BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

Volume 2	Issue 2	Apr – Jue 2026
Received	Accepted	Published
19 March 2026	12 June 2026	15 June 2026

Toward a Theory of Organizational Resilience: Integrating Dynamic Capabilities and Stakeholder Perspectives

DOI: 10.66578/btis.v2i2.32

Hossein Ghanbary[1*], Mehdi Karimimehr[2]

[1] *Faculty of Progress Engineering, Electronic Business Field, Iran University of Science and Technology, Tehran, Iran, 16846-13114*
[2] *Faculty of Progress Engineering, Electronic Business Field, Iran University of Science and Technology, Tehran, Iran, 16846-13114*

Corresponding Author: Hossein Ghanbary **Email:** hossein.ghanbary@univ.com

ABSTRACT

Organizational resilience has emerged as a critical capability for firms operating in increasingly volatile, uncertain, complex, and ambiguous environments. Despite substantial scholarly attention, existing resilience research remains fragmented, with studies often emphasizing either internal organizational capabilities or external stakeholder relationships. This paper addresses this gap by developing an integrated theoretical framework that combines Dynamic Capabilities Theory and Stakeholder Theory to explain how organizations build and sustain resilience over time. Drawing on the dynamic capabilities perspective, the framework highlights the roles of sensing, seizing, and reconfiguring capabilities in enabling firms to identify environmental changes, mobilize resources, and adapt to disruptions. Simultaneously, Stakeholder Theory contributes an external relational perspective by emphasizing the importance of stakeholder engagement, trust, collaboration, and support in facilitating organizational adaptation and recovery. The proposed framework suggests that organizational resilience emerges from the interaction between internal adaptive capabilities and external stakeholder relationships. Furthermore, the paper advances a series of theoretical propositions linking dynamic capabilities, stakeholder relationships, organizational resilience, and long-term organizational performance. By integrating two influential theoretical perspectives, this study contributes to the resilience literature by offering a more comprehensive explanation of how organizations withstand, adapt to, and thrive amid disruptions. The framework provides a foundation for future empirical research and offers practical insights for managers seeking to enhance organizational resilience in turbulent environments.

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

Keywords: Organizational resilience; Dynamic capabilities; Stakeholder theory; Strategic adaptation; Stakeholder engagement; Competitive advantage.

INTRODUCTION

Organizations today operate in increasingly volatile, uncertain, complex, and ambiguous environments characterized by technological disruptions, economic crises, geopolitical tensions, climate-related events, and global health emergencies. These challenges have intensified scholarly and managerial interest in organizational resilience, which refers to an organization's ability to anticipate, withstand, adapt to, and recover from adverse events while maintaining or improving its performance (Borah, Dogbe, Dzandu, & Pomegbe, 2023). The growing frequency and severity of disruptions has highlighted the importance of resilience as a strategic capability that enables organizations not only to survive crises but also to emerge stronger and more competitive (Ameer, Khan, Khan, Khan, & Keoy, 2024; Ferreira & Coelho, 2020).

The concept of organizational resilience has attracted considerable attention across various disciplines, including strategic management, organizational behavior, supply chain management, and risk management (Browder, Dwyer, & Koch, 2024). Existing research has identified numerous factors that contribute to resilience, such as organizational learning, resource flexibility, leadership effectiveness, innovation capabilities, and adaptive decision-making processes (Abdelwahab Ibrahim El-Sayed, Shaheen, & Farghaly Abdelaliem, 2024; Shatila, 2025). While these studies have significantly advanced understanding of resilience, the literature remains fragmented and lacks a comprehensive theoretical explanation of how organizations simultaneously leverage internal capabilities and external stakeholder relationships to navigate environmental turbulence.

One stream of research emphasizes the importance of internal organizational capabilities in building resilience. Scholars drawing upon Dynamic Capabilities Theory argue that organizations achieve sustained success by continuously sensing environmental changes, seizing emerging opportunities, and reconfiguring resources to respond effectively to shifting conditions (Teece, 2007). Dynamic capabilities enable firms to adapt their operational processes, business models, and strategic priorities in response to uncertainty (Abu-Rumman, Al Shraah, Al-Madi, & Alfalah, 2021). Through these capabilities, organizations can identify potential threats, mobilize resources rapidly, and implement strategic changes that enhance their ability to withstand disruptions. Although Dynamic Capabilities Theory provides a valuable explanation of organizational adaptation, its primary focus on internal organizational processes offers only a partial understanding of resilience (Ekmekcioglu & Öner, 2024).

A second stream of research highlights the role of external stakeholders in organizational success and survival. Stakeholder Theory suggests that organizations depend on relationships with various stakeholder groups, including customers, employees, suppliers, investors, governments, communities, and business partners (Freeman, 1984). These stakeholders provide critical resources, information, legitimacy, and support that influence organizational performance (Oruc & Sarikaya, 2011). Strong stakeholder relationships can enhance trust, facilitate collaboration, and improve access to resources during periods of uncertainty. Consequently, organizations with effective stakeholder management practices may be better positioned to respond to disruptions and

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

recover from adverse events. However, Stakeholder Theory alone provides limited insight into the internal capabilities that enable organizations to transform stakeholder resources and support into adaptive actions (Arian, Sands, Rahman, & Khatatbeh, 2025).

Despite the growing body of resilience research, important theoretical limitations remain. Existing studies have largely examined organizational resilience through isolated theoretical lenses, resulting in fragmented explanations of how resilience develops (Albannai, Raziq, Malik, Scott-Kennel, & Igoe, 2025; de Medeiros & Saurin, 2025). Research grounded in Dynamic Capabilities Theory has emphasized organizational adaptation through sensing, seizing, and reconfiguring capabilities, yet has devoted limited attention to the relational mechanisms through which external stakeholders contribute to resilience. Conversely, studies informed by Stakeholder Theory have highlighted the importance of stakeholder engagement, trust, and collaboration but have provided less insight into the internal organizational capabilities required to transform stakeholder resources into adaptive responses. As a result, current resilience research lacks an integrated explanation of how internal adaptive capabilities and external stakeholder relationships interact to generate resilience outcomes(Khan, Ameer, Bouncken, & Covin, 2023). This omission is significant because organizations rarely rely solely on internal resources or external support when responding to disruptions. Rather, resilience emerges through the simultaneous mobilization of internal capabilities and stakeholder-based resources. Addressing this theoretical gap requires a framework that captures both dimensions and explains their complementary roles in resilience development.

This paper addresses this gap by integrating Dynamic Capabilities Theory and Stakeholder Theory to develop a conceptual framework for understanding organizational resilience. The proposed framework argues that resilience emerges from the interaction between dynamic capabilities and stakeholder relationships. Specifically, sensing, seizing, and reconfiguring capabilities enable organizations to identify and respond to environmental changes, while stakeholder engagement, trust, collaboration, and support strengthen organizational capacity to withstand and recover from disruptions. Together, these mechanisms create a foundation for organizational resilience and long-term competitive advantage (D.-y. Li & Liu, 2014).

This study differs from prior organizational resilience frameworks by explicitly explaining resilience as the joint outcome of internal adaptive capabilities and external stakeholder relationships. Earlier resilience studies have often emphasized either organizational capabilities, such as learning, flexibility, and resource reconfiguration, or stakeholder-related factors, such as trust, legitimacy, and collaboration. However, these perspectives have rarely been integrated into a single theoretical explanation. The present framework contributes by showing that dynamic capabilities help organizations sense disruptions, seize response opportunities, and reconfigure resources, while stakeholder relationships provide the external information, legitimacy, cooperation, and support needed to activate these capabilities effectively. Therefore, the novelty of this study lies not simply in combining two established theories, but in explaining how their interaction creates a more complete mechanism for building organizational resilience.

The integration of these theories offers several important contributions. First, it extends resilience research by providing a more holistic explanation of how organizations develop resilience capabilities. Second, it contributes to Dynamic Capabilities Theory by highlighting the importance of stakeholder relationships as complementary resources that enhance adaptive capacity. Third, it

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

enriches Stakeholder Theory by demonstrating how internal organizational capabilities influence the effectiveness of stakeholder relationships in turbulent environments (Burga & Rezania, 2016). Finally, the proposed framework offers practical guidance for managers seeking to build resilient organizations capable of thriving amid uncertainty and disruption.

The remainder of this paper is organized as follows. The next section reviews the organizational resilience literature and identifies key theoretical gaps. This is followed by discussions of Dynamic Capabilities Theory and Stakeholder Theory (Donaldson & Preston, 1995). The paper then develops an integrated conceptual framework and presents a series of theoretical propositions linking dynamic capabilities, stakeholder relationships, and organizational resilience. The final sections discuss the theoretical and managerial implications of the framework and outline directions for future research.

THEORETICAL FOUNDATION AND METHODOLOGICAL APPROACH

Organizational resilience has become an increasingly important area of inquiry within strategic management as organizations face growing environmental uncertainty, technological disruption, economic volatility, and unexpected crises (Liang & Li, 2023). Although resilience has been examined from multiple perspectives, existing research often focuses on either internal organizational capabilities or external stakeholder relationships, resulting in a fragmented understanding of how organizations develop and sustain resilience over time (Abdelwahab Ibrahim El-Sayed et al., 2024; Ferreira & Coelho, 2020). To address this limitation, the present study integrates Dynamic Capabilities Theory and Stakeholder Theory to develop a comprehensive theoretical framework explaining the mechanisms through which organizations build resilience in turbulent environments (Freudenreich, Lüdeke-Freund, & Schaltegger, 2020).

