Determinants of Organizational Resilience: A Systematic Review

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Information of Article

Article history:
Received: Nov 2025
Revised: Nov 2025
Accepted: Dec 2025
Available online: Dec 2025

Keywords:
Organizational resilience; transformational leadership; digital transformation; adaptability; sustainability.

Abstract
Organizational resilience has become a defining capability for institutions seeking to navigate increasing uncertainty, technological disruption, and global crises. Beyond mere recovery, resilience encompasses the ability to adapt, transform, and sustain performance under adverse conditions. Despite widespread attention, the concept remains fragmented, with limited integration of behavioral, organizational, and contextual perspectives. This systematic review aims to synthesize current evidence on the determinants of organizational resilience, focusing on how leadership, employee adaptability, digital transformation, and knowledge management interact to strengthen resilience across industries and sectors. The paper also seeks to identify theoretical, methodological, and contextual gaps to guide future research and practice. The study followed the PRISMA 2020 framework to ensure systematic identification, screening, and inclusion of relevant literature published between 2020 and 2025. A total of thirty empirical and conceptual studies were reviewed. Data were thematically analyzed to extract behavioral, organizational, and contextual determinants and to compare key findings across different settings. Findings reveal that organizational resilience is shaped by the interplay of multiple factors. At the behavioral level, employee adaptability, self-efficacy, and psychological strength form the foundation of resilience. Organizationally, transformational leadership, continuous learning, and innovation readiness act as critical enablers. Contextual determinants such as digital transformation, technological capability, and collaborative networks further enhance adaptive capacity and long-term performance. Collectively, these factors contribute to organizations' ability to absorb shocks, realign strategies, and sustain productivity. Strengthening these interlinked dimensions is essential for achieving long-term organizational sustainability and competitive advantage.

1. Introduction

In an era defined by volatility, uncertainty, complexity, and ambiguity, organizational resilience has become an indispensable capability for sustaining performance, competitiveness, and survival. Rapid technological disruptions, the COVID-19 pandemic, global supply-chain crises, geopolitical tensions, and the accelerating digital transformation have compelled organizations to strengthen their capacity to anticipate, absorb, adapt to, and recover from adversity (Ostadi et al., 2023; Weber, 2023).

> Resilience is no longer viewed solely as a reactive ability to withstand shocks but as a proactive and strategic competence embedded in leadership, culture, and knowledge systems that enable continuity and renewal (Duchek et al., 2020; Yang et al., 2025).

Across industries, the determinants of resilience are multidimensional spanning human, structural, and contextual domains. Human capital remains one of the most critical drivers, enhancing learning, adaptability, and innovative problem solving that allow firms to recover from disruption (Shela et al., 2023; Banu et al., 2024). Leadership and management orientation likewise shape resilience by fostering trust, empowerment, and the strategic flexibility needed to guide organizations through crises (Zadok et al., 2024; Miller, 2023). Organizational culture anchored in shared values, collaboration, and open communication provides the psychological and structural foundation for adaptability (Muadzah & Suryanto, 2024; Tamunomiebi & Lawrence, 2020). Moreover, knowledge integration and learning mechanisms enhance absorptive capacity and dynamic capability, strengthening an organization's ability to sense and respond to change (Oo & Rakthin, 2022; Ju, 2023).

The growing body of literature reflects a transition from viewing resilience as an outcome toward conceptualizing it as a process built on interdependent factors such as digital orientation, innovation readiness, and social capital (Liu et al., 2024; Bahyan et al., 2025; Tanner et al., 2022). Scholars also emphasize that resilience interacts with sustainability goals, highlighting its role in enabling organizations to thrive while maintaining long-term environmental and social responsibilities (Weber, 2023; Al Ameri, 2023). In knowledge-intensive and technology-driven sectors, resilience depends heavily on the effective alignment of digital transformation initiatives with leadership and human resource strategies (Yang et al., 2025; Liu et al., 2024).

