

Organizational Resilience in the Face of Global Crises: Risk Management and Strategy Adaptation Perspectives

Asep Kusmawan¹ Isna Nur Septiarini², Lestari³

^{1,2,3,4} Institut Al-Ma'arif Way Kanan, Indonesia

Email: Aasepcucu@gmail.com

Received : January 17, 2025
Accepted: February 20, 2026

Revised : January 27, 2026
Published : February 27, 2026

ABSTRACT

The increasing frequency of global crises, including health emergencies, economic instability, climate change, and digital disruption, has intensified the need for organizational resilience that goes beyond survival toward sustainable transformation. This study aims to analyze how organizational resilience can be strengthened through the integration of risk management frameworks and strategic adaptation mechanisms. A qualitative approach using a Systematic Literature Review was employed to synthesize peer-reviewed studies published between 2020 and 2025. Data were collected from reputable academic databases and analyzed through thematic analysis and integrative synthesis to identify structural and adaptive dimensions of resilience. The findings reveal that risk management functions as the structural foundation of resilience through systematic risk identification, Enterprise Risk Management integration, and risk-based planning and budgeting. However, sustainable resilience requires complementary strategic adaptation mechanisms, including organizational agility, digital transformation, business model innovation, and institutional adaptation. The discussion demonstrates that resilience emerges from the interaction between anticipation capacity and adaptive transformation, reinforced by psychosocial and community resilience dimensions. In conclusion, organizational resilience in the era of global crises is achieved through systemic alignment between risk governance structures and adaptive strategic processes, enabling organizations to anticipate, cope, and transform in uncertain environments.

Keywords: Digital transformation; Global crisis; Organizational resilience; Risk management, Strategic adaptation

INTRODUCTION

The contemporary global environment is characterized by recurrent and overlapping crises that fundamentally reshape organizational risk landscapes. The COVID-19 pandemic, escalating geopolitical conflicts, economic volatility, supply chain disruptions, and accelerating climate change have collectively intensified uncertainty and exposed structural vulnerabilities across industries. In this context, organizational resilience has emerged as a meta-capability that enables firms not only to survive crises but also to maintain competitiveness and long-term sustainability (Eichholz et al., 2024; Rai et al., 2021; Amanova, 2025). Unlike traditional crisis management approaches that emphasize reactive recovery, resilience is increasingly conceptualized as a dynamic capability encompassing anticipation, coping, and adaptation stages. This three-phase framework underscores that resilient organizations proactively identify risks, absorb shocks, and strategically adapt to transformed environments rather than merely



restoring pre-crisis conditions (Eichholz et al., 2024; Ozanne et al., 2022). The growing frequency and magnitude of global disruptions thus render resilience not an optional attribute but a strategic necessity embedded within governance, leadership, and operational systems.

Empirical evidence suggests that organizations with higher anticipation capacity, operational robustness, and faster recovery mechanisms demonstrate superior socio-economic performance and competitive advantage during and after crises (Eichholz et al., 2024; Florez-Jimenez et al., 2024). This phenomenon reflects a shift in strategic paradigms from efficiency-oriented optimization toward adaptive robustness. The phenomenon of repeated global shocks has revealed that lean, efficiency-driven models without risk buffers may enhance short-term profitability but undermine long-term survivability. Consequently, resilience becomes a balancing mechanism between efficiency and redundancy, agility and stability, control and flexibility. However, despite increasing recognition of its importance, many organizations still struggle to translate resilience rhetoric into structured managerial systems.

A central issue within this phenomenon lies in the structural foundations of resilience, particularly the role of risk management. Contemporary research emphasizes that risk management orientation and corporate planning systems significantly strengthen two core dimensions of resilience: adaptive capability and planning capability (Eichholz et al., 2024; Monazzam & Crawford, 2024). Enterprise Risk Management frameworks, risk-aware organizational cultures, and integrated governance mechanisms help organizations systematically identify vulnerabilities, map interdependencies, and align risk considerations with strategic objectives (Settembre-Blundo et al., 2021; Lisdiono et al., 2022). In highly transformative contexts such as decarbonization and digital transition, risk integration into strategic planning enhances long-term sustainability and transformation capacity. Risk management thus operates as a structural foundation that reduces exposure and increases preparedness.

