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CONCEPTUALIZING ORGANIZATIONAL RESILIENCE IN THE CONTEXT OF STRATEGIC MANAGEMENT THEORIES

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Abstract
Organizational resilience has become a significant concept in management and organizational studies; however, its conceptualization remains inconsistent and insufficiently defined. This study aims to conceptualize organizational resilience in the context of strategic management theories by developing a theoretically grounded conceptual model. A structured and comparative analysis of the scholarly literature was conducted using comparison, classification, systematization, generalization, and synthesis methods. The analysis shows that the resource-based view, the knowledge-based view, and the dynamic capabilities perspective provide complementary explanations of how resilience develops through internal strategic resources, knowledge capital, and capabilities. The proposed model explains organizational resilience as a cyclically developing outcome arising from the interaction between knowledge capital management and dynamic capabilities.

Keywords: *Organizational Resilience, Strategic Management Theories, Dynamic Capabilities, Knowledge Capital, Knowledge Management.*

JEL Codes: *M10, L20, D83.*

Introduction

Organizational resilience has moved beyond its origins in ecology and psychology and has become a significant concept across various areas of management and organizational studies, including strategic management, crisis management, organizational behavior, and supply chain research (Linnenluecke, 2017; Williams et al., 2017). Organizational resilience has been conceptualized and studied from different theoretical perspectives, resulting in a wide array of definitions and theoretical models that reflect the diversity of interpretations of organizational resilience in the research field. Moreover, over the past decade, not only performance outcomes but also an organization's ability to survive, adapt, and grow in a disrupted environment have become increasingly important in strategic thinking, making resilience more frequently regarded as a strategic necessity (Ma et al., 2018; Teixeira & Werther, 2013). However, debates persist over whether resilience is a property of the entire organization or a characteristic of certain subsystems, such as individuals, teams, networks, and information systems. Questions have also been raised about how to conceptualize the interplay between stability and change, that is, whether resilience should be understood as stability in the face of disruptions or as adaptive reorganization aimed at achieving a new operational equilibrium (Darkow, 2019). Therefore, the conceptualization of organizational resilience, which explains the foundations of this phenomenon, remains a relevant area that requires further theoretical development and research.

In developing the conceptualization of organizational resilience, Burnard & Bhamra (2011) were among the early researchers who sought to establish a conceptual foundation for organizational resilience. The authors closely linked resilience with the logic of adaptation and proposed an organizational response perspective, emphasizing the importance of fundamental processes in strengthening responses to disruptions. Williams et al. (2017) demonstrated that research on crisis management and resilience must be examined together. By integrating these lines of research, the authors reinforced the view that resilience should be understood as a dynamic process involving preparation, response, and adaptation based on acquired experience.

Duchek (2020) proposed one of the most developed contemporary conceptualizations, in which organizational resilience is understood as a meta-capability consisting of anticipation, coping, and adaptation stages, supported by relevant organizational capabilities. This concept shows that organizational resilience can manifest not only reactively but also proactively. Nevertheless, although there is no shortage of research on organizational resilience, the concept itself is still criticized for its abstractness, inconsistent conceptualization, and measurement issues (Hillmann & Guenther, 2020). Furthermore, different interpretations of the phenomenon continue to prevail in resilience research, highlighting the need for a more integrated capability-based approach (Darkow, 2019; Duchek, 2020).

Thus, in the literature, organizational resilience is often examined through specific capabilities, processes, organizational characteristics, or response mechanisms. However, an integrated theoretical perspective explaining how this phenomenon develops within an organization is still lacking. Since organizational resilience is associated with resources, capabilities, learning, and adaptation, theoretical approaches from strategic management are particularly significant for conceptualizing it. This indicates a theoretical and practical gap: theoretically, it remains insufficiently explained how organizational resilience is formed, while practically, it remains unclear which organizational elements should be purposefully developed to strengthen resilience. Against this background, the scientific contribution of this study lies in clarifying the theoretical logic underlying the formation of organizational resilience and providing a conceptual basis for its further theoretical and empirical development. Therefore, the following scientific problem is posed: how can theoretical approaches from strategic management explain the formation and conceptualization of organizational resilience? Accordingly, this study aims to conceptualize organizational resilience in the context of strategic management theories by developing a theoretically grounded conceptual model that explains how knowledge capital management and dynamic capabilities contribute to the formation of organizational resilience capabilities. To achieve the article's aim, three objectives are set: first, to analyze the theoretical development of strategic management and identify the main theoretical approaches relevant to the conceptualization of organizational resilience; next, to define the expression of knowledge capital and knowledge management in the formation of an organization's strategic resources; finally, based on the synthesis of the results from the scientific literature analysis, to substantiate the role of strategic management theories in the conceptualization of organizational resilience and, on this basis, to develop a conceptual model of organizational resilience.

Research methods: A structured and comparative analysis of the scientific literature, involving comparison, classification, systematization, generalization, and synthesis of the results.