Despite significant progress, empirical studies remain fragmented across industries and theoretical lenses. While some research adopts a dynamic capabilities perspective (Oo & Rakthin, 2022; Ju, 2023), others focus on social identity and collective efficacy as enablers of resilience at community and organizational levels (Ntontis et al., 2021; Karakose et al., 2024). There is also a growing interest in linking individual and collective resilience, suggesting that employee well-being and creative self-efficacy contribute directly to organizational adaptability and performance (Prayag & Dassanayake, 2023; Good et al., 2025). Nevertheless, a comprehensive synthesis identifying the principal determinants of organizational resilience across human, cultural, technological, and managerial dimensions is still lacking.

Therefore, this systematic review aims to consolidate existing empirical and conceptual studies to uncover the key determinants that underpin organizational resilience across different sectors and contexts. By integrating evidence from 2020 to 2025, the paper applies the PRISMA 2020 protocol to identify, screen, and synthesize relevant literature, thereby providing a holistic framework that connects human capital, organizational culture, leadership, learning systems, and adaptability mechanisms. The findings not only clarify the theoretical foundations of organizational resilience but also offer practical insights for policymakers and managers seeking to develop resilient, sustainable, and future-ready organizations (Ingram et al., 2023; Shela et al., 2023).

2. Methodology

This systematic review employed the PRISMA 2020 protocol to ensure methodological transparency, reproducibility, and rigor in synthesizing the determinants of organizational resilience. The research process was guided by the four main phases of the PRISMA framework identification, screening, eligibility, and inclusion focusing on studies published between 2020 and 2025 that explored resilience within diverse organizational contexts. An extensive search strategy was developed to capture a comprehensive set of scholarly works related to the determinants of organizational resilience. Databases such as Scopus, Web of Science, ScienceDirect, Emerald Insight, and Google Scholar were systematically searched using combinations of Boolean operators and targeted keywords, including *"organizational resilience," "determinants," "leadership," "human capital," "organizational culture," "knowledge management," "adaptability," "digital transformation,"* and *"dynamic capabilities."* The search strategy was complemented by backward and forward citation tracking to identify additional relevant studies (Shela et al., 2023; Ostadi et al., 2023; Ingram et al., 2023).

The inclusion criteria for this review focused on studies that explicitly examined resilience at the organizational level and identified antecedents such as leadership, human capital, organizational learning, or adaptability. Studies employing quantitative, qualitative, or mixed-methods designs were included, provided they were peer-reviewed and published in English within the selected period. Editorials, conceptual notes without empirical grounding, conference abstracts, and non-English publications were excluded. This approach ensured the incorporation of diverse empirical evidence while maintaining methodological rigor and relevance across various industries such as manufacturing, healthcare, education, tourism, and energy (Banu et al., 2024; Weber, 2023; Bahyan et al., 2025).

The review process initially identified 418 records through database searches. After removing 73 duplicates, 345 articles remained for preliminary screening. Titles and abstracts were reviewed, and 295 papers were excluded for irrelevance to the research objectives. Full-text assessment of the remaining 50 articles led to the final inclusion of 30 studies that met all selection criteria. These studies were then synthesized and summarized in Table 1: Literature Review Matrix, which categorized the main determinants of organizational resilience, including human capital, leadership and management, organizational culture, knowledge integration, adaptability, and process continuity (Duchek et al., 2020; Tanner et al., 2022; Ntontis et al., 2021).

Data extraction was carried out using a structured review matrix to capture bibliographic details, study objectives, methodological approaches, and key findings. Thematic analysis was applied to identify recurring determinants and relationships across studies, resulting in three broad categories of resilience factors behavioral, organizational, and contextual. Thematic clustering allowed for the integration of both quantitative evidence (e.g., regression and SEM analyses) and qualitative insights (e.g., interviews and systematic reviews), providing a holistic understanding of resilience as both an outcome and a process (Cotta & Salvador, 2020; Muadzah & Suryanto, 2024; Prayag & Dassanayake, 2023). Quality appraisal of the included studies was conducted using a modified Joanna Briggs Institute (JBI) checklist to evaluate the clarity of research objectives, methodological alignment, and theoretical coherence. Studies with insufficient methodological rigor were excluded. The inclusion of both empirical and theoretical contributions enhanced the review's validity and ensured that the synthesized evidence reflects the multidimensional nature of organizational resilience.