The structural roles of risk management can be observed across several dimensions. First, systematic risk identification and mapping reduce organizational vulnerability by enabling proactive mitigation strategies (Rai et al., 2021; Settembre-Blundo et al., 2021). Second, integration between risk assessment and strategic planning through Enterprise Risk Management supports sustainable transformation and long-term value creation (Monazzam & Crawford, 2024; Lisdiono et al., 2022). Third, risk-based budgeting and planning strengthen anticipation and crisis preparedness, reinforcing the anticipation phase of resilience (Eichholz et al., 2024; Baah, 2025). These mechanisms collectively demonstrate that risk management is not merely a compliance instrument but a strategic infrastructure that underpins resilience capability.

Nevertheless, research also reveals contextual complexities. In certain small and medium enterprise environments, the impact of formalized risk management systems on resilience outcomes depends significantly on environmental conditions and organizational culture. In some cases, risk-tolerant cultures and informal adaptive behaviors exert stronger influence than rigid formalization (Sakka et al., 2025). This indicates that structural risk governance alone may be insufficient if not supported by adaptive mindsets and contextual awareness. Therefore, resilience must be examined not solely from structural risk management perspectives but also from dynamic strategic adaptation lenses.

Strategic adaptation functions as the operational engine that transforms structural preparedness into sustainable resilience. Contemporary scholarship emphasizes that resilience extends beyond “bounce back” recovery toward transformative renewal, where crises serve as inflection points for innovation and

strategic repositioning (Miceli et al., 2021; Vargas-Hernández, 2021). Organizations that leverage crises as opportunities to redesign business models, reconfigure resources, and enhance innovation capabilities demonstrate stronger post-crisis competitiveness. This transformation-oriented resilience challenges traditional stability-focused paradigms and positions adaptation as a continuous strategic process.

Digital transformation has become one of the most powerful enablers of adaptive resilience. The expansion of virtual access, digital collaboration platforms, and data-driven decision-making processes during crises significantly enhances organizational flexibility and responsiveness (Browder et al., 2023). Digitalization not only ensures operational continuity but also upgrades strategic agility, enabling organizations to access new markets, redesign service delivery models, and improve decision accuracy under uncertainty. Consequently, digital enablers form a critical component of what can be described as a “resilience strategy engine” in contemporary organizations.

The concept of strategic resilience further emphasizes the interplay of multiple complementary factors, including planning capability, improvisation, business model innovation, slack resources, and agility (Miceli et al., 2021; Malik & Terzidis, 2025). No single factor independently guarantees resilience; rather, resilience emerges from systemic interaction among structural and dynamic capabilities. Slack resources provide flexibility, improvisation fosters rapid response, and innovation facilitates long-term transformation. Institutional adaptation and contextual intelligence further strengthen strategic alignment with evolving environmental conditions (Malik & Terzidis, 2025; Mafimisebi et al., 2025). Thus, resilience is multidimensional and integrative, combining risk governance and adaptive strategy.

Despite this growing body of knowledge, a significant research gap remains. Existing studies often examine risk management and strategic adaptation as separate domains, with limited integrative frameworks connecting structural risk governance mechanisms to dynamic strategic adaptation processes within a unified resilience perspective. Many empirical analyses focus on either the technical dimensions of Enterprise Risk Management or the behavioral and innovation aspects of strategic agility. This fragmentation restricts theoretical consolidation and limits practical guidance for organizations seeking coherent resilience strategies. Moreover, while resilience is frequently discussed as a conceptual construct, fewer studies systematically integrate anticipation–coping–adaptation phases with risk-based strategic design and adaptive transformation mechanisms.

The novelty of this study lies in developing an integrative analytical perspective that positions risk management as the structural foundation of resilience and strategic adaptation as its sustainability engine. Rather than conceptualizing resilience as reactive crisis response, this research frames resilience as a systemic capability generated through alignment between risk governance structures and adaptive strategic processes. By synthesizing contemporary literature across risk management, Enterprise Risk Management, digital transformation, and strategic agility domains, this study proposes a cohesive resilience framework applicable to organizations operating under global uncertainty. This integrative approach contributes theoretically by bridging fragmented streams of research and practically by offering structured guidance for organizational leaders seeking sustainable competitiveness.

In light of the escalating global crises and the identified theoretical fragmentation, this study aims to analyze how organizational resilience can be strengthened through the integration of risk management frameworks and strategic adaptation mechanisms in the context of global crises. Through this objective, the research seeks to explain the dynamic interaction between structural risk governance

and adaptive strategic capabilities in building sustainable organizational resilience. By doing so, the study aspires to provide a comprehensive perspective that enhances both academic discourse and managerial practice in navigating global uncertainty.

