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# Progressive Convergent Definition and Conceptualization of Organizational Resilience: A Model Development

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### ABSTRACT

#### Keywords:

*Organizational resilience,  
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This paper aims to examine how the construct of resilience is currently defined and propose a more comprehensive and unidirectional definition, conceptualization, and operationalization for the construct. We applied a rigorous systematic literature review in line with Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) selection criteria covering historical currency, topical relevance, and publication appropriateness. We reviewed 1490 articles and publications on organizational resilience generated from a combination of academic databases and search engines. We identified the points of convergence and divergence in the definitions and discussed the implications for theorizing organizational resilience. The thematic descriptive extracted from the selected articles were cross-validated from comparable peer-reviewed papers included in this study. The article departed from common knowledge that organizational resilience is still evolving, and a unified definition is necessary to guide future scholarly works. We attempted to provide a current answer to the question, what is organizational resilience. We proposed that organizational resilience is the process and outcome of strategic preparedness for an adaptive response to disruptive shocks, capitalization on disruptive shocks, instinctive survival, positive transformation, and prosperity through disruptive shocks. We further proposed a conceptual model to illustrate our ideas. This article contributed to the ongoing debate on how organizational resilience should be defined and conceptualized using the most updated systematic review reporting framework.

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Modern organizational ecosystem leadership is increasingly becoming an acronym for change leadership in an increasingly volatile, uncertain, complex, and ambiguous world (Duchene, 2017). Continuous change is a new normal where existential threats induced by exogenous

shocks are diffuse and unpredictable, and organizational heritages are under constant and evolving stress (Mack et al., 2015). In this world, disruptive and accelerating shocks are multifaceted, sudden, and incomprehensible (Bakshi, 2017; Kok & Van den Heuvel, 2018).

Several landmark events have happened in the last two decades that support the above argument. The September 11 terror attack on American soil degenerated into a reactive trail of events that largely shaped the world of business today (Smith & Zeigler, 2017). In 2004, sub-Continental Southeast Asia was hit by a devastating earthquake that left a trail of disruption in at least 15 countries (Lund & Blaikie, 2013). In 2007, a degenerative financial crisis resulted in a global economic recession that was estimated to have eroded US\$19 trillion in worldwide wealth and caused the loss of 10 million jobs (Njiforti, 2015). In December 2019, the virus detected in Wuhan quickly escalated into a global pandemic that has already claimed millions of lives and caused unprecedented economic disruption worldwide (Adolph et al., 2021; Di Gennaro et al., 2020). One would enumerate narratives of shocks of systemic proportions, but one thing is clear, disruptions will continue to occur, and organizations will continue to adapt to shocks (Chakrabarti, 2015). However, according to Palmi et al. (2018), a differentiating factor lies in how organizations anticipate, react, and adapt to shocks.

There has been a growing interest in organizational resilience research to provide a body of knowledge that executives can draw from to respond effectively to exogenous shocks (Al Balushi, 2020; Doğantan & Kozak, 2019; Pariès, 2017; Wishart, 2018). An essential first step in this direction is the sense-making of the concept of organizational resilience. A quick incursion reveals that organizational resilience literature recognizes an expanded definitional spectrum for the construct of resilience that ranges from narrow unidimensional attribution to broader multidimensional ideas (Filimonau, & De Coteau, 2019; Ruiz-Martin et al., 2017). The absence of a unified definition impacts the construct's conceptualization and measurement validity and, consequently, affects organizational resilience research outcomes (Padar & Pataki, 2018; Ruiz-Martin, López-Paredes, & Wainer, 2018).

Previous research interests in unraveling the meaning and measurement of organizational resilience have revealed a vast array of themes that provide a rich and expansive repository of resources (Andersson et al., 2019; Ince et al., 2017; Yang, 2019). However, in defining organizational resilience, these studies have framed adversity narrowly as a threat, in effect deflecting focus away from the potential in organizational resilience as the utilization of adversity as an opportunity to orchestrate transformative growth. One exception is the work of Barasa, Mbau, and Gilson (2018), but their study was limited in scope to the resilience of health systems. McCarthy, Collard, and Johnson (2017) also advanced the notion of adversity as an opportunity, but their review was limited to the banking and automotive industries. Other predecessors (Gorzeń-Mitka, 2016; Ma et al., 2018; Padar & Pataki, 2018; Ruiz-Martin et al., 2017; Ruiz-Martin et al., 2018) conducted a review of extant literature rather than a systematic review. The lack of methodological rigor in the literature review exposes the ensuing conceptualization of organizational resilience to the risk of bias (Page et al., 2021).

This article examines how organizational resilience is currently defined and proposes a unidirectional conceptualization, measurement, and application definition for the construct. In this endeavor, the article examines scholarly literature on organizational resilience research to map out its various extant definitions, conceptualizations, and operationalization. It identifies the points of convergence and divergence in the definitions and discusses the implications for

theorizing organizational resilience. It provides a current answer to the question, what is organizational resilience? It departs from a common discourse that organizational resilience as a concept is still evolving, and a unified definition is necessary to guide future scholarly works. Finally, the article aims to contribute to the ongoing debate on how organizational resilience is defined and conceptualized through a systematic review.

