), 710-733
C.G. Casalegno; C. Civera; D. Cortese; A. Zardini	In search of the enabling factors for public services resilience: A multidisciplinary and configurational approach	2023	Journal of Innovation and Knowledge, 8(1), 100337
J. Clement; G. Esposito; N. Crutzen	Municipal Pathways in Response to COVID-19: A Strategic Management Perspective on Local Public Administration Resilience	2023	Administration and Society, 55(1), 3-29

C. Fischer; J. Siegel; I. Proeller; N. Drathschmidt	Resilience through digitalisation: How individual and organisational resources affect public employees working from home during the COVID-19 pandemic	2023	Public Management Review, 25(4), 808-835
Y. Tim; D.E. Leidner	Digital Resilience: A Conceptual Framework for Information Systems Research	2023	Journal of the Association for Information Systems, 24(5), 1184-1198
M.C. Chiarini Tremblay; R. Kohli; C. Rivero	Data is the new protein: how the commonwealth of Virginia built digital resilience muscle and rebounded from opioid and COVID shocks	2023	MIS Quarterly: Management Information Systems, 47(1), 423-450
Y. Liu; X. Xu; Y. Jin; H. Deng	Understanding the digital resilience of physicians during the COVID-19 pandemic: an empirical study	2023	MIS Quarterly: Management Information Systems, 47(1), 391-422
X. Yao; Z. Xu; M. Škare; X. Wang	Aftermath on COVID-19 technological and socioeconomic changes: A meta-analytic review	2024	Technological Forecasting and Social Change, 202, 123322
I.M. Nolte; J. Lindenmeier	Creeping crises and public administration: a time for adaptive governance strategies and cross-sectoral collaboration?	2024	Public Management Review, 26(11), 3104-3125
C.M. Profiroiu; I.C. Negoiță; A.V. Costea	Digitalization of public administration in EU member states in times of crisis: the contributions of the national recovery and resilience plans	2024	International Review of Administrative Sciences, 90(2), 336-352
D. Sagarik	How digital government capabilities strengthen public sector workforce resilience	2024	International Review of Public Administration, 29(4), 353-362
A.S.D. Santos; I. Gonçales; A. Silva; R. Neves; I.C. Teixeira; E.M. Barbosa; V.L. Gava; O.S. Yoshida	Smart resilience through IoT-enabled natural disaster management: A COVID-19 response in São Paulo state	2024	IET Smart Cities, 6(3), 211-224
V.R. Levesque; K.P. Bell; E.S. Johnson	The role of municipal digital services in advancing rural resilience	2024	Government Information Quarterly , 41(1), 101883
Y.H. Zou	Urban resilience, digital technologies, and the economic recovery of a city from the pandemic	2024	Public Administration Review, 84(4), 637-650
J. Lin; J. Tao	Digital resilience: A multiple case study of Taobao village in rural China	2024	Telematics and Informatics, 86, 102072
J.Y.H. Lee; C.Y. Chou; H. Chang; C.W. Hsu	Building digital resilience against crises: The case of Taiwan's COVID-19 pandemic management	2024	Information Systems Journal, 34(1), 39-79
Q. Yuan; M.G. Hernandez; J.R. Gil-Garcia; M.E. Cook; T.A. Pardo	Continuity of Operations and Organisational Resilience during the COVID-19 Pandemic: Lessons from City Governments in the US Northeast Region	2025	Public Management Review, 27(1), 29-49
U. Abdullahi; A. Martadha Mohamed; V. Senasi	Digital orientation and organizational resilience: the contingent effect of dynamic capabilities	2025	Sustainable and Resilient Infrastructure, 10(4), 295-312
A. Holmström; C. Große	Not All Heroes Wear Capes: Cyber Resilience of the Social Administration at a Swedish Municipality	2025	Risk, Hazards and Crisis in Public Policy, 16, e70024
P. Horák; D. Špaček	Organizational Resilience of Public Sector Organizations Responding to the COVID-19 Pandemic in Czechia and Key Influencing Factors: Use of the Nograšek and Vintar Model	2025	International Journal of Public Administration, 48(8), 485-501

K.E. Sienkiewicz-Małyjurek; B. Zyzak	Overcoming social and ethical challenges of AI through organizational resilience. A PLS-SEM approach	2025	Telematics and Informatics, 96, 102210
L. Ha	Reconsider the role of digital revolution in public sector during the time of climate risk: Fresh insights from panel autoregression model	2025	Technological Forecasting and Social Change, 219, 124243
R.S. Bhamra; E. Brodersohn	Understanding organizational dynamism: Fostering creativity and agility for resilience in social security institutions	2025	International Social Security Review, 78(2-3), 37-54
S.A. Teo	Artificial intelligence, human vulnerability and multi-level resilience	2025	Computer Law & Security Review, 57, 106134
A.F. Crăciun; M. Umar; M. Qin; A.C. Nicolescu; O.R. Lobont	Digital Metamorphosis: Harnessing Transformation in the Public Sector for Sustainable Governance and Resilience	2025	Springer Proceedings in Business and Economics, 1-29