METHOD

This study employs a qualitative research design using a Systematic Literature Review approach to examine how organizational resilience can be strengthened through the integration of risk management frameworks and strategic adaptation mechanisms in the context of global crises. The selection of this method is aligned with the research objective, which seeks to synthesize and integrate fragmented theoretical perspectives across risk governance, Enterprise Risk Management, digital transformation, and strategic resilience. Data were collected through a structured and transparent search process of peer-reviewed journal articles published between 2020 and 2025. Academic databases indexed in Scopus, DOAJ, and other reputable international sources were prioritized to ensure scientific credibility and relevance. Keywords used in the search process included “organizational resilience,” “risk management,” “enterprise risk management,” “strategic adaptation,” “digital transformation,” and “global crisis.” Inclusion criteria consisted of empirical studies, conceptual papers, and systematic reviews that explicitly examined resilience capabilities, risk governance mechanisms, or strategic adaptation processes within organizational contexts. Articles that did not focus on crisis-related environments or lacked clear methodological rigor were excluded. The data collection procedure followed the stages of identification, screening, eligibility assessment, and final inclusion to ensure systematic selection and replicability.

Data analysis was conducted using thematic analysis combined with integrative synthesis. Initially, selected articles were coded to identify recurring concepts related to anticipation, coping, adaptation, risk identification, ERM integration, digital enablement, agility, and business model innovation. These codes were subsequently grouped into broader analytical categories representing structural risk management foundations and dynamic strategic adaptation mechanisms. Cross-study comparison was performed to identify theoretical convergence, contextual differences, and emerging patterns across sectors and geographical settings. The analysis then integrated these categories into a unified resilience framework explaining how risk governance structures interact with adaptive strategic processes to enhance sustainable resilience. This integrative analytical procedure allowed the study to construct a coherent conceptual model that links risk-based planning and budgeting, institutional adaptation, organizational agility, and digital transformation within a comprehensive resilience perspective.

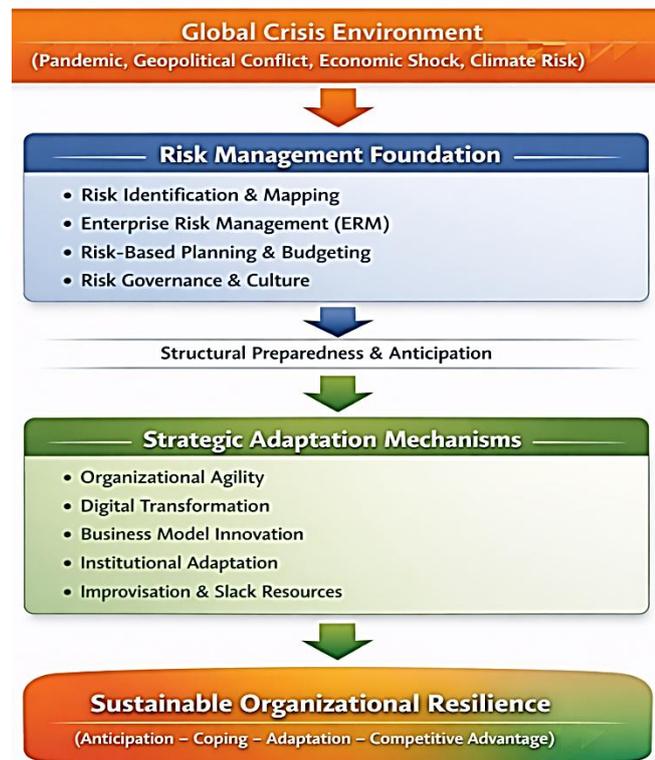


Figure 1. Diagram Conceptual Research

RESULT AND DISCUSSION

The following table presents the results of the thematic synthesis derived from the Systematic Literature Review conducted in this study. It integrates the perspectives of risk management and strategic adaptation in building sustainable organizational resilience in the context of global crises.