Literature review

Given that this research is of a theoretical and conceptual nature, the literature review focused on sources that support the conceptualization of organizational resilience in the context of theoretical approaches to strategic management. Scientific literature was selected using the Scopus database, applying keyword groups related to theoretical approaches in strategic management (strategic management, strategic management theories, strategic management paradigms, resource-based view, knowledge-based view, dynamic capabilities), knowledge capital and knowledge management (knowledge capital, intellectual capital, knowledge management, human capital, structural capital, relational capital), and organizational resilience (organizational resilience, company resilience, resilience capabilities). The choice of the Scopus database was based on several methodological considerations as follows. First, Scopus is widely used in systematic literature reviews because of its broad and up-to-date coverage of scientific publications, while indexing in other databases may take more time (Zupic & Čater, 2015). Second, previous studies

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have indicated that a combined analysis using Scopus and Web of Science does not always provide additional informational value, and retrospective analysis suggests that the latest and most significant publications in the field can be identified using only Scopus (Rogers et al., 2020). Accordingly, Scopus was chosen as the main database for the scientific literature search in this study. The initial document selection was based on the following inclusion filters and evaluation criteria:

1. The documents had to be published in English.

2. The documents had to be classified under management, business, social sciences, or economics subject areas.

3. The documents had to have titles and abstracts reflecting the aim and objectives of this study, including topics related to theoretical approaches in strategic management, knowledge capital and knowledge management, and organizational resilience.

In the second stage, full-document screening was performed. At this stage, the selection of sources was based on the relevance of their content to the aim and objectives of this study, applying the following content relevance criteria:

1. The source's content had to contribute to the theoretical development of strategic management and the justification of the main theoretical approaches—the resource-based view, knowledge-based view, and dynamic capabilities perspective.

2. The source's content had to reveal the significance of knowledge capital, intellectual capital, or knowledge management in the formation of an organization's strategic resources and capabilities.

3. The source's content had to contribute to the explanation of the concept of organizational resilience, its capabilities, and its processual formation.

A flowchart of the document selection procedure is shown in Figure 1.

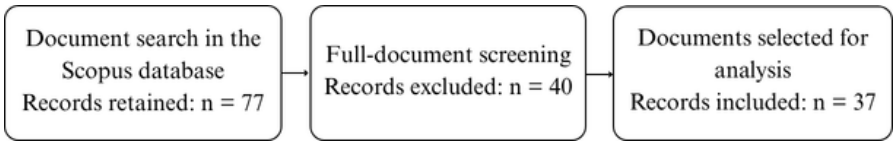

Figure 1. Flowchart of the document selection procedure for the literature review

**Source: own elaboration.*

**Note: The Scopus database search was conducted between 5 March 2026 and 27 March 2026.*

The initial document search in the Scopus database, using the defined inclusion filters and keyword combinations, resulted in 77 records. During the full-document screening stage, 40 records were excluded because they did not meet the established content relevance criteria. As a result, 37 sources were selected for further analysis, including 26 articles, two books, and nine book sections. Various keyword combinations were used in the search process to ensure broader coverage of the literature relevant to the aim of conceptualizing organizational resilience in the context of strategic management theoretical approaches. However, because the purpose of this study was conceptual rather than bibliometric or systematic, the search strategy was not intended to assess the overall level of development of the research field. Instead, the selection procedure was designed to identify theoretically relevant sources that could support the development of the proposed conceptual model. Therefore, future bibliometric or systematic literature review studies could apply a more formalized keyword query based on several predefined variable groups to examine the broader structure and development of the research field.

Strategic management paradigms and the shift from external to internal organizational factors

Strategic management is a broad concept that can be described as a process in which an organization's goals are set and, considering external and internal factors, a set of necessary tools and actions is selected to achieve the desired results (see also Alharbi (2024)). Here, the set of tools and actions is understood as a strategy according to which the organization adapts to its environment while maintaining or changing its position relative to it (see also Rantakyrö (2000)). Furthermore, the outcome of strategic management is not limited to an organization's economic success but may include objectives such as ensuring operational continuity, strengthening resilience to uncertainty, enhancing adaptability, or responding to social welfare needs.

Dagnino & Cinici (2015) argued that since its inception, strategic management has evolved as a multi-paradigm research field in which different theoretical orientations have shaped the focus of scholars' work. The authors identified that, over time, the development of strategic management has exhibited a distinct shift from approaches emphasizing external environmental factors to those examining internal organizational factors. While in the 1970s, a competitive perspective rooted in the industrial organization paradigm prevailed, in the 1980s, the resource-based view of the organization gained prominence (see also Sammut-Bonnici (2015)).

In the field of strategic management, no single dominant theory can fully explain corporate competitiveness or firm performance in a changing environment. This means that no paradigm has completely dominated the entire field; each explains only part of reality. Dagnino & Cinici (2015) explained the interdependence of these paradigms by noting that they are structurally similar: all of them explain how a certain factor—structure, resources, or knowledge—through a certain process, such as behavior, competencies, capabilities, learning, or innovation, determines organizational performance outcomes. However, these paradigms differ in terms of where they identify the primary source of performance outcomes and competitive advantage: the external environment, internal resources, or dynamic processes.

In summary, it can be stated that the theoretical development of strategic management reveals a consistent shift in focus from the analysis of the organization's external environment to internal organizational factors related to resources, knowledge, capabilities, and their development. This shift provides a theoretical foundation for further analyzing the approaches to strategic management that may be significant for conceptualizing organizational resilience: the resource-based view, the knowledge-based view, and the dynamic capabilities perspective.