Fig. 1 presents the PRISMA 2020 Flow Diagram, illustrating the four phases of identification, screening, eligibility, and inclusion, which structured the selection and review process. This systematic and transparent methodology provides a robust foundation for examining the determinants of organizational resilience across sectors and contexts.

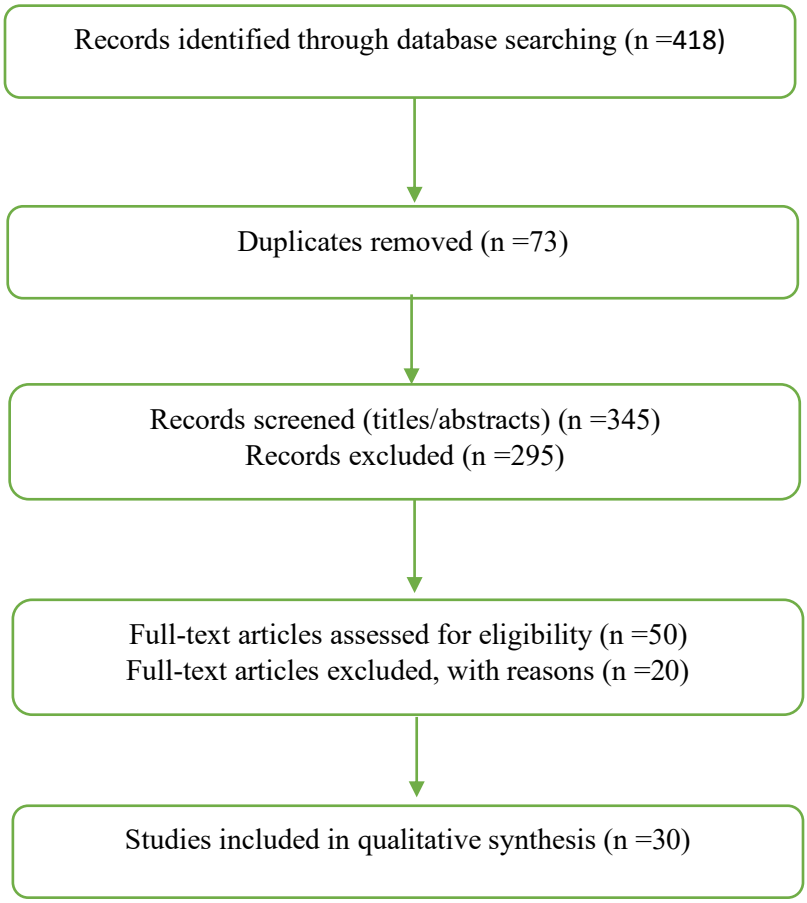

Fig. 1. PRISMA 2020 Flow Diagram

3. Results

3.1 Study Selection and Characteristics

The process of identifying and selecting relevant studies adhered to the PRISMA 2020 framework to ensure methodological transparency and consistency. The systematic search initially retrieved 418

studies, from which 73 duplicates were removed, leaving 345 records for abstract and title screening. After excluding irrelevant papers, 50 full-text articles were assessed for eligibility, and 30 studies were ultimately included based on the established inclusion criteria. These studies collectively reflect diverse sectors, methodologies, and geographical contexts, emphasizing the multifaceted nature of organizational resilience. The selected studies encompassed both quantitative and qualitative approaches, including survey-based structural equation modeling (Al Ameri, 2023; Ju, 2023; Liu et al., 2024), case studies (Cosentino & Paoloni, 2021; Ingram et al., 2023), and systematic literature reviews (Shela et al., 2023; Ostadi et al., 2023; Weber, 2023). Several studies also applied mixed-methods and meta-analytical techniques to consolidate empirical findings across contexts (Good et al., 2025; Baloochi, 2020; Karakose et al., 2024).