Table 1. Integrated Dimensions of Risk Management and Strategic Adaptation in Building Organizational Resilience

No	Core Dimension	Key Indicators Identified in Literature	Implication for Organizational Resilience
1	Risk Identification & Mapping	Systematic risk assessment, vulnerability analysis, scenario planning	Reduces exposure and strengthens anticipation capability
2	Enterprise Risk Management (ERM) Integration	Alignment between risk governance and strategic planning, risk-aware organizational culture	Enhances structural preparedness and supports sustainable transformation
3	Risk-Based Planning & Budgeting	Crisis-oriented financial planning, contingency budgeting mechanisms	Improves anticipation and crisis-response readiness
4	Organizational Agility	Flexible decision-making, rapid resource reconfiguration, decentralized coordination	Accelerates coping processes and adaptive responsiveness

5	Digital Transformation	Digital collaboration platforms, data-driven decision systems, virtual operational access	Expands adaptive capacity and strengthens competitive repositioning
6	Business Model Innovation	Service redesign, market diversification, value proposition renewal	Enables transformative adaptation beyond recovery
7	Institutional & Contextual Adaptation	Policy alignment, stakeholder engagement, contextual intelligence capability	Ensures long-term sustainability and competitive advantage

The findings presented in Table 1 indicate that organizational resilience in the era of global crises emerges from the interaction between structural risk management foundations and dynamic strategic adaptation mechanisms. Risk identification, mapping processes, and Enterprise Risk Management integration function as structural safeguards that reduce vulnerability and enhance anticipation capability. When risk governance is embedded within strategic planning and budgeting systems, organizations develop stronger preparedness and more effective crisis response capacity.

However, structural preparedness alone does not guarantee sustainable resilience. The results demonstrate that organizational agility, digital transformation, and business model innovation serve as adaptive engines that translate preparedness into competitive renewal. These mechanisms enable organizations not only to cope with disruptions but also to strategically transform and reposition themselves in uncertain environments. Institutional and contextual adaptation further reinforce resilience by aligning internal strategies with external environmental dynamics. Overall, the synthesis confirms that sustainable organizational resilience is achieved through systemic alignment between risk-based structural foundations and innovation-driven strategic adaptation capabilities.

Discussion

This study aims to analyze how organizational resilience can be strengthened through the integration of risk management frameworks and strategic adaptation mechanisms in the context of global crises. Based on the methodological synthesis and the integrated dimensions presented in Table 1, the discussion demonstrates that resilience in the contemporary crisis landscape is neither purely structural nor purely adaptive. Instead, it is constructed through the dynamic interaction between structured risk governance systems and adaptive strategic transformation processes, reinforced by psychosocial and community-based dimensions.

The escalation of global crises, including public health emergencies, economic instability, climate change, and digital disruption, has redefined the meaning of organizational resilience. Recent studies conceptualize resilience as the organizational capacity to withstand, adapt to, and learn from crises while maintaining or even improving functional performance (Rahmawati & Hamid, 2025; Efendi et al., 2023). This definition expands beyond survival-oriented “bounce back” approaches toward transformative continuity. Organizations are no longer evaluated solely by their ability to recover but by their capacity to reconfigure resources, redesign strategies, and enhance competitiveness under prolonged uncertainty (Kayanie et al., 2024; Jusuf et al., 2025). In micro-level contexts, individual and community resilience further contribute to broader socio-economic sustainability, especially in economically vulnerable sectors facing climate and financial shocks (Mikraj & Nafiah, 2025; Rahmawati & Hamid, 2025). Thus,

resilience emerges as a multilevel phenomenon linking structural governance, strategic agility, and human capacity.

From a structural perspective, risk management serves as the foundational pillar of organizational resilience. Systematic risk identification, measurement, and mapping enable organizations to recognize vulnerabilities before crises escalate into systemic failures (Sanputra et al., 2025; Nurmala et al., 2025). Risk-based analysis supports anticipatory capability by providing decision-makers with early warning signals and structured mitigation pathways. In small and medium enterprises, particularly within the culinary sector, resilience is closely tied to supply chain risk management, climate vulnerability awareness, and competitive risk mitigation strategies, including digital marketing partnerships and supplier diversification (Nurmala et al., 2025). These findings confirm that risk mapping is not merely a technical exercise but a strategic tool that enhances preparedness and reduces exposure.

Risk mitigation strategies further reinforce resilience by preventing operational paralysis during shocks. Diversification of suppliers, financial reserve accumulation, operational redundancy, and contingency planning represent practical applications of structured risk governance (Sanputra et al., 2025). In the banking sector, risk differentiation between Islamic and conventional financial institutions illustrates how tailored risk strategies contribute to financial stability and systemic resilience (Abdurraafi et al., 2025). This sectoral evidence demonstrates that risk management frameworks must be context-sensitive while remaining strategically aligned with organizational objectives. The capacity to align risk assessment with sector-specific dynamics strengthens resilience outcomes.