Resource-based view, dynamic capabilities perspective, and knowledge-based view on strategic resources and capabilities

Holz (2026) asserts that the resource-based view (RBV) is one of the main theoretical approaches in strategic management, proposing that internal resources and capabilities are essential to an organization's competitive advantage and performance. The essence of the RBV is that sustainable competitive advantage arises from acquiring, developing, and utilizing strategically valuable, rare, inimitable, and non-substitutable resources (VRIN) (Münter, 2026). The RBV explains that the main foundation of an organization's success lies not only in its external market position but also in its internal resources, which are considered heterogeneous and difficult to transfer. This focus on internal strengths reflects a new theoretical perspective and emphasizes that a firm's unique resources—including its culture and knowledge base—can serve as the foundation for a long-term competitive advantage (Holz, 2026). This approach is based on several assumptions: organizations possess different combinations of resources and capabilities; these differences may persist over time due to limited resource mobility; and only those resources that meet the criteria of value, rarity, inimitability, and non-substitutability have strategic significance.

RBV has significantly contributed to the development of the concept of strategic management by explaining how organizations can create and sustain competitive advantages through

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a unique combination of resources and capabilities. Nevertheless, as the business environment changed and became more dynamic, scholars began to develop the RBV theory further to expand its applicability and explain organizational performance in dynamic environments (Holz, 2026). The two most important theoretical directions that have complemented the RBV logic are the dynamic capabilities (DC) perspective and the knowledge-based view (KBV) theory. They extended the RBV by emphasizing an organization's ability to transform its resources and knowledge in a changing environment.

Teece (2018) criticized the resource-based view for its limited ability to explain how organizations structure resource portfolios, combine resources into capabilities, and deploy these capabilities to exploit opportunities and counter threats. The DC perspective specifically focuses on this, with various forms of resource orchestration playing a key role. DCs denote an organization's ability to adapt, innovate, and reconfigure its resource base in response to changes in the external environment (Teece, 2018). This concept is associated with learning, renewal, and strategic flexibility (Münter, 2026). Therefore, it expresses a proactive approach to change, enabling organizations to operate successfully in uncertain environments. Accordingly, DCs make it possible to explain not only the possession of resources but also their modification and adaptation. Cepeda & Vera (2007) conceptualized DCs as organizational processes and routines embedded in knowledge. In their view, the input for DCs is the initial configuration of resources and operational routines, the process itself involves the transformation of knowledge resources and routines, and the outcome is a new configuration of resources and operational routines.

Learning in the context of the RBV and DC perspectives is important for shaping an organization's resource base. Internal replication involves an organization's ability to develop and maintain valuable resources and capabilities. Various learning mechanisms, such as experience accumulation and institutionalization, enable organizations to improve and exploit successful internal practices while simultaneously strengthening their resource base. In the context of these concepts, the importance of external resource acquisition is also recognized for supplementing, renewing, and restructuring the resource base. External learning enables companies to quickly access new technologies, skills, competencies, and other solutions that can strengthen their resource base and adaptability (Münter, 2026).

The significance of learning processes indicates that the foundation for organizational adaptation and resource renewal lies not only in the resources themselves but also in the ability to create, accumulate, integrate, and utilize knowledge. This means that the ability to initiate and implement change does not arise spontaneously; it develops through learning, which requires knowledge gained from both internal experience and external sources. Because the capacity to change resources, processes, and modes of operation is developed through learning, and learning depends on the accumulation and utilization of knowledge, knowledge becomes an essential prerequisite for organizational adaptation and renewal.

KBV is an extension of RBV, as this perspective regards knowledge as the most important strategic resource. In addition, from the KBV perspective, organizations are heterogeneous entities that have accumulated knowledge, and their resource base increasingly consists of knowledge-based assets. It is also undisputed that knowledge resources are particularly important for ensuring sustainable competitive advantage, as they are difficult to imitate, which corresponds to the core logic of the RBV (Khalique et al., 2013). Given that the DC concept has extended the RBV, it can be concluded that the mechanism of capability development also applies to the KBV logic. DCs enable the reconfiguration, direction, transformation, shaping, and integration of core knowledge, external resources, and strategic assets (Curado & Bontis, 2006).

Thus, the RBV, the DC perspective, and the KBV reflect contemporary strategic management approaches, each emphasizing the role of internal organizational factors as sources of competitive advantage. RBV highlights the importance of

valuable, rare, difficult-to-imitate, and non-substitutable resources. The complexity and tacit nature of these so-called VRIN resources act as effective isolation mechanisms against competitor imitation, thus creating exploitable market imperfections. KBV goes further and emphasizes that knowledge resources are the most significant of all resources (Maijanen, 2020). Tacit knowledge accumulated through experience protects against imitation. DCs are related to RBV and KBV in that they demonstrate how companies can maintain the value and uniqueness of their resources as the business environment changes. DCs are unique, difficult-to-imitate, company-specific capabilities that enhance the organization's strategic renewal and learning.