## **Method**

A systematic review methodology was deployed to achieve three objectives. First, to synthesize and critique organizational resilience literature. Second, to provide an overall account of the extent, nature, and quality of literary production concerning the definition of organizational resilience. Third, highlight the inherent gap between what is known and not known (Siddaway, Wood, & Hedges, 2019). This process was undertaken in line with PRISMA inclusion and exclusion criteria to enhance transparency and reproducibility (Misra & Agarwal, 2018; Selcuk, 2019). The PRISMA statement 2020, first published in 2009 and subsequently in 2021, entails a 27-item checklist and a four-phased flowchart (Snyder, 2019) that has since been updated and enhanced (Page et al., 2021). In conformity with the PRISMA checklist, articles were prescreened to ensure a structured summary, a rationale in the introduction and background, and an explicit statement of the problem. The article eligibility criteria and information sources, along with the limits, were also set.

The article reviewed multiple business and social science databases, search engines, open-source journals, and unpublished theses and dissertations in various online repositories. Specifically, a search was performed on Crossref, Google Scholar, and academic repositories using Harzing's (2010) Publish or Perish software and advanced google search tool. The inclusion criteria covered historical currency, topical relevance, and publication appropriateness (Siddaway et al., 2019). Therefore, studies conducted earlier than the year 2015 were excluded from the review. A database query was performed using a combination of keyword searches, including "organizational resilience/sustainability", "firm resilience/sustainability", "company resilience/sustainability", "enterprise resilience/sustainability", and "business resilience/sustainability". These keywords needed to appear in the title and/or abstract. The titles and abstracts were first screened for eligibility; then, the full texts were reviewed for further eligibility. A total number of 1490 articles were initially screened using this keyword search and combination method. The list was then narrowed down to 144 articles eligible for abstract skimming. The abstract skimming processes resulted in 48 articles shortlisted for abstract reading. A final filtering method based on thematic relevance, methodology, contextual balance, and findings resulted in a final list of 30 articles retained for the systematic review. The iterative and evaluative process of the interpretive construct identification method applied in this paper entailed a systematic evaluation of detached theoretical propositions to delineate sense-making patterns to advance distinct theoretical propositions (Danziger & Kampf, 2020). This approach is anchored on extractive-inductive reasoning and has been widely adopted in theory development (Gephart, 2018; Panhwar et al., 2017; Serhun, 2013).

## Findings

The search and screening process shortlisted 30 studies, as illustrated in Figure 1. In maintaining PRISMA rules, the details and characteristics of studies screened were presented in Table 1, and the main findings were summarized and the results interpreted and discussed accordingly (Misra & Agarwal, 2018).