Dynamic Capabilities Theory provides a valuable foundation for understanding organizational adaptation and renewal (Albimani, Thottoli, Almahrouqi, & Alkhaldi, 2025). The theory suggests that firms achieve sustainable competitive advantage through their ability to sense environmental changes, seize emerging opportunities, and reconfigure organizational resources in response to evolving market conditions (Teece, 2007). Dynamic capabilities enable organizations to continuously adapt their structures, processes, and resource configurations, thereby enhancing their capacity to withstand and respond to disruptions (Ambrosini & Bowman, 2009). Consequently, this theoretical perspective offers important insights into the internal mechanisms that contribute to organizational resilience.

While Dynamic Capabilities Theory emphasizes internal organizational adaptation, Stakeholder Theory highlights the importance of external relationships in organizational success and survival (Awwad, Ababneh, & Karasneh, 2022; Bianchi, Testa, Tessitore, & Iraldo, 2022). Stakeholder Theory argues that organizations depend upon a diverse network of stakeholders, including customers, employees, suppliers, investors, governments, communities, and strategic partners (Freeman, 1984). These stakeholders provide organizations with access to critical resources, information, legitimacy, and support that influence both short-term performance and long-term sustainability (Oruc & Sarikaya, 2011). During periods of disruption, strong stakeholder

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

relationships may facilitate information sharing, resource mobilization, collaboration, and collective problem-solving, thereby strengthening organizational resilience.

Although both theories have independently contributed to understanding organizational adaptation and performance, limited research has examined how they interact to create resilient organizations. Dynamic capabilities explain how organizations adapt internally, whereas Stakeholder Theory explains how organizations leverage external relationships to secure resources and support (Cordero Paez, Pinho, & Prange, 2022). Organizational resilience, however, requires both internal adaptability and external relational strength. Therefore, integrating these theoretical perspectives offers a more comprehensive explanation of how organizations anticipate, absorb, respond to, and recover from disruptions.

While several alternative theoretical perspectives could contribute to understanding organizational resilience, Dynamic Capabilities Theory and Stakeholder Theory were selected because they collectively capture both the internal and external dimensions of resilience. The Resource-Based View emphasizes valuable organizational resources but provides limited explanation regarding how organizations continuously adapt those resources under changing environmental conditions. Organizational Learning Theory offers insights into knowledge acquisition and adaptation but places less emphasis on stakeholder relationships and resource reconfiguration processes. Institutional Theory explains how organizations respond to external pressures and legitimacy concerns but provides less detailed explanation of capability development and adaptive decision-making. In contrast, Dynamic Capabilities Theory directly addresses organizational adaptation through sensing, seizing, and reconfiguring processes, while Stakeholder Theory explains how organizations access external resources, support, legitimacy, and collaboration through stakeholder relationships. Their integration therefore provides a more comprehensive explanation of organizational resilience than either perspective alone.

Methodologically, this study adopts a conceptual theory-building approach. Conceptual research contributes to knowledge development by synthesizing existing theories, identifying unresolved gaps, and proposing new theoretical relationships that can guide future empirical inquiry (Whetten, 1989). Rather than relying on primary data collection, the study systematically reviews and integrates insights from the organizational resilience, dynamic capabilities, and stakeholder management literature to construct a novel conceptual framework. To ensure comprehensive theoretical coverage, relevant literature was identified through searches of major academic databases including Scopus, Web of Science, Google Scholar, and ScienceDirect (Whetten, 1989). Keywords such as "organizational resilience," "dynamic capabilities," "stakeholder theory," "organizational adaptation," and "stakeholder engagement" were used individually and in combination. Priority was given to highly cited foundational works and recent peer-reviewed studies published between 2020 and 2025. Articles were included when they provided theoretical, conceptual, or empirical insights directly related to resilience, dynamic capabilities, stakeholder relationships, or organizational adaptation. Studies with limited relevance to the central constructs were excluded. This structured approach enhanced the rigor and transparency of the framework development process.

The framework development process followed three stages. First, foundational literature relating to organizational resilience, Dynamic Capabilities Theory, and Stakeholder Theory was reviewed

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

to identify their core assumptions, constructs, and theoretical mechanisms. Second, areas of theoretical convergence, complementarity, and potential integration were systematically examined. Particular attention was devoted to identifying how internal adaptive capabilities and external stakeholder relationships jointly influence organizational responses to environmental disruption (Klein & Maldonado-Bautista, 2022). Third, insights derived from the literature were synthesized into an integrated conceptual framework proposing that organizational resilience emerges from the interaction between dynamic capabilities and stakeholder relationships (Lin & Fan, 2024). Based on this framework, a series of theoretically grounded propositions were developed to explain how sensing, seizing, and reconfiguring capabilities interact with stakeholder engagement, trust, collaboration, and support to enhance organizational resilience and long-term organizational performance (Mirghaderi, Aboumasoudi, & Amindoust, 2023).

By integrating two influential theoretical perspectives, this study seeks to extend current understanding of organizational resilience and provide a foundation for future empirical investigation. The resulting framework offers a holistic explanation of resilience that encompasses both internal organizational capabilities and external stakeholder relationships, thereby addressing a significant gap in the existing literature. Although Dynamic Capabilities Theory and Stakeholder Theory have both been widely applied to explain organizational adaptation and performance, they differ in their primary assumptions, focal constructs, and mechanisms (Corrales-Estrada, Gómez-Santos, Bernal-Torres, Rodriguez-López, & Sandoval-Reyes, 2025). At the same time, the two perspectives exhibit considerable complementarity, suggesting opportunities for theoretical integration. A comparison of the key characteristics of both theories is presented in Table 1.

Table 1. Comparative Analysis of Dynamic Capabilities Theory and Stakeholder Theory

Dimension	Dynamic Capabilities Theory	Stakeholder Theory
Primary Focus	Internal organizational adaptation	External stakeholder relationships
Key Scholars	(Teece, 2007; Teece, Pisano, & Shuen, 1997)	(Freeman, 1984; Oruc & Sarikaya, 2011)
Main Objective	Resource renewal and strategic adaptation	Stakeholder value creation and legitimacy
Key Constructs	Sensing, Seizing, Reconfiguring	Engagement, Trust, Collaboration, Support
Source of Advantage	Adaptive capabilities	Strong stakeholder relationships
Contribution to Resilience	Enhances preparedness, response, and adaptation	Provides resources, information, and support
Limitation	Limited external focus	Limited internal capability focus

Table 1 highlights both the differences and complementarities between Dynamic Capabilities Theory and Stakeholder Theory. While Dynamic Capabilities Theory focuses primarily on internal adaptation mechanisms, Stakeholder Theory emphasizes the external relational environment in which organizations operate. These differences are not contradictory but complementary. Dynamic

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

capabilities enable organizations to identify, evaluate, and implement adaptive responses, whereas stakeholder relationships provide access to information, resources, legitimacy, and collaborative support that enhance the effectiveness of those adaptive processes. Consequently, resilience is likely to emerge not from either capability development or stakeholder management alone, but from their interaction. This complementarity provides the theoretical foundation for the integrated framework proposed in this study.

CONCEPTUALIZATION AND LITERATURE REVIEW

Organizational resilience has emerged as a critical concept in management and organizational studies due to the increasing frequency of environmental disruptions and the growing complexity of contemporary business environments (Ortiz-de-Mandojana & Bansal, 2016). Organizations are routinely confronted with economic downturns, technological changes, geopolitical instability, natural disasters, supply chain disruptions, and public health crises that threaten their operations and long-term viability. As a result, scholars and practitioners have devoted considerable attention to understanding how organizations can effectively anticipate, respond to, and recover from such challenges while maintaining sustainable performance.

The concept of resilience originated in fields such as ecology and psychology before being adopted within organizational research. In the organizational context, resilience generally refers to an organization's capacity to absorb shocks, adapt to changing circumstances, and recover from adverse events while continuing to pursue its strategic objectives (Ameer et al., 2024). Unlike traditional risk management approaches, which primarily focus on preventing or mitigating specific threats, organizational resilience emphasizes the development of adaptive capabilities that enable firms to function effectively under conditions of uncertainty and disruption (Shatila, 2025).

Although resilience has been conceptualized in various ways, most definitions emphasize three fundamental dimensions: preparedness, response, and adaptation. Preparedness refers to an organization's ability to anticipate potential disruptions and develop mechanisms for managing uncertainty. Response capability reflects the organization's capacity to react effectively when disruptions occur. Adaptation involves learning from adverse events and implementing changes that enhance future performance and resilience (Ferreira & Coelho, 2020). Together, these dimensions enable organizations not only to survive crises but also to emerge stronger and more competitive following periods of adversity (Madhani, 2010).

Existing resilience research has identified numerous organizational factors that contribute to resilience development. Leadership effectiveness, organizational learning, innovation, knowledge management, resource flexibility, and employee engagement have all been recognized as important antecedents of resilience (Abdelwahab Ibrahim El-Sayed et al., 2024). These studies suggest that resilient organizations are characterized by their ability to continuously learn, adapt, and mobilize resources in response to changing environmental conditions. Consequently, resilience is increasingly viewed as a strategic capability rather than merely an operational response mechanism.

Recent studies have also emphasized the dynamic nature of organizational resilience. Rather than representing a static organizational attribute, resilience is increasingly understood as an ongoing

ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

process through which organizations continuously develop capabilities to cope with uncertainty and change (Ferreira & Coelho, 2020). This perspective aligns with broader strategic management literature that views organizational success as dependent upon continuous adaptation and capability development. Accordingly, resilience can be regarded as a higher-order organizational capability that enables firms to navigate turbulent environments effectively.