Khalique et al. (2013) assert that the theory of intellectual capital represents a more advanced stage in the development of KBV and RBV. Thus, KBV underscores the importance of knowledge as a key strategic resource. However, to reveal how such knowledge is accumulated, structured, and generates value within an organization, it is also necessary to employ the concept of intellectual capital. This perspective allows intangible, knowledge-based resources to be examined as a systematic foundation for organizational value creation.

Knowledge capital and knowledge management as strategic resources

The survival of organizations and their competitive advantages arise from their ability to develop knowledge and skills to adapt to environmental demands (Khalique et al., 2013). At the organizational level, knowledge is more than just the sum of employees' knowledge or information accumulated in documents (Wagner & Moos, 2015). Curado & Bontis (2006) state that an organization creates new intellectual capital by absorbing internal and external knowledge and combining it with previously accumulated knowledge. On the other hand, an organization can expand its knowledge base by newly applying the knowledge it already possesses. Even external explicit knowledge, the acquisition of which is costly for the company and simultaneously accessible to competitors, can result in the emergence of new and distinctive knowledge-based advantages when combined with unique internal knowledge. Therefore, organizations increasingly rely on knowledge resources. Notably, the dynamic nature of knowledge does not allow for a sufficiently clear disclosure of how organizations create value by deploying their intangible resources. Thus, to clarify this aspect, it is proposed to use the concept of intellectual capital, which explains how value is created from hidden, that is, intangible, assets (Khalique et al., 2013).

Intellectual capital (IC) encompasses human capital, intellectual property, and other intangible resources that are important for an organization's activities. However, Zaei & Kapil (2016) note that the concept of intellectual capital is also related to and sometimes used interchangeably with terms such as knowledge capital (KC), knowledge economy, and intangible assets. Although the concepts of IC and KC often overlap in the literature, in this study, IC is understood as a broader category of an organization's intangible resources, while KC represents a narrower perspective focused on the organization's knowledge assets. Nevertheless, research on IC that distinguishes human, structural, and relational capital is employed as theoretically close to the concept of KC.

Despite certain differences in terms and definitions, Evans et al. (2015), Zaei & Kapil (2016), and Khajeh et al. (2014) note that researchers often conceptualize intellectual capital as a triadic phenomenon. It consists of human capital—the knowledge, skills, and experience possessed and used by individuals; structural capital—institutionalized knowledge and codified experience stored in databases, procedures, routines, and other organizational structures; and relational capital—knowledge embedded in networks of relationships, accessible through them, and arising both within the organization and beyond its boundaries.

In their review of previous research, Zaei & Kapil (2016) note that in the literature, intellectual capital and knowledge management (KM) are most often treated as closely related phenomena that contribute to an organization's competitiveness and ability to create value. Some authors highlight their

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interconnections and propose a systemic approach that integrates the concepts of KM and intellectual capital, while others emphasize that analyzing the intellectual capital created and applied within an organization provides significant information that helps manage the organization's knowledge resources. In addition, it is emphasized that the management of intellectual capital should be an integral part of the strategic management process. Consequently, the analysis of knowledge resources must be supplemented by a process-based approach that reveals the mechanisms by which knowledge is created, shared, retained, and applied within an organization.

Wagner & Moos (2015) state that the main objective of KM is to create added value by leveraging existing and/or new knowledge, eliminating barriers to the use of knowledge, and developing new knowledge connections with an organization's external partners. Haapalainen & Pusa (2012) provide a more detailed explanation of the concept of KM, asserting that it involves obtaining and utilizing resources to create an environment in which individuals have access to information and where they acquire, share, and use this information to increase their knowledge level. According to Lu & Tsai (2008), KM consists of four fundamental stages that reflect a process-based approach to organizational KM (see also Khajeh et al. (2014); Zaei & Kapil (2016); in part Laperche (2021)). The first stage is knowledge creation and acquisition, which comprises the development of new content or modification of existing content in an organization's knowledge system, as well as the ability to identify and acquire knowledge created externally. The second stage is knowledge storage and retrieval, which includes mechanisms and systems designed for storing knowledge so that it can later be utilized. The third stage is knowledge transfer, which encompasses methods and mechanisms for distributing knowledge and ensuring its unrestricted flow within an organization. The fourth stage is knowledge application, that is, the use of available knowledge resources to achieve an organization's objectives. Thus, KM consists of a sequential series of actions, not only in organizing knowledge creation and acquisition, storage, and dissemination but also in ensuring their relevance and novelty.

Figure 2 presents a conceptual integrative model of knowledge capital and knowledge management.