Digital transformation has significantly enhanced the effectiveness of risk management systems. In professional accounting contexts, the integration of artificial intelligence, blockchain, and digital audit tools strengthens internal control systems and risk transparency (Sanputra et al., 2025). Technology thus expands the predictive and monitoring capacity of organizations, enabling real-time risk assessment and agile response mechanisms. This digital augmentation supports the structural preparedness dimension of resilience identified in the conceptual model. However, technological capability alone does not guarantee resilience; it must be embedded within adaptive strategic structures.

While structured risk management reduces vulnerability, sustainable resilience requires strategic adaptation and structural flexibility. Educational organizations provide illustrative examples of adaptive transformation. Through investment in human resource competence, technology integration, and alignment with international policy developments, educational institutions have reconfigured strategies to respond to globalization pressures and crisis-induced disruptions (Utami et al., 2024). These adaptations demonstrate that resilience involves institutional learning and structural redesign rather than mere operational continuity.

Similarly, healthcare organizations adopting open systems theory exhibit higher adaptive capacity in response to regulatory change, pandemics, and digitalization pressures (Purwadhi et al., 2025). Recruitment based on evolving needs, cross-unit training, and flexible work arrangements illustrate strategic structural adaptation. These practices reflect agility embedded within governance systems, supporting continuous responsiveness to environmental turbulence. The integration of formal structure and flexibility reinforces the argument that resilience is built through the balance of stability and adaptability.

The emergence of hybrid organizational structures further strengthens this perspective. Systematic reviews emphasize that hybrid models combining formal

governance mechanisms with flexible operational practices enhance agility, adaptive leadership, and crisis endurance (Jusuf et al., 2025). Such structures allow organizations to maintain accountability and coordination while enabling improvisation and decentralized decision-making. This hybridization aligns with the conceptual framework's emphasis on integrating risk governance with adaptive strategy engines.

The timeline of research from 2021 to 2025 demonstrates a growing scholarly emphasis on resilience and risk integration across sectors (Meilani & Wahyudin, 2021; Halsu et al., 2022; Sholeh, 2023; Efendi et al., 2023; Kayanie et al., 2024; Utami et al., 2024; Nurmala et al., 2025; Rahmawati & Hamid, 2025). The increasing volume of publications indicates recognition that resilience requires systemic, cross-sectoral approaches. Notably, the concentration of studies in 2025 highlights intensifying academic attention to the interplay between structural governance and strategic adaptation (Yuni et al., 2025; Jusuf et al., 2025; Sanputra et al., 2025). This trend reinforces the relevance of the present study's integrative objective.

Beyond structural and strategic dimensions, resilience is significantly influenced by psychosocial factors. Organizational members' emotional intelligence, social support networks, and personal resilience directly affect collective coping capacity (Rahmawan et al., 2025). Psychological well-being strengthens decision-making clarity and adaptive performance under pressure. When employees possess high emotional resilience, organizations demonstrate stronger collaborative responses during crises. This micro-level dimension connects individual adaptive capacity with macro-level organizational resilience.

Community-based resilience also contributes to long-term sustainability. Diversification of livelihoods, social solidarity, and local wisdom practices enable communities to withstand climate-related and economic shocks (Rahmawati & Hamid, 2025; Mikraj & Nafiah, 2025). These findings suggest that organizations embedded within resilient communities benefit from supportive socio-economic ecosystems. Thus, resilience is not isolated within organizational boundaries but interconnected with broader social systems.

The integration of these findings directly addresses the research objective. Organizational resilience in global crises is strengthened when risk management functions as a structural foundation that anticipates and mitigates vulnerabilities, while strategic adaptation mechanisms transform crises into opportunities for renewal. Risk governance alone may protect against immediate disruption but cannot ensure sustainable competitiveness without adaptive strategic redesign. Conversely, strategic innovation without risk discipline may expose organizations to uncontrolled volatility. Therefore, resilience emerges from systemic alignment between anticipation mechanisms and adaptive engines.

This integrative perspective reframes resilience from a defensive posture to a proactive transformation capability. Risk identification, mitigation, and digitalized monitoring systems provide stability and preparedness. Strategic adaptation through hybrid structures, digital transformation, human capital development, and policy alignment drives sustainable competitiveness. Psychosocial resilience among individuals and communities further reinforces organizational capacity to endure and evolve.