In terms of geographic representation, the reviewed studies were distributed across Europe (Cotta & Salvador, 2020; Duchek et al., 2020), the Middle East (Banu et al., 2024; Bahyan et al., 2025; Al Ameri, 2023), Asia (Ju, 2023; Yang et al., 2025; Liu et al., 2024), Africa (Onoshakpor et al., 2020), and Oceania (Ali et al., 2022). This diversity reflects the growing global concern for resilience as an organizational competency adaptable across varying socio-economic and cultural environments. The studies also demonstrated a strong reliance on theoretical frameworks such as dynamic capability theory (Oo & Rakthin, 2022; Bahyan et al., 2025), social cognitive theory (Prayag & Dassanayake, 2023), transformational leadership theory (Zadok et al., 2024; Miller, 2023), and the knowledge-based view (Ju, 2023). These models provided the conceptual backbone for understanding how resilience emerges through leadership, learning, innovation, and adaptability.

Table 1: Literature Review Matrix presents a synthesized overview of the selected studies, summarizing their methodological designs, conceptual focuses, and identified determinants of organizational resilience, including human capital, leadership, organizational culture, knowledge integration, adaptability, and workforce well-being.

Table 1. Literature Review Matrix

No	Author(s) & Year	Human Capital	Organizational Culture	Leadership / Management	Process Resilience / Continuity	Change Management / Adaptability	Knowledge Integration / Learning	Workforce Engagement / Well-being
1	**Shela et al. (2023)**	✓				✓	✓	
2	**Ostadi et al. (2023)**			✓	✓	✓		
3	**Cotta & Salvador (2020)**	✓		✓		✓	✓	
4	**Al Ameri (2023)**			✓				✓
5	**Muadzah & Suryanto (2024)**		✓	✓		✓		✓

6	**Akpinar & Özer-Çaylan (2023)**		✓	✓	✓	✓		
7	**Banu et al. (2024)**	✓		✓			✓	✓
8	**Cosentino & Paoloni (2021)**	✓		✓		✓		
9	**Tasic et al. (2020)**		✓	✓	✓	✓	✓	
10	**Duchek et al. (2020)**		✓	✓		✓	✓	
11	**Oo & Rakthin (2022)**		✓	✓		✓	✓	
12	**Khin Khin Oo & Rakthin (2022)**		✓	✓		✓	✓	
13	**Weber (2023)**			✓	✓	✓		
14	**Ali et al. (2022)**	✓		✓	✓	✓	✓	✓
15	**Good et al. (2025)**	✓				✓		✓
16	**Baloochi (2020)**	✓				✓		✓
17	**Tamunomiebi & Lawrence (2020)**		✓	✓		✓		
18	**Onoshakpor et al. (2020)**		✓	✓		✓	✓	
19	**Zadok et al. (2024)**			✓			✓	
20	**Yang et al. (2025)**			✓	✓	✓	✓	
21	**Prayag & Dassanayake (2023)**	✓			✓	✓		✓
22	**Tanner et al. (2022)**	✓	✓	✓	✓	✓	✓	
23	**Ju (2023)**			✓	✓	✓	✓	
24	**Bahyan et al. (2025)**	✓	✓	✓	✓	✓	✓	✓
25	**Karakose et al. (2024)**	✓		✓			✓	✓
26	**Zhu et al. (2025)**			✓	✓	✓	✓	
27	**Liu et al. (2024)**	✓	✓	✓	✓	✓		
28	**Miller (2023)**			✓				✓
29	**Ntontis et al. (2021)**	✓	✓			✓	✓	✓
30	**Ingram et al. (2023)**		✓	✓	✓	✓	✓	