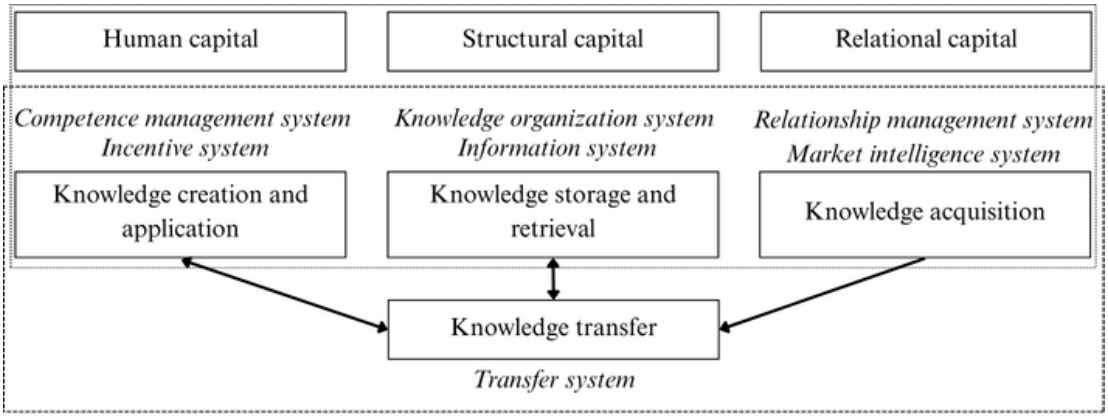

Figure 2. Integrative conceptual model of knowledge capital and knowledge management
**Source: own elaboration based on theoretical analysis.*

The proposed conceptual model of knowledge capital management (Figure 2) reveals that the value of organizational knowledge is created through the integrated interaction of knowledge capital (KC) elements and knowledge management (KM) functions. The model distinguishes three components of KC: human, structural, and relational capital. In the model, these components are linked to the corresponding KM functions and systems that implement them.

Human capital encompasses employees' knowledge, competencies, skills, and abilities, which form the core potential for knowledge creation and application within an organization. Accordingly, the assigned KM function is responsible for organizing and managing activities related to knowledge creation and its application. The function includes establishing the conditions for knowledge creation and activities for applying the knowledge generated. This is implemented through competency management and incentive systems. The competency management system comprises mechanisms for identifying, assessing, and planning employees' knowledge, skills, and abilities, as well as improving existing competencies or acquiring new ones through learning processes. Thus, the purpose of the competency management system is to ensure the continuous growth of employee competencies that support the creation of organizational knowledge. The incentive system is designed to motivate employees to create, share, and apply their knowledge. Therefore, the goal of the incentive system is to encourage active employee engagement in the knowledge creation process.

Structural capital encompasses organizational structures, processes, and information resources that enable the systematization, storage, and accessibility of knowledge. These are organizational knowledge assets that belong to the organization. This includes the KM function, which covers the tasks of knowledge storage and retrieval. These functions ensure the formation of an organizational memory. The knowledge storage and retrieval function is implemented through knowledge organization and information systems, which ensure the structuring, classification, selection, storage, and accessibility of knowledge. The purpose of knowledge organization systems is to structure, classify, select, and systematize knowledge so that it is systematically stored and easily discovered. An information system provides a technological foundation for the storage and access of knowledge.

Relational capital includes an organization's relationships with external entities, the networks through which the organization acquires external knowledge. This encompasses the knowledge acquisition management function, which involves an organization's ability to identify and acquire external knowledge from environmental actors with whom it maintains direct and indirect connections. The knowledge acquisition function is implemented through relationship and market information management systems. The relationship management system comprises mechanisms for establishing, maintaining, and developing an organization's connections with external entities, enabling knowledge exchange and access to external knowledge sources. The market information management system includes mechanisms for the systematic collection, analysis, and interpretation of data about the market and its participants, including clients and competitors, to transform information into knowledge that is relevant to the organization.

The knowledge transfer function in the model serves as the central KM function, connecting all components of KC and ensuring knowledge flow between them. The knowledge transfer system facilitates the movement of knowledge flows within the organization, among other KM functions, as well as elements of KC. The main objective of the system is to ensure the dissemination and circulation of knowledge.

Therefore, KM functions that operate across all KC components ensure the continuous circulation of knowledge within the organization. Knowledge creation is based on human capital, whereas knowledge acquisition occurs through relational capital channels from external sources. Acquired and created knowledge is institutionalized, systematized, and stored within the systems of structural capital, where it forms organizational memory. Retrieved knowledge is transferred to the knowledge application function, where it is used to achieve organizational goals, replace obsolete knowledge, and create new knowledge. Thus, a continuous and cyclical process of knowledge movement takes shape.

The conceptual model of knowledge capital management enables a systematic disclosure of the interaction between knowledge capital components, knowledge management functions, and their

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implementation systems within the organization. The model demonstrates that knowledge creation, acquisition, storage, transfer, and application constitute a sequential and cyclical process that ensures knowledge circulation among the elements of knowledge capital. The developed conceptual model provides a theoretical basis for analyzing how knowledge capital management can be linked to an organization's ability to adapt, respond to changes, and maintain continuity of operations.

Organizational resilience as a capability-based construct

Uncertainty arises from a lack, surplus, or contradiction of information, as well as from insufficient knowledge about the situation, which complicates the anticipation of possible outcomes and their probabilities (Jucevičius et al., 2017). Under such conditions, it becomes essential for organizations to develop resilience capabilities that not only enable them to respond appropriately to unexpected events but also to exploit situations that initially threaten their operations or survival. The literature contains numerous definitions of this phenomenon, which are often ambiguous and inconsistent. Consequently, no unified, universally accepted consensus exists on the essence of resilience or its constituent elements. Most studies are limited to identifying the individual characteristics, resources, or processes associated with resilience (Duchek, 2020).