Despite substantial progress in resilience research, the literature remains fragmented. One limitation is the tendency to focus predominantly on internal organizational mechanisms while paying relatively limited attention to the role of external stakeholders. Many studies examine resilience through the lens of organizational learning, resource management, leadership, and dynamic capabilities, emphasizing internal organizational processes as primary drivers of resilience (Ameer et al., 2024). While these factors are undoubtedly important, they provide only a partial explanation of resilience because organizations rarely operate in isolation from their external environment.

A second limitation involves the relatively limited integration of internal and external perspectives within resilience research. Organizations rely heavily on stakeholders for access to information, resources, legitimacy, and collaborative support, particularly during periods of disruption. Customers, suppliers, employees, governments, communities, and strategic partners often play crucial roles in helping organizations anticipate risks, respond to crises, and recover from adverse events. However, the mechanisms through which stakeholder relationships contribute to resilience remain underexplored within the broader resilience literature.

Furthermore, existing theoretical explanations of organizational resilience often rely on single theoretical perspectives, resulting in fragmented insights regarding resilience development. While Dynamic Capabilities Theory provides a compelling explanation of how organizations adapt internally to environmental change, it offers limited attention to stakeholder relationships (Dobrovnik, Herold, & Kummer, 2025; K. Eisenhardt & Martin, 2000). Similarly, Stakeholder Theory emphasizes the importance of external relationships but provides less insight into the internal capabilities that enable organizations to effectively utilize stakeholder resources and support. Consequently, neither perspective independently offers a complete explanation of organizational resilience.

Addressing these limitations requires a more integrated theoretical approach capable of capturing both internal adaptive capabilities and external stakeholder relationships. Organizational resilience is inherently multidimensional and emerges through the interaction of organizational capabilities and stakeholder networks. Firms must not only possess the ability to sense, seize, and reconfigure resources in response to environmental change but must also cultivate strong stakeholder relationships that facilitate collaboration, trust, information sharing, and resource access during times of uncertainty.

Therefore, this study argues that a comprehensive understanding of organizational resilience requires the integration of Dynamic Capabilities Theory and Stakeholder Theory. By combining these complementary perspectives, a more holistic explanation can be developed regarding how organizations build, maintain, and strengthen resilience in increasingly turbulent environments. The following sections examine each theoretical foundation in greater detail before proposing an integrated framework for understanding organizational resilience. Organizational resilience has

ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

been conceptualized as a multidimensional construct encompassing preparedness, response capability, adaptation, and recovery. These dimensions collectively explain how organizations anticipate, manage, and learn from disruptions. A summary of the principal dimensions of organizational resilience and their theoretical foundations is presented in Table 2.

Table 2. Dimensions of Organizational Resilience

Resilience Dimension	Definition	Supporting Literature
Preparedness	Ability to anticipate and prepare for disruptions	(Ameer et al., 2024)
Response Capability	Ability to react effectively during disruptions	(Shatila, 2025)
Adaptation	Ability to adjust and transform following disruptions	(Ferreira & Coelho, 2020)
Recovery	Ability to restore and maintain performance after adversity	(Abdelwahab Ibrahim El-Sayed et al., 2024)

The preceding review demonstrates that resilience research has advanced considerably but remains theoretically fragmented. Existing studies have generated valuable insights regarding organizational adaptation and stakeholder relationships; however, they have not sufficiently explained how these mechanisms operate together. This limitation provides the primary motivation for integrating Dynamic Capabilities Theory and Stakeholder Theory within a unified framework of organizational resilience.

DYNAMIC CAPABILITIES THEORY AND ORGANIZATIONAL RESILIENCE

Dynamic Capabilities Theory has become one of the most influential perspectives in strategic management for explaining how organizations achieve and sustain competitive advantage in rapidly changing environments (Durman, Iyiola, Alzubi, & Aljuhmani, 2025; K. M. Eisenhardt & Martin, 2017). Developed as an extension of the resource-based view, the theory argues that organizational success depends not only on the possession of valuable resources but also on the ability to continuously renew, reconfigure, and deploy those resources in response to environmental changes (Teece et al., 1997). In increasingly turbulent business environments characterized by technological disruption, market volatility, and competitive uncertainty, dynamic capabilities play a critical role in enabling organizations to adapt and maintain performance (El Baz & Ruel, 2024).
According to Dynamic Capabilities Theory, organizations develop competitive advantage through three interconnected capabilities: sensing, seizing, and reconfiguring (Teece, 2007). Sensing capability refers to an organization's ability to identify emerging opportunities, threats, and changes within its environment. This capability involves environmental scanning, market

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

intelligence gathering, and the continuous monitoring of technological, economic, and social developments. Organizations possessing strong sensing capabilities are better positioned to anticipate disruptions before they fully materialize, allowing proactive rather than reactive responses.

Seizing capability represents the organization's capacity to mobilize resources and make strategic decisions in response to identified opportunities or threats. Once environmental changes are detected, organizations must allocate resources, implement strategic initiatives, and develop appropriate responses to capitalize on opportunities or mitigate risks. Effective seizing capabilities enable organizations to act decisively during periods of uncertainty and rapidly changing conditions. Such responsiveness is particularly important during crises when delayed decision-making can significantly undermine organizational performance and survival.

The third dimension, reconfiguring capability, refers to an organization's ability to transform, realign, and renew its resource base in response to changing environmental demands. Reconfiguration may involve modifying organizational structures, redesigning processes, reallocating resources, adopting new technologies, or developing new competencies. Through reconfiguring capabilities, organizations maintain strategic flexibility and enhance their ability to adapt to evolving circumstances. This capability is particularly important for resilience because disruptions often require organizations to fundamentally alter existing routines and operational models.

The relationship between dynamic capabilities and organizational resilience has attracted increasing scholarly attention (Ferreira & Coelho, 2020; Girod & Whittington, 2017). Both concepts emphasize adaptation, flexibility, and responsiveness to environmental change. Organizational resilience reflects a firm's ability to withstand disruptions, recover from adverse events, and adapt to new realities, while dynamic capabilities provide the mechanisms through which such adaptation occurs (Ameer et al., 2024; Ferreira & Coelho, 2020). Consequently, dynamic capabilities can be viewed as important antecedents of resilience (Hozhabri, 2025).

Sensing capabilities contribute to resilience by enabling organizations to recognize potential threats and vulnerabilities before they escalate into significant crises. Early detection allows organizations to implement preventive measures, allocate resources proactively, and develop contingency plans. Organizations that effectively monitor their environments are more likely to anticipate disruptions and reduce their negative consequences. Therefore, sensing capability strengthens organizational preparedness and enhances resilience.

Seizing capabilities support resilience by facilitating rapid and effective responses during periods of disruption. Organizations frequently encounter situations that require immediate decision-making and resource mobilization. Firms possessing strong seizing capabilities can coordinate actions, implement strategic responses, and exploit emerging opportunities despite uncertainty. Such responsiveness increases organizational capacity to maintain operations and recover from adverse events.

Reconfiguring capabilities further enhance resilience by enabling organizations to adapt their structures, processes, and resources following disruptions. Recovery often requires organizations to redesign workflows, develop new competencies, and establish alternative operational arrangements. Firms capable of effectively reconfiguring their resources are better equipped to

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

adapt to changing circumstances and sustain performance in the aftermath of disruptions. Consequently, reconfiguration serves as a critical mechanism linking adaptation and resilience.

Despite the strong theoretical connection between dynamic capabilities and organizational resilience, dynamic capabilities alone may not fully explain resilience development (Larabi, 2025). Organizations do not operate independently of their external environments. Their ability to sense, seize, and reconfigure resources is often influenced by relationships with customers, suppliers, employees, governments, communities, and strategic partners. External stakeholders provide valuable information, resources, expertise, legitimacy, and support that may significantly enhance organizational adaptation and recovery efforts. Therefore, while dynamic capabilities provide an important internal explanation for resilience, a more comprehensive understanding requires consideration of external stakeholder relationships (B. Li, Teece, Baskaran, & Chandran, 2025; D.-y. Li & Liu, 2014).

This limitation suggests the need to complement Dynamic Capabilities Theory with Stakeholder Theory (Linde, Sjödin, Parida, & Wincent, 2021; Ludwikowska & Tworek, 2022). Integrating these perspectives enables a broader explanation of resilience that incorporates both internal adaptive capabilities and external relational resources. The following section examines Stakeholder Theory and its relevance to organizational resilience. The relationship between sensing capability and organizational resilience can be explained through the organization's ability to reduce environmental uncertainty and improve preparedness. Sensing capabilities enable firms to continuously monitor technological, competitive, regulatory, and stakeholder-related developments, thereby improving their awareness of emerging threats and opportunities. Early identification of disruptive signals allows organizations to allocate resources proactively, develop contingency plans, and implement preventive actions before disruptions escalate. Consequently, organizations possessing stronger sensing capabilities are expected to demonstrate greater resilience because they are better prepared to anticipate and manage environmental turbulence.

Proposition 1: Organizations with stronger sensing capabilities are better able to anticipate environmental disruptions and, therefore, exhibit higher levels of organizational resilience.

While sensing capabilities enhance preparedness, resilience also depends on an organization's ability to respond effectively once disruptions occur. Seizing capabilities enable organizations to mobilize resources, coordinate decision-making processes, and implement strategic responses under conditions of uncertainty. During crises, timely action is often critical for maintaining operational continuity and minimizing disruption-related losses. Organizations with stronger seizing capabilities are therefore expected to respond more rapidly and effectively to environmental shocks, strengthening their overall resilience.