The theoretical implication of this discussion lies in bridging fragmented research streams between risk management and strategic adaptation. Rather than treating them as separate managerial domains, the findings demonstrate their interdependence within a unified resilience framework. Practically, organizations should embed Enterprise Risk Management into strategic planning, adopt agile governance

models, invest in digital transformation, and cultivate human resilience to ensure sustainable performance.

In conclusion, the synthesis confirms that organizational resilience in the era of global crises is constructed through the integration of structural risk governance and adaptive strategic transformation, supported by psychosocial capacity. By aligning anticipation, mitigation, and transformation processes, organizations can maintain stability while continuously evolving within uncertain environments, thereby fulfilling the study's objective of explaining how resilience can be systematically strengthened in global crisis contexts.

CONCLUSION

In response to the research objective of analyzing how organizational resilience can be strengthened through the integration of risk management frameworks and strategic adaptation mechanisms in the context of global crises, this study concludes that sustainable organizational resilience emerges from the systemic alignment between structural risk governance and dynamic strategic transformation. Risk management functions as a foundational infrastructure that enables anticipation, vulnerability reduction, and crisis preparedness through systematic identification, mitigation, and integration of risk into strategic planning and budgeting. However, structural preparedness alone is insufficient without adaptive mechanisms such as organizational agility, digital transformation, hybrid governance structures, and business model innovation that convert crisis pressures into opportunities for renewal and competitive repositioning. Furthermore, psychosocial resilience at the individual and community levels reinforces collective adaptive capacity, strengthening organizational endurance in prolonged uncertainty. Therefore, organizational resilience in the era of global crises is not merely the ability to survive disruptions but the capacity to continuously anticipate, adapt, and transform through the coherent integration of risk-based structural systems and innovation-driven strategic adaptation processes..

IMPLICATIONS

The findings of this study carry significant theoretical and practical implications for the development of organizational resilience research and practice. Theoretically, the study reinforces the perspective that resilience should not be understood merely as a reactive recovery capacity, but as a systemic capability emerging from the integration of risk management as a structural foundation and strategic adaptation as a sustainability engine. This integrative view extends existing literature that often treats risk governance and strategic adaptation as separate domains. Practically, organizations are encouraged to embed risk management into strategic planning, budgeting, and decision-making processes while simultaneously developing agile structures, accelerating digital transformation, and fostering business model innovation. Furthermore, strengthening psychosocial dimensions such as social support, adaptive leadership, and collaborative culture is essential to sustain resilience in the face of evolving global uncertainty.

REFERENCES

Abdurraafi, M., Ernawati, N., Prasetyo, Y., & Baihaqqy, M. (2025). Rasio profitabilitas, manajemen risiko dan manajemen modal kerja pada sektor perbankan syariah dan konvensional. *Jurnal Maneksi*. <https://doi.org/10.31959/jm.v14i2.3149>