Early studies most often described organizational resilience as a defensive response, that is, resistance and/or recovery. However, later research broadened this perspective, defining resilience as an active response—adaptation—or even incorporating the concept of anticipation (Lengnick-Hall et al., 2011; Williams et al., 2017). These studies suggest that all these different perspectives are aspects of resilience. Based on this logic, Duchek (2020) proposed defining organizational resilience as an organization’s ability to anticipate, effectively cope with, and adapt to disruptions. A similar process-based logic of resilience was presented by Williams et al. (2017), who explained resilience through preparedness, response to major disruptions, and a feedback mechanism.

Thus, resilience can be interpreted as a meta-capability composed of interrelated organizational capabilities that enable the implementation of different stages of resilience (Cruickshank, 2020; Duchek, 2020). Anticipation capabilities describe preventive actions related to potential disruptions and include the ability to monitor internal and external changes, recognize critical events and possible consequences, and, as much as possible, prepare for unexpected events. Coping capabilities emerge when disruptions have already become apparent and include the ability to accept the problem and develop and implement solutions that help address the challenges of a particular disruption. Adaptation capabilities refer to adjustments after disruptions and are oriented towards organizational improvement, encompassing the ability to reflect and learn, as well as to implement necessary organizational changes.

These capabilities are complex, deeply rooted in distinct social contexts, and manifest in various collective routines that determine resilience outcomes. It can be argued that organizational resilience is dynamic in nature, a latent set of capabilities dependent on context, including internal organizational conditions and external environmental factors (Cruickshank, 2020; Duchek, 2020). Thus, only by focusing on resilience capabilities, routines, or practices can one better understand the actual behavior of resilient organizations and explain why some organizations are better able to cope with unexpected events than others (Akpinar & Özer-Çaylan, 2022). Therefore, organizational resilience can be regarded not only as an organization's ability to overcome disruptions but also as a strategically significant capability that, depending on its configuration, can become a source of sustainable competitive advantage (Duchek, 2020; Teixeira & Werther, 2013).

Results

An analysis of organizational resilience makes it clear that the phenomenon cannot be understood merely as a response to disruptions or subsequent recovery. The conceptualization of

resilience must also encompass the anticipation of disruptions, preparation for them, dealing with them, and adaptation following them. To conceptualize organizational resilience within the context of strategic management theoretical approaches, it is essential to reveal the assumptions underlying the formation of the phenomenon in an organization's internal environment. Previous theoretical insights suggest that attention should be directed toward the importance of internal resources, knowledge, and capabilities. Therefore, the conceptualization of organizational resilience should be based on the assumption that the phenomenon does not arise on its own but rather depends on the strategic resources available to an organization, their management, and the capabilities developed based on these resources.

The resource-based view (RBV) allows for the interpretation of organizational resilience based on its dependence on internal resources. This suggests that internal strategic resources determine the formation and development of organizational resilience capabilities. In other words, capabilities depend on the resources available to an organization and how they are utilized under changing environmental conditions. If the RBV allows the assumption that organizational resilience arises from the organization's internal strategic resources, the knowledge-based view (KBV) refines this logic by identifying knowledge as the most important strategic resource. Thus, the KBV enables conceptualizing organizational resilience as a phenomenon whose foundation consists of knowledge resources that provide the basis for the organization's potential to create, accumulate, and apply knowledge under changing environmental conditions.

The KBV allows organizational resilience to be linked with an organization's knowledge resources, but it does not reveal the forms in which this knowledge contributes to the development of resilience. The significance of intellectual capital is important for the development of these insights, as it enables the formalization of knowledge through its main components: human, structural, and relational capital. However, merely identifying forms of knowledge expression as a significant precondition for developing organizational resilience does not explain the transformation itself. For this purpose, the knowledge capital management model (see subsection 2.3, Figure 2) is employed, which explains how organizational knowledge is created, acquired, stored, transferred, and applied. This approach allows knowledge capital to be regarded as an actively managed resource rather than a passive intangible asset of the organization.

Nevertheless, the variability of environmental conditions does not allow organizational resilience to be explained solely as the totality of knowledge resources and their management processes, since in a changing environment, it is important not only to possess organizational knowledge capital and manage its flows, but also to have the capacity to rapidly mobilize, reorganize, and adapt it in response to the requirements of an altered situation. In light of this insight, the dynamic capabilities (DC) perspective becomes significant, as in the previous section, it was linked to the organization's ability to adapt, renew, and transform its existing resources. Therefore, in the conceptualization of organizational resilience, DCs can be understood as an intermediate link between knowledge capital management and the implementation of resilience capabilities.

An approach to conceptualizing organizational resilience is proposed, revealing how knowledge capital management through different DC processes shapes and strengthens an organization's capacities for anticipation, coping, and adaptation. Figure 3 presents a conceptual model of organizational resilience.