Proposition 2: Organizations with stronger seizing capabilities are better able to respond effectively to environmental disruptions and, therefore, exhibit higher levels of organizational resilience.

Beyond preparedness and response, long-term resilience requires organizations to adapt and transform following disruptive events. Reconfiguring capabilities facilitate organizational renewal by enabling firms to redesign structures, modify processes, redeploy resources, and develop new competencies. Such transformational capacity allows organizations to learn from disruptions and align their operations with changing environmental conditions. Therefore, reconfiguring

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

capabilities represent a critical mechanism through which organizations sustain resilience over time.

Proposition 3: Organizations with stronger reconfiguring capabilities are better able to adapt following disruptions and, therefore, exhibit higher levels of organizational resilience.

STAKEHOLDER THEORY AND ORGANIZATIONAL RESILIENCE

Stakeholder Theory represents one of the most influential perspectives in management and organizational research for understanding the relationships between organizations and their external environments. Originally developed by Freeman (1984), the theory argues that organizational success depends not only on satisfying shareholders but also on effectively managing relationships with a broad range of stakeholders, including employees, customers, suppliers, investors, governments, communities, and strategic partners. These stakeholder groups possess resources, influence, and expectations that significantly affect organizational performance, legitimacy, and long-term sustainability.

At its core, Stakeholder Theory suggests that organizations create value by balancing and aligning the interests of multiple stakeholder groups rather than focusing exclusively on financial objectives (Oruc & Sarikaya, 2011). Organizations that develop strong stakeholder relationships benefit from increased trust, cooperation, legitimacy, information sharing, and resource access. Such advantages become particularly important during periods of environmental uncertainty when organizations require support from external actors to navigate disruptions and maintain operational continuity.

The relevance of Stakeholder Theory to organizational resilience has become increasingly evident in recent years. Disruptive events rarely affect organizations in isolation; instead, they influence entire stakeholder networks. During crises, organizations often depend on customers for continued demand, suppliers for resource availability, employees for operational continuity, governments for regulatory support, and communities for legitimacy and social acceptance. Consequently, resilience is not solely an internal organizational capability but also a function of the quality and strength of stakeholder relationships.

Stakeholder engagement represents a critical mechanism through which organizations enhance resilience. Stakeholder engagement refers to the process of actively involving stakeholders in organizational decision-making, communication, and problem-solving activities. Through engagement, organizations gain access to diverse perspectives, valuable information, and early warning signals regarding potential environmental threats. Furthermore, engaged stakeholders are more likely to support organizational initiatives during challenging periods, thereby strengthening organizational preparedness and response capabilities.

Trust constitutes another important component of stakeholder relationships that contributes to resilience. Trust reduces uncertainty, facilitates cooperation, and promotes long-term relationship stability. During disruptions, stakeholders are often required to make decisions under conditions of incomplete information and heightened risk. Organizations that have established trust-based relationships are more likely to receive support, flexibility, and collaboration from stakeholders

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

during crises. As a result, stakeholder trust can significantly improve an organization's ability to withstand and recover from adverse events.

Collaboration among stakeholders also plays a vital role in building organizational resilience. Collaborative relationships facilitate resource sharing, joint problem-solving, knowledge exchange, and coordinated responses to disruptions. Organizations embedded within strong stakeholder networks can access complementary resources and capabilities that enhance their adaptive capacity. Such collaboration becomes particularly valuable during complex crises where no single organization possesses sufficient resources or expertise to address challenges independently.

In addition to engagement, trust, and collaboration, stakeholder support represents a critical resource for resilience development. Stakeholders often provide financial resources, operational assistance, technical expertise, political backing, and social legitimacy that help organizations cope with uncertainty. Access to these resources enables organizations to maintain operations, implement recovery strategies, and accelerate adaptation following disruptions. Therefore, stakeholder support can be viewed as an important external source of resilience.

Despite its significant contributions, Stakeholder Theory alone does not fully explain how organizations transform stakeholder resources and relationships into effective adaptive actions. While stakeholder relationships provide access to valuable resources and support, organizations must also possess internal capabilities that enable them to identify opportunities, mobilize resources, and implement strategic responses. This limitation highlights the importance of integrating Stakeholder Theory with Dynamic Capabilities Theory (Majhi, Mukherjee, & Anand, 2023; Manzoor et al., 2022). Whereas stakeholder relationships provide external resources and support, dynamic capabilities enable organizations to effectively utilize these resources to build resilience (Matysiak, Rugman, & Bausch, 2018; Pitelis, Teece, & Yang, 2024).

The integration of these theories suggests that organizational resilience emerges from the interaction between internal adaptive capabilities and external stakeholder relationships. Dynamic capabilities allow organizations to sense environmental changes, seize opportunities, and reconfigure resources, while stakeholder relationships provide information, legitimacy, collaboration, and support that strengthen these adaptive processes (Samiei, Jafarpanah, & Mohammadi, 2025). Together, these complementary mechanisms create a more comprehensive explanation of organizational resilience than either theory can provide independently. Stakeholder engagement strengthens resilience by creating channels for communication, information exchange, and collaborative problem solving. Through active engagement, organizations gain access to diverse perspectives and early warning signals regarding potential disruptions. Furthermore, engaged stakeholders are generally more willing to support organizational initiatives during periods of uncertainty, thereby enhancing organizational preparedness and response capacity.

Proposition 4: Organizations with higher levels of stakeholder engagement are more likely to develop stronger organizational resilience.

Trust-based stakeholder relationships reduce uncertainty and facilitate cooperation during periods of disruption. High levels of trust encourage stakeholders to share information, provide resources,

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

and maintain collaborative relationships even under adverse conditions. Consequently, trust serves as an important relational asset that supports organizational adaptation and recovery.

Proposition 5: Stakeholder trust positively influences organizational resilience by facilitating cooperation and support during periods of disruption.

Stakeholder collaboration enables organizations to pool resources, share expertise, and coordinate actions during crises. Collaborative relationships increase organizational access to complementary capabilities that may not be available internally. As environmental disruptions become increasingly complex, collaborative problem-solving becomes a critical contributor to organizational resilience.

Proposition 6: Stakeholder collaboration positively contributes to organizational resilience by enhancing resource sharing, knowledge exchange, and coordinated responses to environmental challenges.

Although dynamic capabilities and stakeholder relationships independently contribute to resilience, their combined influence is expected to be greater than their individual effects. Dynamic capabilities provide the internal mechanisms necessary for adaptation, while stakeholder relationships provide access to external resources, legitimacy, and support. The interaction of these complementary mechanisms creates a more robust foundation for organizational resilience and long-term organizational performance than either mechanism alone.

Proposition 7: Stakeholder support positively influences organizational resilience by providing organizations with access to critical resources, legitimacy, and assistance during periods of uncertainty.

To facilitate clarity and provide an overview of the proposed relationships, Table 3 summarizes the theoretical propositions developed in this study.

Table 3. Summary of Theoretical Propositions

Proposition	Relationship
P1	Sensing → Organizational Resilience
P2	Seizing → Organizational Resilience
P3	Reconfiguring → Organizational Resilience
P4	Stakeholder Engagement → Organizational Resilience
P5	Stakeholder Trust → Organizational Resilience
P6	Stakeholder Collaboration → Organizational Resilience
P7	Dynamic Capabilities + Stakeholder Relationships → Organizational Resilience and Performance

Table 3 summarizes the theoretical propositions developed in this study. Collectively, these propositions explain how dynamic capabilities and stakeholder relationships interact to strengthen organizational resilience and organizational performance.

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

BOUNDARY CONDITIONS OF STAKEHOLDER CONTRIBUTIONS TO RESILIENCE

Although stakeholder relationships generally enhance organizational resilience, their effects are not universally positive. Stakeholders often possess diverse and sometimes conflicting interests that may create tensions during periods of disruption. For example, shareholders may prioritize cost reduction and short-term financial performance, whereas employees may seek job security and increased organizational support. Similarly, customers may demand uninterrupted service while suppliers face operational constraints that limit their ability to meet organizational expectations. Such competing stakeholder demands can complicate decision-making processes and reduce organizational flexibility during crises.

Furthermore, extensive stakeholder dependence may create vulnerabilities when critical stakeholders themselves experience disruptions. Organizations that rely heavily on a limited number of suppliers, strategic partners, or regulatory institutions may face increased exposure to external shocks. In such situations, strong stakeholder relationships may not necessarily translate into greater resilience. Instead, resilience may depend on the organization's ability to balance stakeholder expectations while maintaining sufficient strategic autonomy and adaptive capacity.

These considerations suggest that the relationship between stakeholder management and organizational resilience may be contingent upon contextual factors such as stakeholder diversity, resource dependence, environmental uncertainty, and organizational complexity. Future research should examine these boundary conditions to better understand when stakeholder relationships strengthen or potentially constrain resilience outcomes.

INTEGRATING DYNAMIC CAPABILITIES THEORY AND STAKEHOLDER THEORY

Although Dynamic Capabilities Theory and Stakeholder Theory have independently contributed to explaining organizational adaptation and performance, limited research has examined how these perspectives collectively contribute to organizational resilience (Schilke, 2014). Dynamic Capabilities Theory primarily focuses on internal organizational processes that enable firms to sense environmental changes, seize opportunities, and reconfigure resources to maintain competitiveness (Teece, 2007). In contrast, Stakeholder Theory emphasizes the external relationships through which organizations obtain resources, legitimacy, information, and support (Freeman, 1984; Oruc & Sarikaya, 2011). While both perspectives offer valuable insights, neither independently provides a complete explanation of organizational resilience.