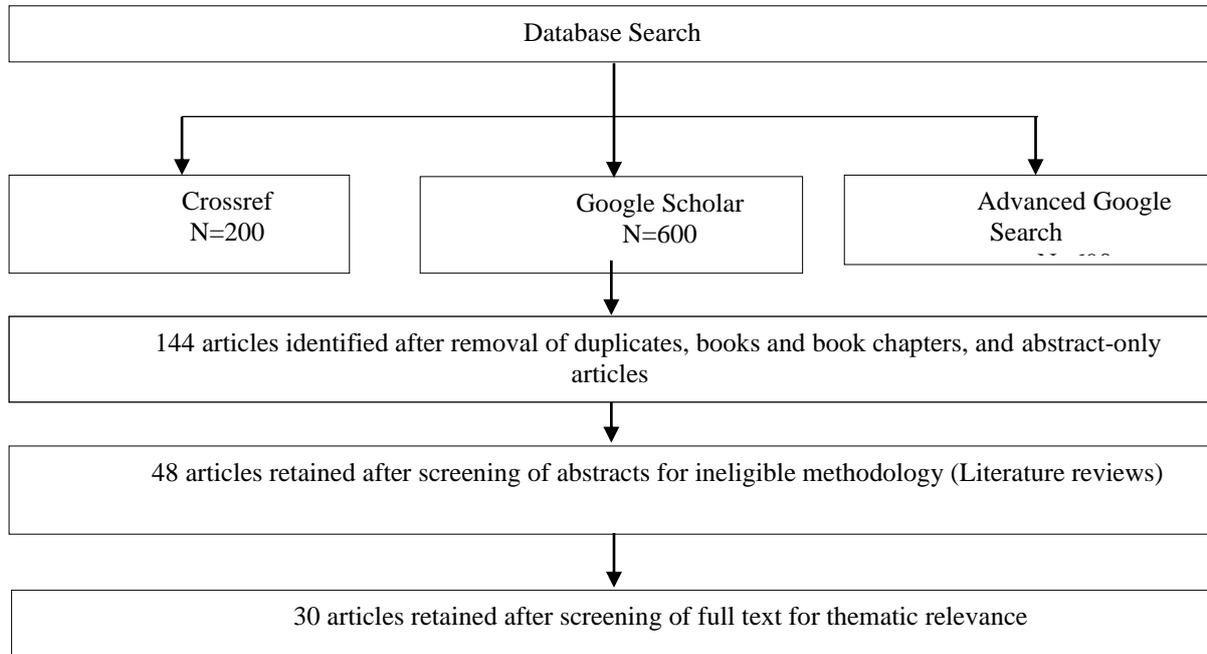


Figure 1. Article selection flowchart

### *Demographic Characteristics of the Screened Studies*

Over two-thirds of the studies were undertaken in the Global North, characterized by developed resilience resources, infrastructure, and support systems (Edwin & Okpara, 2015). The remaining studies were conducted in the Global South, specifically in Asia and Africa. It has also been observed that most of the studies' scenes were remarkably diverse and spanned from natural disasters to human-made disruptions. Furthermore, the organizations were from various sectors and included both public and private establishments. In terms of design, most of the studies used survey design and questionnaire instruments, while statistical analyses were primarily performed through regression and structural equation modeling. The studies reviewed were deemed to have methodological rigor, which reduced exposure to the risk of bias. A comprehensive review result is reported in Table 1.

Table 1  
*Characteristics of Studies Included in the Systematic Review*

Publications	Aims	Context	Scope	Research design	Data collection method	Data analysis method
Essuman et al. (2020)	investigating the relationship between operational resilience and efficiency under operational disruption	Ghanaian industries	Natural and human-made disasters	Survey	Questionnaires	SEM
Andersson et al. (2019)	Describing and explaining how organizational structures can build organizational resilience	UK banking sector	Dynamic environmental contexts	Longitudinal qualitative	Interviews	qualitative
Al Balushi (2020)	Investigating the relationship between quality management and resilience	Oman's education sector	Natural disasters and human-made crises	Qualitative	Semi-structured interviews	Thematic
Suryaningtyas et al. (2019)	Investigating the relationship between resilience and performance resilient, mediating leadership and organizational culture	Indonesia Hospitality sector	Cross-sectional data based on self-reports	Quantitative	Questionnaires	Quantitative
Filimonau & De Coteau (2019)	To evaluate tourism resilience in Grenada	Grenada tourism sector	Natural disasters (hurricanes, floods, earthquakes, and tsunami)	Exploratory	Semi-structured interviews	Thematic
Mukabi et al. (2019)	Investigating crisis management strategies for the attainment of business continuity best practices	Kenya telecom sector	Specialized staff turnover, technological changes, and incidences	Descriptive	Semi-structured questionnaires	Regression
Alibašić (2018)	Examining the role officials have in embedding sustainability within cities	United States public sector	Economic, social, and environmental forces	Qualitative	In-person interviews	Thematic
Patriarca et al. (2018)	Creating a structured framework to define a resilience profile at different levels of abstraction	Central Europe healthcare	Resilience of systems	A semi-quantitative analytical	Document analysis	Resilience analysis grid
Menéndez (2018)	Reviewing how learning sustains organizations in crisis and breakdown	United States oil and gas industry	2008 financial crisis	Book and media review	Document analysis	Thematic
Bumard et al. (2018)	Exploring the organizational processes at the onset of disruptions and the factors that determine different configurations of responses	United Kingdom power industry	Disruptions and crisis management of critical infrastructure in high-risk environments	Multiple case study	Interviews	Thematic
Jia (2018)	To empirically test the relationship between social capital and organizational resilience	China social infrastructure	Large companies affected by the 2008 Sichuan earthquake	Survey	Questionnaires	Partial least squares
Palmi et al. (2018)	Assessing the role of organizational resilience as an attitude, depending on the adoption of corporate governance, environmental and social practices	United States listed companies in diverse sectors	2008 financial crisis	Quantitative	Document analysis	Panel data analysis
Prayag et al. (2018)	Investigating the relationship between organizational resilience and financial performance	New Zealand Tourism sector	Earthquake	Survey	Questionnaires	Regression
Pulungan et al. (2018)	Investigating the influence of firm strategy and organizational resilience to technology orientation	Indonesian coal mining sector	Political, social, and cultural changes	Explanatory	Questionnaires	SEM
Scholarone (2018)	Analyzing the role corporate social responsibility plays toward employees in the promotion of resilience at work.	Spanish companies from diverse sectors	Dynamic market environment	Survey	Questionnaires	SEM