- Amanova, M. (2025). Resilience and sustainability in organizations: A conceptual exploration. *European Conference on Knowledge Management*. <https://doi.org/10.34190/eckm.26.2.3732>
- Baah, R. (2025). Leadership in turbulent times: A cross-cultural analysis of crisis management and organizational resilience. *Proceedings of the Global Conference on Business, Management, and Marketing*. <https://doi.org/10.33422/bmmconf.v2i1.863>
- Browder, R., Dwyer, S., & Koch, H. (2023). Upgrading adaptation: How digital transformation promotes organizational resilience. *Strategic Entrepreneurship Journal*. <https://doi.org/10.1002/sej.1483>
- Efendi, N., Mustofa, M., Jati, J., & Wuryan, S. (2023). Komunikasi krisis dalam meningkatkan resiliensi pada organisasi Ikatan Pelajar Muhammadiyah Kota Bandar Lampung. *Jurnal Kopis: Kajian Penelitian dan Pemikiran Komunikasi Penyiaran Islam*. <https://doi.org/10.33367/kpi.v6i1.3908>
- Eichholz, J., Hoffmann, N., & Schwering, A. (2024). The role of risk management orientation and the planning function of budgeting in enhancing organizational resilience and its effect on competitive advantages during times of crises. *Journal of Management Control*, 35, 17–58. <https://doi.org/10.1007/s00187-024-00371-8>
- Florez-Jimenez, M., Lleó, Á., Ruiz-Palomino, P., & Muñoz-Villamizar, A. (2024). Corporate sustainability, organizational resilience, and corporate purpose: A review of the academic traditions connecting them. *Review of Managerial Science*, 19, 67–104. <https://doi.org/10.1007/s11846-024-00735-3>
- Halsa, D., Hawignyo, H., & Supriyadi, D. (2022). Peranan manajemen sumber daya manusia dalam organisasi. *J-MAS (Jurnal Manajemen dan Sains)*. <https://doi.org/10.33087/jmas.v7i2.528>
- Jusuf, H., Alhidayatullah, A., Aziz, M., Purwana, D., Mukhtar, S., & Suparno, S. (2025). Strategi struktur organisasi hybrid dan dampaknya terhadap keterlibatan karyawan serta kemampuan beradaptasi dalam transformasi digital: Systematic literature review. *Jurnal Ilmu Manajemen Retail Universitas Muhammadiyah Sukabumi*. <https://doi.org/10.37150/jimat.v6i2.3692>
- Kayanie, A., Atryana, N., Hayadi, B., Yusuf, F., Delawati, D., Novianawati, W., et al. (2024). Manajemen perubahan organisasi: Strategi efektif dalam menghadapi tantangan global. *Jurnal Manajemen Kewirausahaan dan Teknologi*. <https://doi.org/10.61132/jumaket.v1i2.141>
- Lestari, L., Adlan, M., & Aswad, M. (2025). Islamic social finance untuk mencapai pembangunan berkelanjutan melalui instrumen ziswaf ditinjau dari pemikiran Abu Ubaid. *Wacana Equilibrium (Jurnal Pemikiran Penelitian Ekonomi)*. <https://doi.org/10.31102/equilibrium.13.01.55-65>
- Lisdiono, P., Said, J., Yusoff, H., & Hermawan, A. (2022). Examining leadership capabilities, risk management practices, and organizational resilience: The case of state-owned enterprises in Indonesia. *Sustainability*. <https://doi.org/10.3390/su14106268>

- Mafimisebi, O., Ogunsade, A., Kehinde, W., Obembe, D., & Hadleigh-Dunn, S. (2025). Master of uncertainty: How strategic resilient organizations navigate crisis. *Strategic Change*. <https://doi.org/10.1002/jsc.2692>
- Malik, F., & Terzidis, O. (2025). Thriving in turbulence: Resilience and strategic adaptation in global business. *Review of Managerial Science*. <https://doi.org/10.1007/s11846-025-00940-8>
- Meilani, U., & Wahyudin, A. (2021). Pengaruh struktur aset, risiko bisnis, dan pertumbuhan penjualan terhadap struktur modal dengan profitabilitas sebagai variabel moderating. *Jurnal Akuntansi Bisnis*. <https://doi.org/10.24167/jab.v19i1.3513>
- Miceli, A., Hagen, B., Riccardi, M., Sotti, F., & Settembre-Blundo, D. (2021). Thriving, not just surviving in changing times: How sustainability, agility and digitalization intertwine with organizational resilience. *Sustainability*. <https://doi.org/10.3390/su13042052>
- Mikraj, A., & Nafiah, R. (2025). Resiliensi keuangan keluarga Muslim dalam menghadapi krisis ekonomi 2025: Pendekatan studi fenomenologi. *AL-MIKRAJ Jurnal Studi Islam dan Humaniora*. <https://doi.org/10.37680/almikraj.v6i1.7840>
- Monazzam, A., & Crawford, J. (2024). The role of enterprise risk management in enabling organisational resilience: A case study of the Swedish mining industry. *Journal of Management Control*. <https://doi.org/10.1007/s00187-024-00370-9>
- Muharam, R., Rusli, B., Karlina, N., & Candradewini, C. (2025). Manajemen risiko fiskal dalam kebijakan subsidi LPG 3 Kg: Studi kasus di Provinsi Jawa Barat. *MAMEN: Jurnal Manajemen*. <https://doi.org/10.55123/mamen.v4i3.5326>
- Ningsih, E., & S. (2025). Strategi coping sebagai mekanisme adaptif mahasiswa dalam mengatasi stres akademik. *Jurnal Ilmiah Multidisiplin Ilmu*. <https://doi.org/10.69714/wef70f33>
- Ningsih, S. (2025). Organisasi kerja sama Islam (OKI) sebagai entitas kosmopolitan demokratik: Analisis dinamika internal dan tantangan struktural. *Indonesian Journal of International Relations*. <https://doi.org/10.32787/ijir.v9i2.682>
- Nugraha, W., & Bangun, W. (2025). Workstress sebagai variabel mediasi pengaruh kompensasi dan budaya organisasi terhadap kinerja karyawan industri otomotif. *Jurnal Informatika Ekonomi Bisnis*. <https://doi.org/10.37034/infv7i3.1199>
- Nurmala, A., Hidayat, S., Alwan, K., & Lukmanda, R. (2025). Analisis sistem manajemen risiko pada operasional usaha angkringan Ojo Mumet Cibeber-Cilegon. *Profit: Jurnal Manajemen, Bisnis dan Akuntansi*. <https://doi.org/10.58192/profit.v4i1.2963>
- Ozanne, L., Chowdhury, M., Prayag, G., & Mollenkopf, D. (2022). SMEs navigating COVID-19: The influence of social capital and dynamic capabilities on organizational resilience. *Industrial Marketing Management*, 104, 116–135. <https://doi.org/10.1016/j.indmarman.2022.04.009>
- Purwadhi, P., Widjaja, Y., Setyagraha, J., & Umchudloh, U. (2025). Implementasi teori sistem terbuka dalam pengelolaan sumber daya manusia rumah sakit. *Jurnal Sosial dan Sains*. <https://doi.org/10.59188/jurnalsosains.v5i6.32261>