Organizational resilience is inherently multidimensional because it requires organizations to effectively manage both internal and external challenges. Organizations must possess the capability to identify and respond to environmental changes while simultaneously maintaining strong stakeholder relationships that provide access to critical resources and support during periods of disruption. Consequently, resilience emerges not from internal capabilities or external relationships alone, but from the interaction between these complementary mechanisms.

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

The proposed framework suggests that dynamic capabilities serve as the internal engine of organizational resilience (Sharma, Vadalkar, Singh, & Tsagarakis, 2025). Sensing capabilities enable organizations to detect emerging threats and opportunities, seizing capabilities facilitate rapid and effective responses, and reconfiguring capabilities allow organizations to adapt their resources and structures to changing circumstances. Together, these capabilities enhance organizational preparedness, response effectiveness, and adaptive capacity, which are fundamental dimensions of resilience (Ferreira & Coelho, 2020).

Simultaneously, stakeholder relationships function as external enablers of resilience. Stakeholder engagement facilitates information exchange and environmental awareness, stakeholder trust promotes cooperation and commitment, stakeholder collaboration supports joint problem-solving and resource sharing, and stakeholder support provides access to critical resources and legitimacy during crises. These external resources strengthen organizational capacity to manage uncertainty and recover from disruptions.

More importantly, stakeholder relationships may enhance the effectiveness of dynamic capabilities (Sheng, 2017; Shuen, Feiler, & Teece, 2014). For example, organizations often rely on customers, suppliers, and strategic partners to identify emerging market trends and potential threats, thereby strengthening sensing capabilities. Similarly, stakeholder collaboration can improve the effectiveness of seizing capabilities by facilitating rapid resource mobilization and coordinated responses. Reconfiguring capabilities may also benefit from stakeholder support because adaptation frequently requires access to external knowledge, expertise, and resources. Therefore, stakeholder relationships not only contribute directly to resilience but also strengthen the internal capabilities that drive adaptive behavior.

The integration of Dynamic Capabilities Theory and Stakeholder Theory suggests that organizational resilience is best understood as the outcome of interactions between internal adaptive capabilities and external stakeholder relationships. Organizations possessing strong dynamic capabilities but weak stakeholder relationships may struggle to access resources and support during crises (Stadtfeld & Gruchmann, 2024). Conversely, organizations with strong stakeholder relationships but limited adaptive capabilities may be unable to effectively utilize available resources to respond to disruptions. Resilience is therefore maximized when organizations simultaneously develop strong dynamic capabilities and robust stakeholder networks (Teece, 2007).

Building on this theoretical integration, the proposed framework positions organizational resilience as a mediating mechanism through which dynamic capabilities and stakeholder relationships contribute to long-term organizational performance and competitive advantage (Negi, 2021). Resilient organizations are better able to maintain operational continuity, recover from disruptions, exploit emerging opportunities, and sustain stakeholder confidence. These advantages contribute to superior organizational outcomes, including improved performance, strategic flexibility, sustainability, and long-term competitiveness.

Figure 1 presents the proposed conceptual framework. The framework illustrates the relationships among dynamic capabilities, stakeholder relationships, organizational resilience, and organizational outcomes. Building upon the integration of Dynamic Capabilities Theory and Stakeholder Theory, this study proposes a conceptual framework that explains how internal

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

adaptive capabilities and external stakeholder relationships jointly contribute to organizational resilience and subsequent organizational outcomes. The proposed framework is illustrated in Figure 1.

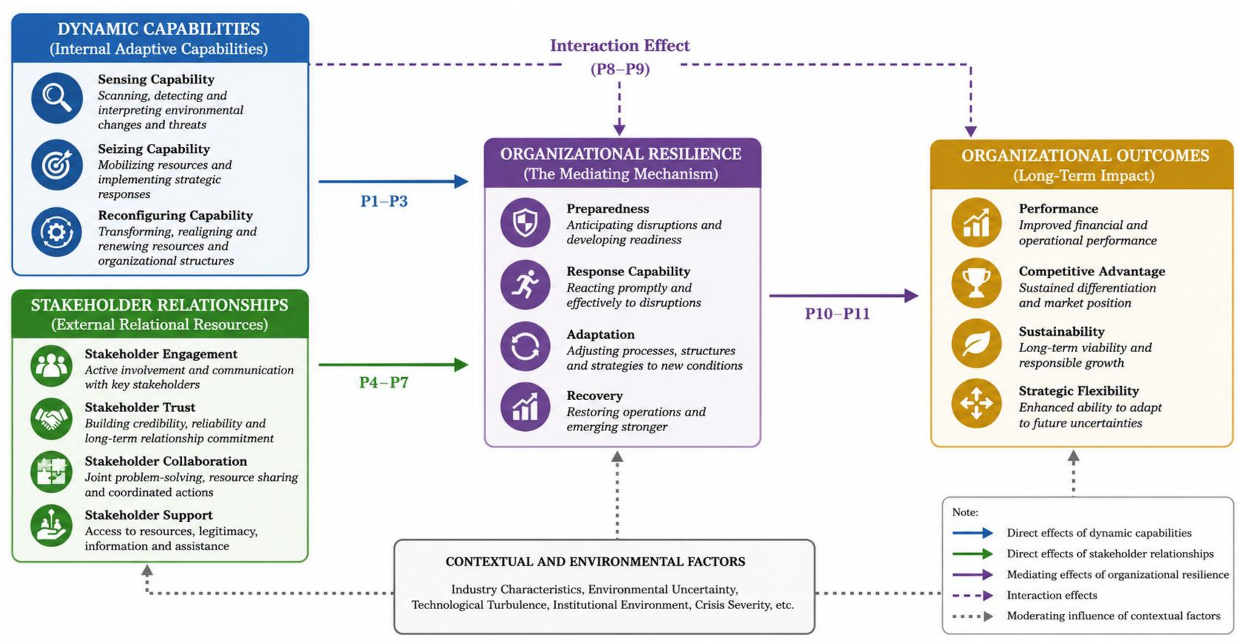

Figure 1. Conceptual Framework Integrating Dynamic Capabilities Theory and Stakeholder Theory

As shown in Figure 1, sensing, seizing, and reconfiguring capabilities represent the internal adaptive mechanisms that enable organizations to respond to environmental changes. Simultaneously, stakeholder engagement, trust, collaboration, and support provide external resources that strengthen resilience development. Together, these factors contribute to organizational resilience, which subsequently enhances organizational performance, competitive advantage, and sustainability.

Table 3. Summary of Proposed Theoretical Propositions

Proposition	Description
P1	Sensing capability positively influences organizational resilience.
P2	Seizing capability positively influences organizational resilience.
P3	Reconfiguring capability positively influences organizational resilience.
P4	Stakeholder engagement positively influences organizational resilience.
P5	Stakeholder trust positively influences organizational resilience.
P6	Stakeholder collaboration positively influences organizational resilience.
P7	Stakeholder support positively influences organizational resilience.

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

P8	Stakeholder relationships strengthen dynamic capabilities.
P9	Dynamic capabilities and stakeholder relationships jointly influence resilience.
P10	Organizational resilience mediates the relationship between dynamic capabilities and performance.
P11	Organizational resilience mediates the relationship between stakeholder relationships and performance.
P12	Organizations possessing both strong dynamic capabilities and stakeholder relationships exhibit superior resilience and performance.

The proposed framework extends existing resilience literature in several important ways. First, it bridges two influential theoretical perspectives that have traditionally been examined separately. Second, it provides a more holistic explanation of resilience by incorporating both internal and external determinants. Third, it identifies organizational resilience as a strategic mechanism linking capabilities and stakeholder relationships to organizational success. Finally, the framework establishes a foundation for future empirical research investigating the complex interactions among dynamic capabilities, stakeholder relationships, and resilience.

Proposition 8: Stakeholder relationships positively strengthen the effectiveness of dynamic capabilities in enhancing organizational resilience.

Proposition 9: The interaction between dynamic capabilities and stakeholder relationships positively influences organizational resilience.

Proposition 10: Organizational resilience mediates the relationship between dynamic capabilities and organizational performance.

Proposition 11: Organizational resilience mediates the relationship between stakeholder relationships and organizational performance.

Proposition 12: Organizations that simultaneously possess strong dynamic capabilities and strong stakeholder relationships will exhibit higher levels of organizational resilience and superior long-term performance than organizations possessing only one of these attributes.

DISCUSSION AND THEORETICAL IMPLICATIONS

Advancing Organizational Resilience Theory

This study advances organizational resilience theory in several important ways (Xue, Wang, & Torres de Oliveira, 2025). First, it offers a more comprehensive and integrative explanation of resilience by combining internal adaptive capabilities and external relational resources. Previous research has often examined internal factors, such as leadership, organizational learning, resource flexibility, and dynamic capabilities, as primary drivers of resilience (Ameer et al., 2024; Ferreira & Coelho, 2020). While these factors are essential, they do not fully capture the relational nature of resilience, which is inherently embedded in stakeholder networks. By integrating Stakeholder Theory, this paper demonstrates that resilience emerges from both the organization's internal ability to adapt and the external support, resources, and legitimacy provided by stakeholders.