Publications	Aims	Context	Scope	Research design	Data collection method	Data analysis method
Ochieng (2018)	To establish the influence of supply chain resilience on organizational performance	Kenya pharmaceutical sector	Globalization, changes in technology, and intense competition in a dynamic economic environment	Descriptive	Questionnaires	Descriptive
Acosta et al. (2017)	How to integrate progress in parallel streams of individual and community resilience research	North America and Europe across sectors	Stressors at the individual, household, and community levels	Round-table	Focus Group	Thematic
Besuner & Bewley (2017)	Exploring whether self-efficacy, psychological empowerment, and personal resilience predict organizational resilience	Academic and healthcare systems	Unspecified	Correlational	Questionnaires	Correlation
Brown et al. (2017)	To present a method for assessing the organizational resilience of critical infrastructure organizations	New Zealand critical infrastructure	Unspecified	Cross-sectional survey	Questionnaires	Quantitative
Fukofuka et al. (2017)	Examining the relationship between organizational resilience and the following predictors: openness, trust, authenticity, and proaction	Philippine education sector	Shocks due to change in the education system	Cross-sectional	Questionnaires	Regression
Rozensky et al. (2016)	To present organizational trauma theory as an organizing model for conceptualizing the impact of organizational stressors	United States, & European Union	Various crises	Historical review	Document analysis	Qualitative
Campos (2016)	To determine the dimensions of business resilience in the context of post-disaster recovery among business establishments in Davao City	Southern Philippines business	Businesses disrupted by flash floods in 2011 and focus on post-disaster recovery	Mixed	Interviews and questionnaires	Triangulation
Capano & Woo (2017)	To review definitions of resilience concepts and the theoretical and empirical challenges presented by policy process and policy design	US and Europe Public sector	Public policy	Qualitative	Document analysis	Thematic
Chen (2016)	To clarify a five-factor model for organizational resilience of R&D teams	China, Higher education sector	Competitive risks	Mixed	Interviews and questionnaires	Triangulation
Georgios Christos (2017)	To explore factors that allow a corporation to survive and thrive despite pressures from the external environment	Greek tourism sector	Greek post-crisis economic environment	Qualitative	Interviews	Thematic
Zehir & Narcikara (2016)	Investigating the effects of resilience on productivity under authentic leadership	Turkish manufacturing	Terrorism, the threat of war, and recession	Survey	Questionnaires	Path analysis and SEM
Edwin & Okpara (2015)	To establish the influence of supply chain resilience on organizational performance of manufacturing pharmaceutical companies in Nairobi	Kenya pharmaceutical sector	Globalization, changes in technology, competition, and dynamic economic environment	Descriptive	Questionnaire	Quantitative
Chu (2015)	To examine the multidimensionality of resilience capabilities of SMEs in the face of turbulent environments	Hong Kong SMEs	Spillover from the tsunami and associated nuclear meltdown that hit Japan	Mixed	Interviews and Questionnaires	Triangulation
Collins (2015)	To elaborate on what contributes to resilience in firms	New Zealand Manufacturing	Global Financial Crisis	Mixed	Semi-structured interviews	Triangulation
Witmer & Mellinger, 2016	Identifying organizational characteristics of healthcare organizations	United States healthcare	Dynamic organizational environment	Multiple case study	Interviews and focus groups	Content analysis

### ***Current Understanding of the Organizational Resilience***

In line with the current definition of resilience, the screened studies generated seven thematic descriptors used to define organizational resilience in the study sample. The thematic descriptors are anticipatory ability and planning, response to disruption, recovery from disruption, survival ability, shock absorption, positive adaptation, and capitalizing on disruption. The descriptors are condensed in a one-word phrase format for reporting convenience, noting that each descriptor corresponds to several synonyms in the original texts. Table 2 reveals that over two-thirds of the studies defined organizational resilience using only one or two thematic descriptors. In addition, none of the studies combined all the seven thematic descriptors in defining organizational resilience. These thematic descriptors and their frequencies are reported in Table 2.

Furthermore, it is evident from Table 2 that there is no consensus among the 30 studies reviewed on a single thematic descriptor. Table 2 indicates that most studies converged toward the notion that organizational resilience refers to positive adaptation, which scored 15 hits, followed by shock absorption and recovery from shocks, each with ten hits. The sample also tilted toward relative convergence in depicting organizational resilience as the anticipatory ability and planning and/or response to disruption, with nine hits each. However, a few studies (7 out of 30) defined organizational resilience as capitalizing on disruption, and only two studies present organizational resilience as an ability to survive.

Table 2

#### *Thematic Definitions of Organizational Resilience*

Author (s) & Date	Positive adaptation	Shock absorption	Disruption recovery	Anticipatory and planning	Response to disruption	Capitalizing on disruption	Survival ability	Total count
Essuman et al. (2020)		✓	✓					2
Andersson et al. (2019)				✓	✓			2
Al Balushi (2020)	✓					✓		2
Suryaningtyas et al. (2019)	✓			✓	✓	✓	✓	5
Filimonau & De Coteau (2019)	✓			✓	✓	✓		4
Mukabi et al. (2019)			✓					1
Alibašić (2018)	✓							1
Patriarca et al. (2018)		✓	✓					2
Menéndez (2018)		✓			✓	✓		3
Burnard et al. (2018)	✓			✓				2
Jia (2018)			✓	✓	✓			2
Palmi et al. (2018)	✓							1
Prayag et al. (2018)		✓					✓	2
Pulungan et al. (2018)		✓						1
Scholarone (2018)	✓				✓	✓		3
Ochieng (2018)		✓	✓	✓	✓			4
Acosta et al. (2017)	✓			✓	✓			3
Besuner & Bewley (2017)	✓							1
Brown et al. (2017)	✓			✓		✓		3
Fukofuka et al. (2017)		✓						1
Rozenky et al. (2016)	✓		✓	✓	✓			4
Campos (2016)			✓					1