3.2 Prevalence and Determinants

Analysis of the reviewed studies revealed that organizational resilience is a multidimensional construct shaped by interrelated determinants across individual, organizational, and contextual levels. The most frequently identified determinants include human capital, leadership and management, organizational culture, knowledge integration, adaptability, and technological orientation. Human capital emerged as a dominant determinant, emphasizing the importance of employee competence, engagement, and creative self-efficacy in enhancing adaptability and problem-solving capacity during crises (Shela et al., 2023; Prayag & Dassanayake, 2023; Banu et al., 2024). Studies in manufacturing, healthcare, and SMEs contexts consistently underscored that skilled and motivated employees contribute to organizational learning, innovation readiness, and sustained performance even under external shocks (Cotta & Salvador, 2020; Good et al., 2025; Bahyan et al., 2025).

Leadership and management practices were recognized as pivotal enablers of resilience. Transformational and participative leadership styles foster psychological safety, trust, and employee

empowerment, all of which facilitate collective adaptability (Zadok et al., 2024; Miller, 2023). Al Ameri (2023) and Yang et al. (2025) demonstrated that leadership behaviors promoting digital transformation, knowledge sharing, and engagement directly strengthen both employee and organizational resilience. Moreover, middle leaders play a crucial role in mediating resilience-building processes within institutional settings, particularly in education and healthcare (Zadok et al., 2024; Ali et al., 2022). Organizational culture also plays a foundational role in enabling resilience. Studies revealed that flexibility, open communication, shared vision, and collaborative norms are key cultural characteristics that enhance responsiveness to change (Muadzah & Suryanto, 2024; Tamunomiebi & Lawrence, 2020). A positive culture enhances employee well-being, collective efficacy, and commitment to innovation factors essential for managing uncertainty and sustaining performance in dynamic environments (Ntontis et al., 2021; Tanner et al., 2022).

Knowledge integration and learning mechanisms were equally prevalent as determinants of resilience. Absorptive capacity and organizational learning processes allow firms to sense, interpret, and respond to environmental changes more effectively (Oo & Rakthin, 2022; Ju, 2023). These findings reinforce the dynamic capabilities perspective, which views resilience as a learned and iterative process involving sensing opportunities, reconfiguring resources, and transforming capabilities (Duchek et al., 2020; Weber, 2023). In addition, technological and digital capabilities are increasingly recognized as strategic assets that enable adaptive resilience through innovation and process agility. Studies in the energy and manufacturing sectors highlighted how digital orientation and transformation readiness significantly enhance resilience by supporting flexibility, co-creation, and cyber adaptation (Bahyan et al., 2025; Liu et al., 2024). Collectively, these determinants demonstrate that resilience is embedded in the alignment of human, cultural, and technological factors that collectively sustain organizational performance during disruptions.

3.3 Outcomes

The outcomes associated with organizational resilience across the reviewed studies indicate substantial benefits at individual, organizational, and systemic levels. At the individual level, resilience correlates positively with psychological well-being, creative efficacy, and professional satisfaction, reducing burnout and turnover while enhancing engagement (Baloochi, 2020; Good et al., 2025; Prayag & Dassanayake, 2023). These findings emphasize that organizations investing in supportive environments foster both employee health and sustained performance. At the organizational level, resilience directly influences productivity, innovation capacity, and business continuity. Empirical studies demonstrated that resilient organizations recover more rapidly from crises, maintain stakeholder confidence, and sustain operational stability under adverse conditions (Al Ameri, 2023; Yang et al., 2025; Bahyan et al., 2025).

Moreover, firms with strong adaptive and planned resilience exhibited superior financial performance and service quality, particularly in turbulent sectors such as tourism and healthcare (Prayag & Dassanayake, 2023; Ali et al., 2022). At the systemic level, organizational resilience contributes to long-term sustainability and strategic agility, linking short-term recovery with long-term transformation. Weber (2023) and Ingram et al. (2023) highlighted that resilience and sustainability are interdependent, enabling organizations not only to withstand crises but also to evolve toward more responsible and future-ready models. Similarly, studies rooted in the collective efficacy and social identity framework

demonstrated that shared community support reinforces both psychological and structural resilience across organizations and societies (Ntontis et al., 2021; Karakose et al., 2024).