Second, this study conceptualizes resilience as a higher-order capability that is co-constructed through interactions between the organization and its stakeholders. Resilience is not merely an

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

internal property or a reactive response; rather, it is a dynamic process that unfolds through continuous exchange, collaboration, and value co-creation with stakeholders. This relational view extends the capability-based conceptualization of resilience proposed by Ferreira and Coelho (2020) by emphasizing that capabilities alone are insufficient without supportive stakeholder relationships.

Third, the proposed framework identifies specific mechanisms through which stakeholders contribute to resilience—engagement, trust, collaboration, and support—and illustrates how these mechanisms directly enhance resilience and strengthen the effectiveness of dynamic capabilities. This dual role of stakeholders has received limited attention in prior literature. By explicating these mechanisms, the study clarifies the microfoundations of resilient organizations and offers testable propositions that can guide future empirical research.

Fourth, this study positions organizational resilience as a strategic mechanism that explains how organizations achieve superior long-term outcomes in turbulent environments. By mediating the relationships between capabilities, stakeholder relationships, and organizational performance, resilience becomes the central pathway through which firms convert internal and external resources into sustainable advantage. This perspective contributes to the growing resilience literature by moving beyond survival and recovery toward a more strategic understanding of resilience as a source of competitive advantage (Ning & Yao, 2023).

Theoretical Implications for Dynamic Capabilities Theory

This study contributes to Dynamic Capabilities Theory by highlighting the critical role of stakeholders as complementary resources that enhance the effectiveness of dynamic capabilities. Traditional dynamic capabilities research focuses primarily on internal processes of sensing, seizing, and reconfiguring (Teece, 2007). However, the proposed framework suggests that these processes are significantly influenced by external stakeholders who provide information, resources, legitimacy, and cooperation.

Stakeholders enrich sensing capabilities by offering diverse perspectives and early warning information about emerging threats and opportunities. They enhance seizing capabilities by facilitating access to complementary resources, reducing transaction costs, and enabling rapid mobilization during crises. They strengthen reconfiguring capabilities by providing access to specialized knowledge, technical expertise, and collaborative support necessary for organizational transformation.

Therefore, this study extends Dynamic Capabilities Theory by emphasizing the relational embeddedness of capabilities. Dynamic capabilities are not developed or exercised in a vacuum; rather, they are socially and relationally situated. This insight encourages future research to examine how stakeholder relationships shape the development, deployment, and renewal of dynamic capabilities. The framework also recognizes that stakeholder relationships are not universally beneficial and that conflicting stakeholder demands or excessive stakeholder dependence may create constraints that influence resilience outcomes.

Theoretical Implications for Stakeholder Theory

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

This study also extends Stakeholder Theory by demonstrating how internal organizational capabilities influence the effectiveness of stakeholder relationships in turbulent environments. Stakeholder Theory traditionally focuses on how organizations manage stakeholder interests to achieve legitimacy and performance (Freeman, 1984; Oruc & Sarikaya, 2011). However, limited attention has been given to how organizational capabilities affect the ability to utilize stakeholder resources for adaptive purposes.

The proposed framework suggests that strong dynamic capabilities enable organizations to better leverage stakeholder relationships. For example, organizations with superior sensing capabilities can more effectively interpret stakeholder information and convert it into strategic insights. Organizations with strong seizing capabilities are better able to mobilize stakeholder resources and establish coordinated actions. Organizations with effective reconfiguring capabilities can more successfully integrate external resources into new routines and structures.

Therefore, this study contributes to Stakeholder Theory by introducing the capability–relationship nexus. It suggests that stakeholder value depends not only on the quality of relationships but also on the organization's ability to mobilize and convert stakeholder resources into adaptive actions. This insight advances Stakeholder Theory by incorporating an internal capability perspective into stakeholder management.

Practical and Managerial Implications

From a practical perspective, managers should view resilience as both an internal capability challenge and an external relationship-management challenge. Internally, organizations should invest in systems that enhance environmental scanning, strategic decision-making, organizational learning, and resource flexibility. For example, firms can establish dedicated risk-monitoring teams, deploy data analytics platforms for early threat detection, and develop cross-functional crisis response units capable of rapidly mobilizing organizational resources during disruptions. These initiatives strengthen sensing, seizing, and reconfiguring capabilities that form the foundation of organizational resilience.

Externally, managers should proactively cultivate strong stakeholder relationships before disruptions occur. Building trust-based relationships with suppliers, customers, regulators, communities, and strategic partners can facilitate information sharing, resource access, and collaborative problem-solving during periods of uncertainty. For instance, organizations that maintain close supplier partnerships may secure alternative sourcing arrangements during supply chain disruptions, while strong employee relationships can enhance organizational commitment and operational continuity during crises. Therefore, resilience-building efforts should integrate capability development and stakeholder engagement as complementary managerial priorities.

The proposed framework offers several practical implications for managers seeking to build resilient organizations. First, managers should recognize that resilience cannot be achieved solely through internal investments in technology, processes, or resources. While such investments are important, resilience also depends on maintaining strong stakeholder relationships characterized by trust, engagement, collaboration, and mutual support.

Second, organizations should actively develop sensing mechanisms that incorporate stakeholder feedback and external intelligence. Customers, suppliers, employees, and partners frequently

ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

possess valuable information regarding emerging threats and opportunities. Integrating stakeholder insights into decision-making processes can significantly improve organizational preparedness.

Third, managers should view stakeholder relationships as strategic assets rather than merely transactional arrangements. Investments in trust-building, communication, and collaborative partnerships can generate valuable resilience resources that become particularly important during periods of crisis and uncertainty.

Finally, organizations should develop both dynamic capabilities and stakeholder relationships simultaneously. The findings of this study suggest that resilience is strongest when internal adaptability and external relational strength coexist. Firms that successfully combine these dimensions are more likely to sustain performance, adapt to disruptions, and achieve long-term competitive advantage (Oliver, 1997).

FUTURE RESEARCH DIRECTIONS

The conceptual framework developed in this study provides several opportunities for future research. First, empirical studies are needed to validate the proposed relationships among dynamic capabilities, stakeholder relationships, organizational resilience, and organizational outcomes. Researchers may develop measurement scales and employ quantitative methodologies to examine the strength and significance of the proposed relationships across different industries and organizational contexts.

Second, future studies should investigate the mediating role of organizational resilience in greater detail (Xie et al., 2026). While this study proposes resilience as a mechanism linking dynamic capabilities and stakeholder relationships to organizational performance, empirical research can explore whether resilience functions as a full mediator, partial mediator, or moderator under different environmental conditions. Such investigations would enhance understanding of the specific pathways through which organizations achieve sustainable competitive advantage (Permana, Poerwoko, Widyastuti, & Rachbini, 2019).

Third, researchers may examine the moderating influence of contextual factors identified in the conceptual framework. Environmental uncertainty, technological turbulence, industry characteristics, organizational culture, leadership styles, institutional environments, and crisis severity may influence the effectiveness of dynamic capabilities and stakeholder relationships in building resilience. Understanding these boundary conditions would contribute to a more nuanced and context-sensitive theory of organizational resilience.

Fourth, future research should explore industry-specific applications of the framework. The importance of dynamic capabilities and stakeholder relationships may vary across sectors such as manufacturing, healthcare, financial services, technology, education, public administration, and humanitarian operations. Comparative studies could identify sector-specific resilience mechanisms and contribute to the development of more refined theoretical models.

Fifth, longitudinal research designs would provide valuable insights into the dynamic nature of resilience development. Organizational resilience evolves over time through learning, adaptation, and stakeholder interactions (Trieu, Van Nguyen, Nguyen, Vu, & Tran, 2023). Longitudinal studies

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

could examine how organizations build resilience capabilities before, during, and after disruptive events, thereby capturing resilience as an ongoing developmental process rather than a static organizational attribute.

Sixth, future studies may investigate the role of emerging digital technologies in strengthening the relationships proposed in this framework. Artificial intelligence, big data analytics, blockchain technology, digital platforms, and advanced communication systems may enhance sensing capabilities, facilitate stakeholder engagement, and improve organizational adaptability. Examining the intersection between digital transformation and resilience represents a promising avenue for future scholarship.

Finally, future research could extend the proposed framework by integrating additional theoretical perspectives. For example, Resource Dependence Theory, Social Capital Theory, Institutional Theory, and Organizational Learning Theory may provide complementary insights into the mechanisms through which organizations develop resilience. Such theoretical extensions could further enrich understanding of resilience in increasingly complex and interconnected environments.

Future empirical research should operationalize the proposed constructs using established measurement scales from the dynamic capabilities, stakeholder management, and organizational resilience literature. Researchers may employ survey-based designs to examine the relationships among sensing, seizing, reconfiguring capabilities, stakeholder engagement, trust, collaboration, support, and organizational resilience across different industries and organizational contexts. Structural equation modeling may provide an appropriate analytical approach for testing the proposed relationships and evaluating potential indirect effects. Longitudinal research designs would be particularly valuable for capturing the dynamic nature of resilience development over time.

Future studies should also investigate potential mediating and moderating mechanisms within the framework. For example, organizational learning, innovation capability, and knowledge integration may function as mediators linking dynamic capabilities and resilience outcomes. Similarly, environmental uncertainty, organizational size, industry characteristics, and stakeholder complexity may moderate the strength of the proposed relationships. Examining these factors would provide a more nuanced understanding of the conditions under which resilience emerges and evolves.

Overall, the proposed framework establishes a foundation for a broad research agenda that advances both theoretical and empirical understanding of organizational resilience. By examining the interactions among dynamic capabilities, stakeholder relationships, and resilience across diverse contexts, future studies can contribute to the development of a more comprehensive and robust theory of resilient organizations.