Capano & Woo (2017)			✓					1
Chen (2016)	✓							1
Georgios Christos (2017)		✓	✓					2
Zehir & Narcikara (2016)		✓	✓					2
Edwin & Okpara (2015)	✓							1
Chu (2015)	✓			✓				2
Collins (2015)	✓	✓						1
Witmer & Mellinger, 2016	✓					✓		2
Total count	15	10	10	9	9	7	2	62

### *A Case for a Progressive Convergent Definition*

We present a case for a convergent unified definition of organizational resilience construct based on our observation that the separate thematic descriptors tilt toward a progressive thematic convergence with an increased number of observations. For instance, Figure 2 summarizes cumulative frequencies of the screened studies and shows that 24% of the studies contain 15 thematic frequencies, 40% contain 25 cumulative frequencies, 56% contain 35 cumulative frequencies, 71% contain 44 cumulative frequencies, 85% contain 53 cumulative frequencies, 97% contain 60 cumulative frequencies, and 100% contain all the cumulative frequencies.

Ostensibly, there is an element of abstractedness in the sample size, and a question might arise about what would happen if the sample increased beyond the current threshold? Obviously, the magnitude of aggregation will change, but the underlying concept will stand. Intuitively, this aggregation around a thematic convergence is made possible due to the underlying dynamic nature of the construct that permits its temporal delineation into pre-disruption, within-disruption, and post-disruption (see Figure 3). This progressiveness stipulates the idea of the progressive unidirectional definition and conceptualization. This is illustrated in Figure 2 through the cumulative frequency outlay.

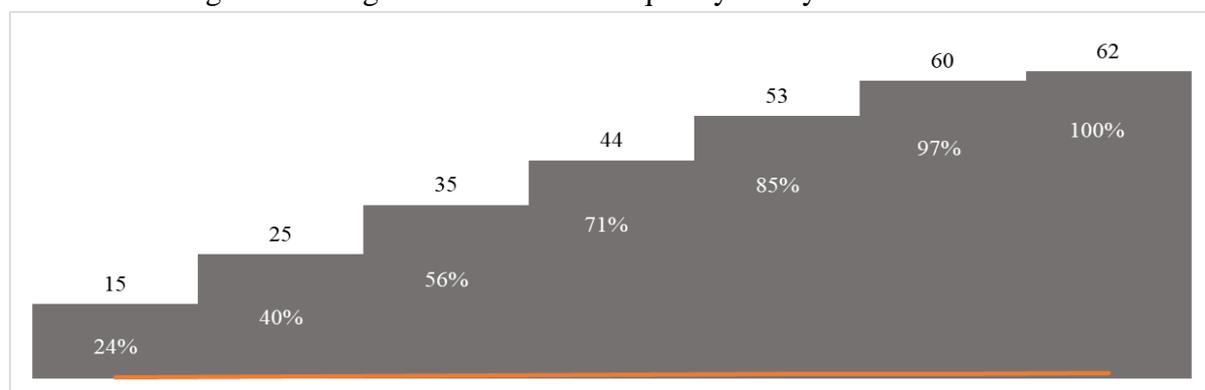


Figure 2. Thematic cumulative distribution graph

These findings present an optimistic trend that a unidirectional definition of the construct may be attainable at some point. Before a unified definition is proposed, attention is first drawn to how the studies dimensionalized, conceptualized, and operationalized organizational resilience.

### **Organizational Resilience Dimensions**

A synthesis of the conceptual literature on organization resilience converges around nine dimensions classified into pre-crisis, within-crisis, and post-crisis resilience, as detailed in **Error! Reference source not found.**Figure 3.