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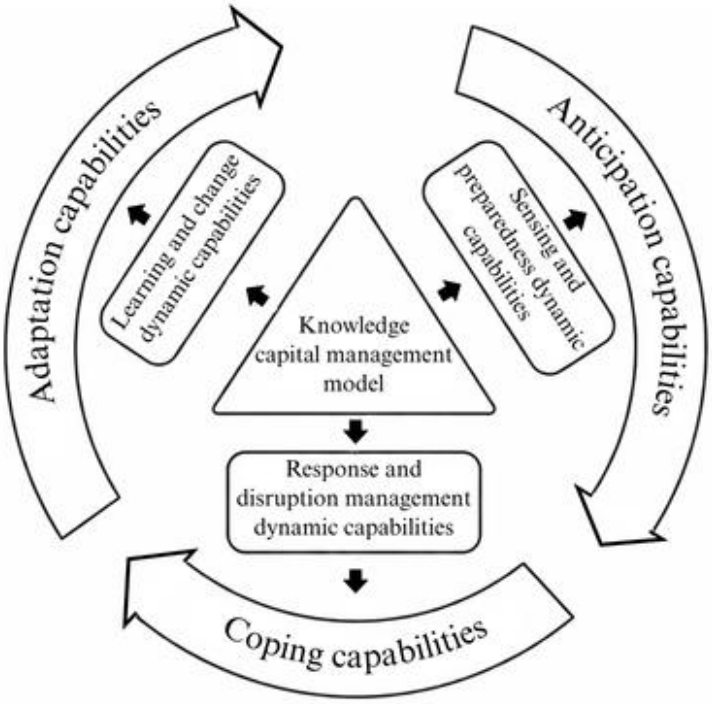

Figure 3. Conceptual model of organizational resilience

**Source: own elaboration based on theoretical analysis.*

The conceptual model of organizational resilience (Figure 3) reveals that organizational resilience is conceptually understood as a set of organizational capabilities arising from knowledge capital management and formed through dynamic capabilities. The knowledge capital management model at the center of the model is considered the main system element, ensuring the creation, acquisition, storage, transfer, and application of knowledge circulating within the organization. These processes enable knowledge to move among the components of human, structural, and relational capital, making it accessible to the entire organizational system depending on the situation and needs. Therefore, in the model, knowledge capital management is reflected as the foundation supporting the formation of dynamic capabilities necessary for organizational resilience.

In the model, the identified DCs do not represent isolated capabilities but rather a sequence of interrelated actions through which an organization can respond to and adapt to changes in the environment. The DCs function as a mechanism through which, as a result, organizational resilience capabilities are formed within the organization.

Sensing and preparedness DCs reflect an organization's ability to detect, assess, and interpret environmental changes in a timely manner, identify potential threats, and prepare to make necessary decisions. These capabilities are manifested through activities such as continuous monitoring of the internal and external environments, signal identification, risk assessment, and scenario analysis. In other words, by leveraging available knowledge and performing these DC actions, the organization develops the ability to recognize potential threats as early as possible while simultaneously formulating possible response actions if the identified signals are confirmed, or even preventing them before their full manifestation. Thus, the organization's forecasting capabilities are formed and strengthened.

Response and disruption management DCs reflect an organization's ability to promptly mobilize available resources, coordinate actions, and implement necessary solutions when disruptions occur. These capabilities are expressed

through activities such as rapid decision-making, seeking solutions, coordinating actions, and mobilizing and allocating resources. The effectiveness of implementing these actions depends on the knowledge resources accumulated within the organization, as employees' competencies, organizational memory, procedures, information systems, and connections with the external environment form the foundation for swift reactive actions. In other words, by leveraging its existing knowledge resources and carrying out these DC actions, the organization develops the ability to operate in real time and mitigate the impact of the disruption by initiating necessary measures in a timely manner.

Learning and change DCs reflect an organization's ability to reflect on experience, learn, and restructure its operational elements in response to environmental changes caused by disruptions. These capabilities are manifested through actions such as experience analysis, evaluation of "lessons learned," adjustment of routines, and institutionalization of knowledge. The implementation of these actions depends on the knowledge resources available to the organization and their continuous supplementation and adjustment, thereby shaping and strengthening the organization's resilience.

It can be stated that resilience depends on the knowledge resources available to the organization, their timely accessibility, and the ability to mobilize them into specific actions, which determine the quality and strength of the response as well as the overall level of preparedness. Knowledge capital management forms the foundation for the emergence of organizational knowledge, whereas DCs translate this foundation into concrete actions. Since all DC actions can be purposefully developed and expanded, organizational resilience can be strengthened simultaneously. Thus, the conceptualization of organizational resilience reveals it as a cyclically emerging result arising from the interaction between knowledge capital management and consistently developed dynamic capabilities, enabling the organization to survive, operate, and grow stronger under conditions of uncertainty.

Discussion

Conceptualizing organizational resilience from the dynamic capabilities perspective is not an entirely new idea. Previous studies examining the relationship between intellectual or knowledge capital and organizational resilience have to some extent addressed dynamic organizational processes and capabilities. Abbas et al. (2026) emphasized the role of intellectual capital in strengthening dynamic capabilities, which in turn enhance a company's competitive advantage, and defined resilience as a strategic, knowledge-based capability. Agostini & Nosella (2023) adhered to a similar logic, linking organizational resilience with the dynamic capabilities perspective and noting that intellectual capital can be considered a precondition for dynamic capabilities; thus, investigating its relationship with resilience is a promising research direction. A similar logic for the intermediary mechanism was developed by Alnasser et al. (2025), who argued that intellectual capital enables organizations to rapidly reconfigure resources, adjust processes, and explore new ways of operating. Iqbal et al. (2025) and Elenwo & Tolofari (2024) also highlighted the importance of dynamic capabilities, associating them with a company's ability to adapt to a changing environment by reconfiguring existing resources and capabilities.