CONCLUSION

This study developed an integrated conceptual framework explaining organizational resilience through the combined perspectives of Dynamic Capabilities Theory and Stakeholder Theory. The framework advances resilience research by demonstrating that organizational resilience emerges

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

through the interaction of internal adaptive capabilities and external stakeholder relationships. Specifically, sensing, seizing, and reconfiguring capabilities enable organizations to anticipate, respond to, and adapt following disruptions, while stakeholder engagement, trust, collaboration, and support provide critical external resources that strengthen resilience outcomes. By integrating these complementary perspectives, the study offers a more comprehensive theoretical explanation of resilience than approaches that focus exclusively on either internal capabilities or stakeholder relationships.

The study contributes to the resilience literature in three important ways. First, it addresses the fragmentation of prior resilience research by integrating internal and external perspectives within a single theoretical framework. Second, it extends Dynamic Capabilities Theory by highlighting the critical role of stakeholder relationships in enabling organizational adaptation. Third, it enriches Stakeholder Theory by demonstrating how internal organizational capabilities influence the effectiveness of stakeholder-based resources during periods of disruption and uncertainty.

Organizational resilience has emerged as a critical capability for organizations operating in increasingly uncertain, complex, and disruptive environments (Shepherd & Williams, 2023). While prior research has significantly advanced understanding of resilience, existing studies have often examined resilience through fragmented theoretical lenses, emphasizing either internal organizational capabilities or external stakeholder relationships. As a result, the mechanisms through which organizations simultaneously leverage internal adaptive capabilities and external relational resources to build resilience remain insufficiently understood. This study addresses this gap by integrating Dynamic Capabilities Theory and Stakeholder Theory to develop a comprehensive conceptual framework for understanding organizational resilience.

Drawing upon Dynamic Capabilities Theory, this study highlights the importance of sensing, seizing, and reconfiguring capabilities as fundamental mechanisms that enable organizations to anticipate environmental changes, respond effectively to disruptions, and continuously adapt to evolving conditions. Simultaneously, Stakeholder Theory emphasizes the critical role of stakeholder engagement, trust, collaboration, and support in providing organizations with access to information, resources, legitimacy, and cooperative relationships that facilitate resilience development. By integrating these complementary perspectives, the study proposes that organizational resilience emerges through the interaction of internal adaptive capabilities and external stakeholder relationships.

The proposed framework contributes to the literature in several important ways. First, it advances organizational resilience research by providing a more holistic and theoretically integrated explanation of resilience development. Second, it extends Dynamic Capabilities Theory by demonstrating that stakeholder relationships serve as important external resources that strengthen sensing, seizing, and reconfiguring capabilities. Third, it enriches Stakeholder Theory by illustrating how organizational capabilities influence the effectiveness of stakeholder relationships in supporting adaptation and resilience. Together, these contributions help bridge previously disconnected streams of research and establish a foundation for a more comprehensive theory of resilient organizations.

Furthermore, the framework positions organizational resilience as a strategic mechanism linking dynamic capabilities and stakeholder relationships to organizational performance, competitive

ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

advantage, sustainability, and long-term success (Schilke, 2014). In doing so, the study shifts resilience research beyond a narrow focus on crisis recovery and survival toward a broader understanding of resilience as a source of sustained organizational value creation. Organizations that effectively combine strong adaptive capabilities with robust stakeholder relationships are more likely to anticipate challenges, mobilize resources, adapt to changing circumstances, and achieve superior performance in turbulent environments.

The study also offers practical implications for managers and organizational leaders. Building resilient organizations requires more than operational flexibility or resource availability. It necessitates the simultaneous development of adaptive capabilities and collaborative stakeholder relationships. Managers should therefore invest in strengthening sensing, seizing, and reconfiguring capabilities while cultivating stakeholder trust, engagement, and cooperation. Such investments can enhance organizational preparedness, improve crisis response effectiveness, accelerate recovery, and support long-term organizational success.

Finally, this study provides a platform for future research by proposing a series of testable propositions and identifying promising avenues for empirical investigation. Future studies can validate the proposed framework across different industries, organizational contexts, and environmental conditions while exploring additional factors that influence resilience development. Through such efforts, scholars can continue advancing understanding of how organizations build and sustain resilience in an increasingly dynamic and uncertain world.

In conclusion, this study argues that organizational resilience is neither solely a function of internal capabilities nor exclusively the result of stakeholder relationships. Rather, resilience emerges from the dynamic interaction between adaptive organizational capabilities and supportive stakeholder networks. By integrating Dynamic Capabilities Theory and Stakeholder Theory, this paper provides a novel and comprehensive framework that enhances understanding of resilient organizations and offers valuable insights for both researchers and practitioners seeking to navigate the challenges of an increasingly uncertain future.

LIMITATIONS

This study has several limitations that should be acknowledged. First, the proposed framework is conceptual in nature and has not yet been empirically tested. Consequently, the relationships and propositions advanced in this study remain theoretical and require validation through future empirical research. Second, the framework focuses specifically on the integration of Dynamic Capabilities Theory and Stakeholder Theory and does not incorporate other potentially relevant theoretical perspectives such as the Resource-Based View, Organizational Learning Theory, or Institutional Theory. Third, organizational resilience is a complex and context-dependent phenomenon, and the relative importance of dynamic capabilities and stakeholder relationships may vary across industries, organizational sizes, and environmental conditions. Despite these limitations, the framework provides a useful foundation for future theoretical development and empirical investigation.

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

Acknowledgements: The author would like to thank the scholars whose foundational contributions to Dynamic Capabilities Theory and Stakeholder Theory informed the development of this conceptual framework. Appreciation is also extended to colleagues and peer reviewers whose feedback helped refine the ideas presented in this study.

Funding Sources: The author received no financial support for the research, authorship, and/or publication of this article.

Conflict of Interest: The author declares no conflict of interest.

Author Contributions: The author conceptualized the study, conducted the literature review, developed the theoretical framework, formulated the propositions, and wrote and revised the manuscript.

Data Availability Statement: No new data were created or analyzed in this study. As a conceptual paper, the research is based exclusively on existing literature and theoretical development.

Ethical Approval: Ethical approval was not required for this study because no human participants, animals, or confidential organizational data were involved.

Informed Consent: Informed consent was not required because the study did not involve human participants.

REFERENCES

Abdelwahab Ibrahim El-Sayed, A., Shaheen, R. S., & Farghaly Abdelaliem, S. M. (2024). Collaborative leadership and productive work performance: The mediating role of nurses' innovative behavior. *International Nursing Review, 71*(4), 868-878.

Abu-Rumman, A., Al Shraah, A., Al-Madi, F., & Alfalah, T. (2021). Entrepreneurial networks, entrepreneurial orientation, and performance of small and medium enterprises: are dynamic capabilities the missing link? *Journal of Innovation and Entrepreneurship, 10*(1), 29.

Albannai, N. A., Raziq, M. M., Malik, M., Scott-Kennel, J., & Igoe, J. (2025). Unraveling the role of digital leadership in developing digital dynamic capabilities for the digital transformation of firms. *Benchmarking: An International Journal, 32*(6), 2250-2275.

Albimani, N. M., Thottoli, M. M., Almahrouqi, A. T., & Alkhaldi, N. G. (2025). Enhancing entrepreneurial opportunity exploitation through AI: the mediating role of dynamic capabilities. *Journal of Ethics in Entrepreneurship and Technology*.

Ambrosini, V., & Bowman, C. (2009). What are dynamic capabilities and are they a useful construct in strategic management? *International Journal of Management Reviews, 11*(1), 29-49.

BUSINESS, TECHNOLOGY & INNOVATION STUDIES JOURNAL (BTISJ)
ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

Ameer, F., Khan, M. R., Khan, I., Khan, N. R., & Keoy, K. H. (2024). Organizational resilience and green innovation for environmental performance: evidence from manufacturing organizations. *Vision*, 09722629241254955.

Arian, A., Sands, J., Rahman, H. U., & Khatatbeh, I. N. (2025). Corporate social performance through instrumental stakeholder theory: a sector-specific perspective. *Management Decision, 63*(5), 1369-1390.

Awwad, A. S., Ababneh, O. M. A., & Karasneh, M. (2022). The mediating impact of IT capabilities on the association between dynamic capabilities and organizational agility: the case of the Jordanian IT sector. *Global Journal of Flexible Systems Management, 23*(3), 315-330.

Bianchi, G., Testa, F., Tessitore, S., & Iraldo, F. (2022). How to embed environmental sustainability: The role of dynamic capabilities and managerial approaches in a life cycle management perspective. *Business Strategy and the Environment, 31*(1), 312-325.

Borah, P. S., Dogbe, C. S. K., Dzandu, M. D., & Pomegbe, W. W. K. (2023). Forging organizational resilience through green value co-creation: the role of green technology, green operations, and green transaction capabilities. *Business Strategy and the Environment, 32*(8), 5734-5747.

Browder, R. E., Dwyer, S. M., & Koch, H. (2024). Upgrading adaptation: How digital transformation promotes organizational resilience. *Strategic Entrepreneurship Journal, 18*(1), 128-164.

Burga, R., & Rezania, D. (2016). Stakeholder theory in social entrepreneurship: a descriptive case study. *Journal of Global Entrepreneurship Research, 6*(1), 4.

Cordero Paez, L. C., Pinho, J. C., & Prange, C. (2022). Dynamic capabilities configurations: the firm lifecycle and the interplay of DC dimensions. *International Journal of Entrepreneurial Behavior & Research, 28*(4), 910-934.