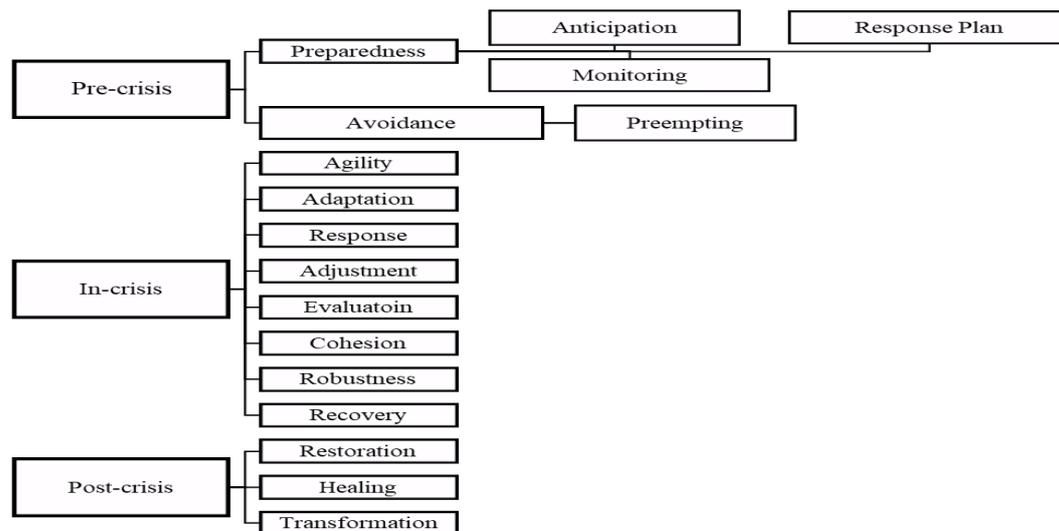


Figure 3. Sequencing and dimensions of resilience

Pre-crisis resilience is represented by preparedness and avoidance. Preparedness is a composite dimension comprising of anticipation (Sawyer & Harrison, 2019), monitoring and sensing potential disruptions (Yang, 2019), and putting in place a response plan (Barasa et al., 2018). Crisis avoidance is the ability to pre-empt a potential crisis (Ma et al., 2018).

Within-crisis, four complementary dimensions indicate organizational resilience. These dimensions include agility or capacity to take action rapidly (Andersson et al., 2019), adaptation or activation of resilience tools (Burnard et al., 2018), response to changing conditions (Holbeche, 2015), adjustment (Barasa et al., 2018), evaluation, cohesion, meaning the maintenance of harmony among employees, robustness, denoting capacity to withstand, and recover (Capano & Woo, 2017).

The dimensions related to post-crisis resilience include normalcy restoration (Capano & Woo, 2017), emotional healing (Rozenky et al., 2016), transformation, and prosperity (Suryaningtyas et al., 2019).

### **Toward Conceptualization of Organizational Resilience**

The findings related to the current conceptualization and operationalization of organizational resilience are presented in Table 3, which indicates a lack of uniformity in the indicators and dimensions used to represent organizational resilience. For example, 57% of the studies (17 out of 30) conceptualized resilience as a multidimensional construct comprising two or three dimensions. In contrast, some studies used six or more descriptors (Brown et al., 2017; Filimonau & De Coteau, 2019; Georgios Christos, 2017). This raises the question of validity when developing data-generating tools.

The descriptors for organizational resilience dimensions are also as varied as the studies themselves. For example, Table 3 contains 40 different dimensions of organizational resilience where adaptation/adjustment was the most recurring, representing the mode of the

distribution and a few other dimensions common to some of the studies, including agility, anticipation, and recovery. Table 3 further reveals that most of the studies conceptualized organizational resilience both as a process and outcome. On the one hand, the process includes anticipation, sensing, planning, preparedness, and response. On the other hand, outcomes manifest in absorption, recovery, positive adaptation, transformation, and growth. Two different resilience postures were apparent from the conceptualization and operationalization of organizational resilience. These include proactive posture and reactive posture. Studies that conceptualize organizational resilience as proactive posture included anticipation, planning, and/or preparedness in their conceptual framework, and these represented the majority of the sample. By comparison, studies that conceptualized organizational resilience as reactive posture did not include disruption preparedness in their conceptualization.

### **Discussion and Implication for Theory**

This review has established that most studies associate organizational resilience with preparedness and positive adaptation to disruptive situations. This is consistent with Barasa et al. (2018), who proposed planned resilience and adaptive resilience. This paper advances an argument that planned resilience is an enabler for adaptive resilience, and planning is necessary for positive adaptation (Bhaskar, 2018; Tracey et al., 2017; Zwane & Kanyangale, 2019), and the lack of prior planning can undermine positive adaptation. This means that organizations that expect to be resilient to environmental disruptions must develop anticipatory and non-anticipatory planning (Duchek, 2020; Menéndez, 2018). This argument presumes that organizational resilience is both a process and an outcome in conformity with the conceptualization processes reported in Table 3. This argument is central to the advancement of resilience discourse because boundaries between resilient and non-resilient organizations are often demarcated by achieving an optimal organization-specific blend of processes, outcomes, postures, and descriptors (Mithani et al., 2020). Whether there is an industry-specific, crisis-specific, or geography-specific optimal blend of resilience metrics is a subject for another research.

Furthermore, based on the sample of studies reviewed, the review has confirmed that currently, there is no unified definition, conceptualization, and operationalization of organizational resilience in extant literature. This finding corroborates a dominant argument in the extant literature that a fully agreed and formally accepted framework for organizational resilience is yet to be figured (Edwin & Okpara, 2015; Morales-Allende et al., 2017). This signals that knowledge production in this area is still in its nascent stages, and organizational resilience as a concept is still developing. However, its positive side is that it provides an opportunity to grow literary production in this area.