Empirical studies related to the concept proposed in this article examine the development of organizational resilience through intellectual capital, organizational capabilities, or from the perspective of dynamic capabilities theory. Li & Lin (2024) investigated how flexibility-oriented human resource management systems influence organizational resilience via intellectual capital, drawing on resilience theory, resource-based view, and dynamic capabilities theory perspectives. Rossi et al. (2026) linked intellectual capital to organizational resilience capabilities, emphasizing the roles of human, structural, and relational capital in the development of anticipation, adaptation, and situational awareness capacities. Mubarak et al. (2023) also contributed to this direction, demonstrating that intellectual capital can enhance firm resilience and profitability, particularly through absorptive capacity and the ability to

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acquire, assimilate, and apply knowledge. However, these studies are often limited to specific contexts, such as human resource management systems, international SMEs, or family businesses. Therefore, the contribution of this study is that organizational resilience is conceptualized as an outcome arising from the interaction between knowledge capital management and dynamic capabilities. This article seeks to demonstrate that knowledge capital is linked to resilience and to explain the possible logic underpinning the formation of this relationship. Thus, the proposed model extends previous research by explaining resilience development not only through individual components of knowledge capital or organizational capabilities but also through their interaction.

This study has several limitations. First, the study is theoretical and conceptual in nature; therefore, the proposed model was not empirically tested. For this reason, the relationships identified in the model should be regarded as theoretically grounded assumptions rather than empirically validated causal links. Second, the literature selection was carried out using a single main database; therefore, sources indexed in other databases could complement this analysis and refine certain elements of the model. Third, the model is general in nature; therefore, its application across different sectors, organizational size groups, or operating contexts may require additional theoretical and empirical adaptations. For example, in private sector organizations, the accessibility and use of externally acquired knowledge may be more clearly linked to the pursuit of competitive advantage, whereas in the public sector, knowledge utilization may be more constrained by regulations, procedures, and institutional requirements. It is also likely that in knowledge-intensive sectors, the applicability of the proposed model may be more apparent, as the activities of such organizations are more dependent on the knowledge resources they possess.

Future research should empirically test the proposed conceptual model by assessing the interrelationships among knowledge capital, knowledge management, dynamic capabilities, and an organization's resilience capabilities. It is especially important to examine the role of dynamic capabilities in linking knowledge capital management and organizational resilience. They may be analyzed as an intervening or moderating mechanism that explains why, in some organizations, knowledge resources are more effectively transformed into resilience capabilities than in others. It would also be valuable to explore the individual components of intellectual capital—human, structural, and relational capital—to determine which contributes most to the development of anticipation, coping, and adaptation capabilities.

From a practical perspective, the proposed model enables organizations to link resilience enhancement with disruption management procedures and a long-term strategic approach to knowledge capital management and the development of dynamic capabilities. By developing employees' competencies, organizational memory, information systems, knowledge transfer mechanisms, and external relationship networks, organizations can strengthen their competitive advantage and their preparedness to operate under conditions of uncertainty. Therefore, knowledge capital management should be understood not only as a factor for improving organizational performance but also as a strategic foundation for ensuring organizational continuity.

Conclusions

It has been established that the discipline of strategic management has developed as a multi-paradigmatic, evolving field, in which the emphasis has gradually shifted from external environmental factors to the importance of internal organizational factors. Theoretical approaches emerging from paradigm shifts allow for a more comprehensive explanation of the conditions and factors underlying the formation of an organization's competitive advantage and its ability to operate in a changing environment.

It has also been established that knowledge capital is one of the most important strategic resources in determining an organization's ability to create a long-term competitive advantage. Knowledge, as an intangible resource, possesses

properties that are difficult to imitate, making its creation, accumulation, and utilization a significant focus of strategic management. In this context, knowledge management functions as an integrative mechanism that ensures the creation, acquisition, storage, transfer, and application of knowledge within an organization. Knowledge capital can be transformed into organizational capabilities through knowledge management processes, enabling the effective mobilization of knowledge resources to achieve organizational objectives and strengthen competitive advantage.

It was concluded that organizational resilience should not be understood as a static state or an isolated response to disruptions but as a dynamic and processual phenomenon shaped by the organization's ability to utilize, manage, and reconfigure its available strategic resources. The resource-based approach explains resilience's dependence on the organization's internal resources, the knowledge-based approach emphasizes the importance of knowledge, and the dynamic capabilities perspective reveals how these resources are mobilized, integrated, and transformed in response to environmental changes. Therefore, organizational resilience depends on the knowledge resources at its disposal, their timely accessibility, and the organization's ability to effectively focus them on specific actions. Thus, the conceptualization of organizational resilience enables this phenomenon to be explained as a cyclically developing outcome arising from the interaction of knowledge resources, their management, and dynamic capabilities.

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