4. Discussion

4.1 Interplay of Behavioral, Organizational, and Contextual Determinants

The synthesis of the reviewed studies demonstrates that organizational resilience emerges from the dynamic interplay between behavioral, organizational, and contextual determinants. At the behavioral level, human capital and leadership behaviors form the psychological and cognitive foundations of resilience, promoting adaptability, motivation, and creative problem-solving. Employees' competencies, engagement, and psychological capital were repeatedly identified as catalysts for resilience, as they enable quick recovery and innovative responses to environmental disruptions (Shela et al., 2023; Prayag & Dassanayake, 2023; Good et al., 2025). These micro-level capabilities are reinforced by supportive leadership that fosters trust, collaboration, and empowerment (Zadok et al., 2024; Miller, 2023). Transformational and participative leadership, in particular, nurture a shared sense of purpose and optimism that aligns employee resilience with broader organizational objectives, thereby strengthening adaptive capacity (Al Ameri, 2023; Yang et al., 2025).

At the organizational level, resilience is driven by internal structures, systems, and cultures that enable continuity and innovation. A supportive organizational culture, defined by open communication, collaboration, and adaptability, enhances the organization's ability to absorb shocks and sustain operations during crises (Muadzah & Suryanto, 2024; Tamunomiebi & Lawrence, 2020). Cultural flexibility and employee inclusion in decision-making are shown to minimize resistance to change and foster collective efficacy (Ntontis et al., 2021; Tanner et al., 2022). Moreover, knowledge integration mechanisms such as organizational learning and absorptive capacity play an essential role in transforming experience into adaptive competence (Oo & Rakthin, 2022; Ju, 2023). By facilitating continuous learning, unlearning, and innovation, organizations become better equipped to anticipate and respond to uncertainty.

Contextual determinants including environmental uncertainty, digital transformation, and industry-specific dynamics shape how behavioral and organizational factors are enacted. For instance, the integration of digital orientation and innovation readiness enhances technological resilience and process agility, particularly in sectors like energy and manufacturing (Bahyan et al., 2025; Liu et al., 2024). Likewise, external collaboration and social capital foster resilience by linking organizations with networks of resources, stakeholders, and communities that provide support during crises (Tanner et al., 2022; Ali et al., 2022). Collectively, these behavioral, organizational, and contextual dimensions interact as a complex adaptive system, in which human, structural, and environmental capabilities co-evolve to maintain long-term viability and competitiveness (Duchek et al., 2020; Weber, 2023; Ingram et al., 2023).

4.2 Policy, Practical, and Theoretical Implications

From a policy perspective, the findings underscore the need for institutional frameworks that encourage organizational resilience through workforce development, leadership training, and digital capacity-building. Governments and regulators can promote resilience by integrating it into national economic

strategies and innovation policies, particularly in volatile sectors such as energy, tourism, and healthcare (Banu et al., 2024; Bahyan et al., 2025). Programs supporting skill enhancement, mental health, and adaptive leadership can help create a more resilient workforce capable of sustaining productivity amid crises (Shela et al., 2023; Good et al., 2025). From a managerial standpoint, the review provides actionable insights into how organizations can embed resilience within their operational and strategic frameworks.

First, leaders should cultivate a culture of adaptability and psychological safety, allowing employees to experiment, learn, and innovate without fear of failure (Muadzah & Suryanto, 2024; Zadok et al., 2024). Second, knowledge management and learning systems should be institutionalized to enhance absorptive capacity, ensuring that organizations can recognize opportunities in disruptions (Oo & Rakthin, 2022; Ju, 2023). Third, digital transformation must be aligned with human and social capital initiatives to balance technological resilience with human adaptability (Yang et al., 2025; Liu et al., 2024). By combining technological foresight, leadership development, and employee empowerment, organizations can build resilience that is both structural and behavioral. The theoretical implications of this review contribute to the evolving understanding of resilience as a multidimensional construct.