Table 3

*Conceptualization and Operationalization of Organizational Resilience*

Author(s) & Date	Conceptualization	posture	No.	Descriptors
Essuman et al. (2020)	Outcome	Reactive	2	Disruption absorption, Recoverability
Andersson et al. (2019)	Process	Proactive	4	Risk awareness, cooperation, agility, improvisation
Filimonau & De Coteau (2019)	Process, outcome	Proactive	7	Preparedness, sensing, agility, tolerance, perseverance, robustness, adjustability
Mukabi et al. (2019)	Process, outcome	Proactive	2	Stability, Recovery
Suryaningtyas et al. (2019)	Process, outcome	Proactive	4	anticipation, preparation, response, adaptability
Menéndez (2018)	Process, outcome	Reactive	3	Resistance, adaptation, learning
Burnard et al. (2018)	Process, outcome	Proactive	2	Preparation, adaptation
Jia (2018)	Outcome	Reactive	3	Structural capital, cognitive capital, relational capital
Ochieng (2018)	Process, outcome	Reactive	2	Reactive capability, post-disruption action
Palmi et al. (2018)	Process, outcome	Reactive	3	Survival, Adaptation, Growth
Patriarca et al. (2018)	Process		4	Responding, monitoring, learning, anticipating
Prayag et al. (2018)	Process, outcome	Proactive	2	Planning, adaptation
Pulungan et al. (2018)	Process	Proactive	4	Proactivity, adjustment of goals, Flexibility, Tolerance
Scholarone (2018)	Process, outcome	Proactive	4	Corporate responsibility, recovery, organizational learning, growth
Besuner & Bewley (2017)	Process, outcome		3	Psychological empowerment, personal resilience, leadership
Brown et al. (2017)	Process	Proactive	13	Leadership, situational awareness, innovation, proactiveness, planning, strategies, clarity, breaking silos, knowledge, resources, effective partnerships, decision-making, staff management
Fukofuka et al. (2017)	Process	Proactive	4	Openness, trust, authenticity, proaction
Rozensky et al. (2016)	Process, outcome	Proactive	3	Organizational capacity, Positive adaptation, recovery
Campos (2016)	Process, outcome	Proactive	5	Institutional control, preparedness, integrity, external support, communication
Chen (2016)	Process, outcome	Reactive	3	Adaptability, cooperativeness, learning
Georgios Christos (2017)	Process, outcome	Reactive	6	Psychological capital, financial slack, productivity, cut-backs, reevaluation, implementation
Capano & Woo (2017)	Outcome	Reactive	3	Adaptation, resistance to external shocks, control of uncertainty
Zehir & Narcikara (2016)	Outcome	Reactive	3	Hope, efficacy, optimism
Chu (2015)	Process	Proactive	3	Adaptability, agility, anticipatory & flexibility
Collins (2015)	Process, outcome	Proactive	3	Sensing, seizing, transformation
Capano & Woo (2017)	Process, outcome	Reactive	3	Robustness, Agility, Integrity
Witmer & Mellinger, 2016	Process	Proactive	5	Focus, improvisation, reciprocity, leadership, optimism, transparency
Acosta et al. (2017)	Process, outcome	Proactive	3	Preparation, prevention, restoration

**A Proposed Progressive Convergent Conceptual Model**

In light of the preceding findings and discussions, this article defines organizational resilience as the process and outcome of strategic preparedness, adaptive response, and capitalizing on disruption for organizational survival, positive transformation, and prosperity. Strategic preparedness entails recognizing change as the new normal and calls for the importance of recognizing organizational resilience as a strategic issue (Annarelli & Nonino, 2016). Preparedness is an all-encompassing concept for anticipating both the expected and the unexpected, resilience planning, monitoring, and stress-testing (Dua & Kapur, 2018). Adaptive response entails orchestrating dynamic resource capabilities with the agility and swiftness needed to minimize the adverse effects of disruption and maximize opportunities that present themselves. The adaptive response acknowledges that disruption is not only unavoidable but also advantageous (Dahles & Susilowati, 2015). Capitalizing on disruption entails sensing and seizing every opportunity that disruption or adversity brings along. Organizational survival is a generic term for the ability to withstand and recover from disruption (Koronis & Ponis, 2018). Positive transformation is the progressive process and outcome of dynamic resource orchestration for enhanced market readiness in a volatile and uncertain world (Raghuramapatruni & Kosuri, 2017). Finally, prosperity entails thriving and

growth in adversity (Bussey, 2018). This proposed definition and conceptualization of this paper are illustrated in Figure 4.