- Rahmawati, R., & Hamid, I. (2025). Transformasi interaksi metabolisme manusia-alam: Resiliensi masyarakat lahan rawa gambut dalam menghadapi perubahan iklim. *Huma: Jurnal Sosiologi*. <https://doi.org/10.20527/h-js.v4i2.509>
- Rahmawan, W., Widhiastuti, H., & Dewi, R. (2025). Pengaruh dukungan sosial dan kecerdasan emosi terhadap kesejahteraan psikologis dengan resiliensi sebagai variabel mediasi pada Organisasi X. *Reslaj: Religion Education Social Laa Roiba Journal*. <https://doi.org/10.47467/reslaj.v7i7.7776>
- Rai, S., Rai, S., & Singh, N. (2021). Organizational resilience and social-economic sustainability: COVID-19 perspective. *Environment, Development and Sustainability*, 23, 12006–12023. <https://doi.org/10.1007/s10668-020-01154-6>
- Sakka, O., St-Pierre, J., Bahri, M., & Fadil, N. (2025). SMEs' resilience in the manufacturing sector: The role of formalized risk management and risk culture. *Journal of Risk Research*, 28, 815–837. <https://doi.org/10.1080/13669877.2025.2553857>
- Sanputra, A., Aprilia, E., & Salma, G. (2025). Transformasi digital akuntansi sebagai strategi dalam manajemen risiko dan penguatan peran generasi Z dalam membentuk masa depan profesi. *Ganaya: Jurnal Ilmu Sosial dan Humaniora*. <https://doi.org/10.37329/ganaya.v8i3.4688>
- Settembre-Blundo, D., González-Sánchez, R., Medina-Salgado, S., & García-Muiña, F. (2021). Flexibility and resilience in corporate decision making: A new sustainability-based risk management system in uncertain times. *Global Journal of Flexible Systems Management*, 22, 107–132. <https://doi.org/10.1007/s40171-021-00277-7>
- Sholeh, M. (2023). Strategi manajemen organisasi pendidikan Islam dalam menghadapi tantangan global. *Edu Journal Innovation in Learning and Education*. <https://doi.org/10.55352/edu.v1i1.456>
- Utami, C., Armayani, E., Ariani, I., Lubis, R., Sari, S., Fransisca, Y., Hutasuhut, Y., & Nasution, I. (2024). Strategi manajemen organisasi pendidikan dalam menghadapi tantangan globalisasi. *El-Mujtama: Jurnal Pengabdian Masyarakat*. <https://doi.org/10.47467/elmujtama.v4i5.3057>
- Vargas-Hernández, J. (2021). Innovative adaptation in strategic organizational resilience. In *COVID-19 Pandemic Impact on New Economy Development and Societal Change*. <https://doi.org/10.4018/978-1-6684-3374-4.ch009>
- Yuni, L., Wahyu, M., & K, S. (2025). Perbandingan organisasi sektor publik dan sektor swasta: Tujuan, pembiayaan, dan struktur. *Jurnal Riset Multidisiplin Edukasi*. <https://doi.org/10.71282/jurmie.v2i6.588>