While prior studies viewed resilience primarily as an outcome, this review confirms its dynamic nature as a process mediated by continuous learning and adaptation (Duchek et al., 2020; Weber, 2023). The integration of theories such as the dynamic capabilities framework (Oo & Rakthin, 2022; Ju, 2023), social cognitive theory (Prayag & Dassanayake, 2023), and transformational leadership theory (Zadok et al., 2024; Miller, 2023) reveals that resilience is not confined to reactive survival mechanisms but extends to proactive growth and transformation. These insights advance theoretical understanding by linking micro-level psychological resources, meso-level cultural systems, and macro-level contextual factors within a unified framework of organizational resilience.

4.3 Comparison with Existing Reviews, Limitations, and Future Research

This systematic review extends previous studies by offering a comprehensive and updated synthesis of resilience research between 2020 and 2025. Earlier reviews, such as those by Cotta and Salvador (2020) and Ostadi et al. (2023), primarily examined resilience from operational and risk management perspectives. In contrast, the current review integrates behavioral, technological, and contextual dimensions to reflect contemporary organizational realities shaped by digital transformation and global crises. Compared with Shela et al. (2023) and Weber (2023), this study expands the scope by incorporating human capital and learning-based frameworks that position resilience as an evolving strategic capability rather than a static attribute.

Despite its contributions, this review faces several limitations. First, the inclusion of studies published only in English may have excluded relevant findings from non-English literature. Second, the analysis relied on peer-reviewed sources, potentially omitting valuable insights from grey literature such as industry reports and government publications. Third, while this review captures multiple industries and contexts, heterogeneity in research designs and resilience measures limits direct comparison and generalizability of results. Finally, publication bias may have favored studies reporting positive outcomes, underscoring the need for longitudinal and cross-cultural research to capture the complexity of resilience development (Good et al., 2025; Ingram et al., 2023).

For future research, several promising directions emerge. Scholars should explore longitudinal models to examine how resilience evolves over time and interacts with organizational learning and innovation capacity (Ju, 2023; Liu et al., 2024). Further, there is a need to test integrative frameworks empirically that combine behavioral and digital determinants, particularly in high-risk industries. Cross-cultural studies could investigate how national culture and institutional frameworks influence the formation of resilient organizational cultures (Muadzah & Suryanto, 2024; Banu et al., 2024). Additionally, exploring collective and community-level resilience may provide valuable insights into how networks, partnerships, and ecosystems contribute to adaptive capacity (Ntontis et al., 2021; Tanner et al., 2022).

5. Conclusion

This systematic review concludes that organizational resilience is a multidimensional and evolving capability that enables organizations to sustain performance and adapt effectively to change. The findings highlight that resilience is not an isolated attribute but the outcome of a dynamic interaction among individual behaviors, organizational systems, and contextual environments. Resilience emerges when human capital, leadership, culture, and technology collectively create an adaptive and learning-oriented organization capable of withstanding uncertainty. At the individual level, the review reveals that resilience begins with the psychological and emotional strength of employees who possess the confidence, flexibility, and creativity to respond to adversity. These individual traits are magnified when supported by inclusive and empowering leadership that fosters collaboration and shared purpose.

Organizational structures and cultures that value continuous learning, innovation, and open communication further reinforce collective adaptability. On a strategic level, resilience is embedded in systems that integrate learning processes, digital transformation, and knowledge management to reconfigure resources in response to shifting environments. The alignment of human, structural, and technological elements enables organizations to not only recover from disruption but also to leverage challenges as opportunities for innovation and growth. The outcomes of resilience are visible in improved well-being, engagement, and creativity among employees; enhanced operational continuity and performance within organizations; and greater collective stability within communities and industries. These results demonstrate that resilience is both a protective mechanism and a driver of transformation.

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