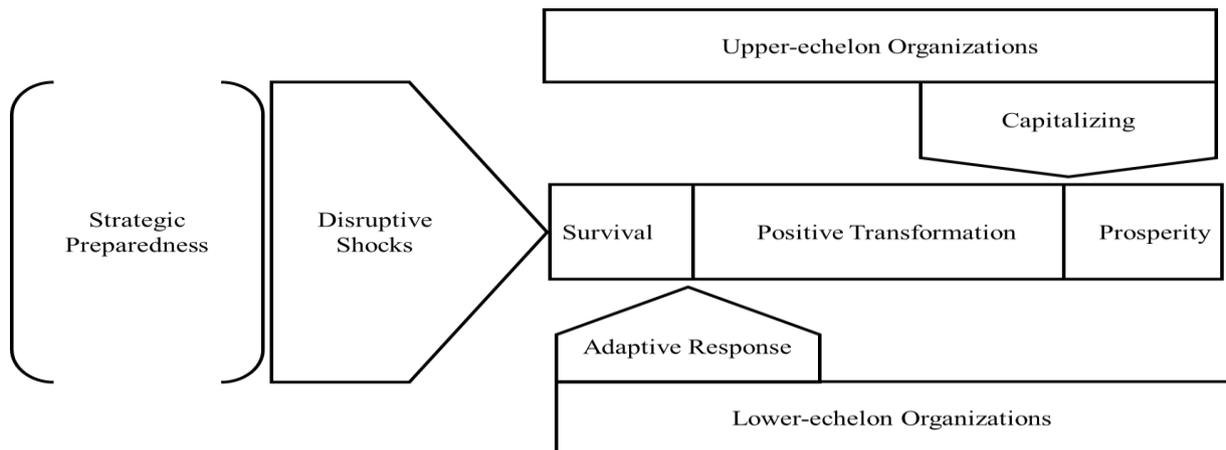


Figure 4. Conceptual model for organizational resilience

Figure 4 highlights several insights about the literature review and the ensuing conceptualization of organizational resilience. First, this article's core definition of resilience is shown in a trajectory of survival, positive transformation, and prosperity. Second, organizations achieve different resilience outcomes based on intrinsic values, preparedness, strategies, and industry characteristics (Suryaningtyas et al., 2019). This is shown by the two opposing blocks where lower-echelon organizations barely achieve survival by following the adaptive response path while upper-echelon organizations achieve prosperity by following the capitalizing path. Mid-echelon organizations lie between the two extremes and operate at an average market profile, achieving positive transformation by following a hybrid path of adaptation and capitalization. Third, the reactive and proactive postures highlighted in Table 3 serve as a metric for comparing organizations' differentiating outcomes when faced with disruptive events. For instance, at the middle of the ladder are organizations that withstand disruption with minimal or zero impact to operations but fail to seize presenting opportunities of the moment. Such organizations may not be strategic but will still be operational, potentially due to the advantage of resource slack (McCarthy et al., 2017; Saurin & Werle, 2017). According to Saurin and Werle (2017), such organizations happen to enter the disruption phase with excess resources such as excess liquidity, cheaper inventory, cheaper credit lines, or adequate human resource. Finally, at the top of the resilience hierarchy are organizations that not only withstand disruption but were strategically positioned to transform through disruption, capitalize and prosper. These top-level organizations approach organizational resilience as a strategic issue and are prepared for both the expected and the unexpected. This rounds up the perception highlighted earlier that organizational resilience is a strategic choice in the first place.

## Conclusion

This article aimed to provide a current answer to the question, what is organizational resilience? It has been demonstrated that organizational resilience as a concept is still evolving, and a unified definition is necessary to guide future scholarly works. The review has built the case for and proposed a unified definition thus: *organizational resilience is both the*

*process and outcome of strategic preparedness for, adaptive response to, and capitalizing on disruption for organizational survival, positive transformation, and prosperity.* In a nutshell, organizational resilience can be operationalized as the product of anticipation and planning, response to disruption, shock absorption, survival and recovery from disruption, positive adaptation, and capitalizing on disruption. This has been further illustrated using a conceptual model. Thus, the article has contributed to the ongoing debate on how organizational resilience is defined and conceptualized using the most updated framework for reporting items for systematic reviews.

### Directions for Future Research

Several gaps have emerged from the above analysis that calls for more research into the subject to enrich the literature and guide the development of the construct. First, one of the essential gaps relates to developing the construct as it originated from psychology and only recently expanded into organizational space. Second, there is a need for research production that models threats as an opportunity to test the resilience of organizations that grow and prosper during disruptive episodes. Third, this paper remains theoretical, and there is a need to assess some of its findings and claims empirically, particularly using challenging and real contexts such as the Covid-19 pandemic. Fourth, this systemic review revealed that most of the extant research used survey design and questionnaire instruments, while statistical analysis was performed using regression and structural equation modeling. There could be a better way of assessing resilience through the production of qualitative literature, which is currently nonexistent. Finally, currently, resilience is adopted as an all-encompassing construct. Therefore, an industry-specific, crisis-specific, or geography-specific optimal blend of resilience metrics remains a subject for further research.

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