Corrales-Estrada, A. M., Gómez-Santos, L. L., Bernal-Torres, C. A., Rodriguez-López, J. E., & Sandoval-Reyes, J. (2025). Dynamic capabilities contribution to organizational performance: the mediator role of business continuity ordinary capabilities. *Cogent Business & Management, 12*(1), 2493315.

de Medeiros, C. C. A. B., & Saurin, T. A. (2025). Individual and organizational resilience: Relationships, antecedents, and consequences. *Human Factors and Ergonomics in Manufacturing & Service Industries, 35*(2), e21063.

Dobrovnik, M., Herold, D. M., & Kummer, S. (2025). Exploring supply chain managers' complex perceptions of dynamic capabilities for digital transformation. *Digital Business, 5*(1), 100098.

Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management review, 20*(1), 65-91.

Durman, S., Iyiola, K., Alzubi, A. B., & Aljuhmani, H. Y. (2025). Dynamic capabilities in action: digital capability, business model innovation and absorptive capacity. *Management Decision*, 1-36.

Eisenhardt, K., & Martin, J. (2000). Dynamic Capabilities: What are They?. Strategic Management. *Strategic management journal, 21*(10/11), 1105-1121.

Eisenhardt, K. M., & Martin, J. A. (2017). Dynamic capabilities: what are they? *The SMS Blackwell handbook of organizational capabilities*, 341-363.

Ekmekcioglu, E. B., & Öner, K. (2024). Servant leadership, innovative work behavior and innovative organizational culture: the mediating role of perceived organizational support. *European Journal of Management and Business Economics, 33*(3), 272-288.

El Baz, J., & Ruel, S. (2024). Achieving social performance through digitalization and supply chain resilience in the COVID-19 disruption era: An empirical examination based on a stakeholder dynamic capabilities view. *Technological Forecasting and Social Change, 201*, 123209.

Ferreira, J., & Coelho, A. (2020). Dynamic capabilities, innovation and branding capabilities and their impact on competitive advantage and SME's performance in Portugal: the moderating effects of entrepreneurial orientation. *International journal of innovation science, 12*(3), 255-286.

Freeman, R. B. (1984). Longitudinal analyses of the effects of trade unions. *Journal of labor Economics, 2*(1), 1-26.

Freudenreich, B., Lüdeke-Freund, F., & Schaltegger, S. (2020). A stakeholder theory perspective on business models: Value creation for sustainability. *Journal of business ethics, 166*(1), 3-18.

Girod, S. J., & Whittington, R. (2017). Reconfiguration, restructuring and firm performance: Dynamic capabilities and environmental dynamism. *Strategic management journal, 38*(5), 1121-1133.

Hozhabri, A. A. (2025). Strategic Leadership and Organizational Learning as Dynamic Capabilities: Reframing Digital Maturity and Market Orientation for Innovation and Efficiency. *Business, Technology & Innovation Studies Journal, 1*(1).

Khan, N. R., Ameer, F., Bouncken, R. B., & Covin, J. G. (2023). Corporate sustainability entrepreneurship: The role of green entrepreneurial orientation and organizational resilience capacity for green innovation. *Journal of business research, 169*, 114296.

Klein, P. G., & Maldonado-Bautista, I. (2022). Entrepreneurship, sustainability, and stakeholder theory *Handbook on the Business of Sustainability* (pp. 84-99): Edward Elgar Publishing.

Larabi, C. (2025). Linking Innovation Capability, Strategic Orientation, and Strategic Renewal to Sustainable Performance: A Dynamic Capabilities Perspective in Saudi Small and Medium Enterprises. *Business Strategy and the Environment*.

Li, B., Teece, D. J., Baskaran, A., & Chandran, V. (2025). Dynamic Knowledge Management: A dynamic capabilities approach to knowledge management. *Technovation, 147*, 103316.

Li, D.-y., & Liu, J. (2014). Dynamic capabilities, environmental dynamism, and competitive advantage: Evidence from China. *Journal of business research, 67*(1), 2793-2799.

Liang, L., & Li, Y. (2023). The double-edged sword effect of organizational resilience on ESG performance. *Corporate Social Responsibility and Environmental Management, 30*(6), 2852-2872.

Lin, J., & Fan, Y. (2024). Seeking sustainable performance through organizational resilience: Examining the role of supply chain integration and digital technology usage. *Technological Forecasting and Social Change, 198*, 123026.

ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

Linde, L., Sjödin, D., Parida, V., & Wincent, J. (2021). Dynamic capabilities for ecosystem orchestration A capability-based framework for smart city innovation initiatives. *Technological Forecasting and Social Change, 166*, 120614.

Ludwikowska, K., & Tworek, K. (2022). Dynamic capabilities of IT as a factor shaping servant leadership influence on organizational performance. *Procedia Computer Science, 207*, 34-43.

Madhani, P. M. (2010). Resource based view (RBV) of competitive advantage: an overview. *Resource based view: concepts and practices, Pankaj Madhani, ed*, 3-22.

Majhi, S. G., Mukherjee, A., & Anand, A. (2023). Business value of cognitive analytics technology: a dynamic capabilities perspective. *VINE Journal of Information and Knowledge Management Systems, 53*(6), 1231-1249.

Manzoor, U., Baig, S. A., Hashim, M., Sami, A., Rehman, H.-U., & Sajjad, I. (2022). The effect of supply chain agility and lean practices on operational performance: a resource-based view and dynamic capabilities perspective. *The TQM Journal, 34*(5), 1273-1297.

Matysiak, L., Rugman, A. M., & Bausch, A. (2018). Dynamic capabilities of multinational enterprises: the dominant logics behind sensing, seizing, and transforming matter! *Management International Review, 58*(2), 225-250.

Mirghaderi, S. A., Aboumasoudi, A. S., & Amindoust, A. (2023). Developing an open innovation model in the startup ecosystem industries based on the attitude of organizational resilience and blue ocean strategy. *Computers & Industrial Engineering, 181*, 109301.

Negi, S. (2021). Supply chain efficiency framework to improve business performance in a competitive era. *Management research review, 44*(3), 477-508.

Ning, L., & Yao, D. (2023). The impact of digital transformation on supply chain capabilities and supply chain competitive performance. *Sustainability, 15*(13), 10107.

Oliver, C. (1997). Sustainable competitive advantage: combining institutional and resource-based views. *Strategic management journal, 18*(9), 697-713.

Ortiz-de-Mandojana, N., & Bansal, P. (2016). The long-term benefits of organizational resilience through sustainable business practices. *Strategic management journal, 37*(8), 1615-1631.

Oruc, I., & Sarikaya, M. (2011). Normative stakeholder theory in relation to ethics of care. *Social Responsibility Journal, 7*(3), 381-392.

Permana, E., Poerwoko, B., Widyastuti, S., & Rachbini, W. (2019). Digital capability and innovation strategy to develop the performance and competitive advantages of fashion Smes in Jakarta, Indonesia. *International Journal of Managerial Studies and Research, 7*(11), 2349-0349.0711002.

Pitelis, C. N., Teece, D. J., & Yang, H. (2024). Dynamic capabilities and MNE global strategy: A systematic literature review-based novel conceptual framework. *Journal of Management Studies, 61*(7), 3295-3326.

Samiei, S., Jafarpanah, I., & Mohammadi, M. (2025). The impact of brand orientation on firm performance: examining the role of innovation and branding dynamic capabilities. *Journal of Brand Management*, 1-19.

ISSN 3110-9411

Volume 2, Issue 2, April–June 2026

Schilke, O. (2014). On the contingent value of dynamic capabilities for competitive advantage: The nonlinear moderating effect of environmental dynamism. *Strategic management journal, 35*(2), 179-203.

Sharma, M., Vadalkar, S., Singh, A., & Tsagarakis, K. P. (2025). Navigating smart practices through dynamic capabilities for sustainable performance: A mixed-method approach. *Computers & Industrial Engineering*, 111215.

Shatila, K. (2025). Artificial intelligence and organizational resilience: the mediating role of agility, innovation, and digital leadership. *Strategy & Leadership*, 1-25.

Sheng, M. L. (2017). A dynamic capabilities-based framework of organizational sensemaking through combinative capabilities towards exploratory and exploitative product innovation in turbulent environments. *Industrial marketing management, 65*, 28-38.

Shepherd, D. A., & Williams, T. A. (2023). Different response paths to organizational resilience. *Small Business Economics, 61*(1), 23-58.

Shuen, A., Feiler, P. F., & Teece, D. J. (2014). Dynamic capabilities in the upstream oil and gas sector: Managing next generation competition. *Energy Strategy Reviews, 3*, 5-13.

Stadtfeld, G. M., & Gruchmann, T. (2024). Dynamic capabilities for supply chain resilience: a meta-review. *The International Journal of Logistics Management, 35*(2), 623-648.

Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic management journal, 28*(13), 1319-1350.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal, 18*(7), 509-533.

Trieu, H. D., Van Nguyen, P., Nguyen, T. T., Vu, H. M., & Tran, K. (2023). Information technology capabilities and organizational ambidexterity facilitating organizational resilience and firm performance of SMEs. *Asia Pacific Management Review, 28*(4), 544-555.

Whetten, D. A. (1989). What constitutes a theoretical contribution? *Academy of management review, 14*(4), 490-495.

Xie, Y., Feng, Z., Yan, S., Liu, J., Li, M., & Li, X. (2026). The impact mechanism of digital-real integration on organizational resilience in manufacturing companies. *Operations Management Research, 19*(1), 1-19.

Xue, C., Wang, J., & Torres de Oliveira, R. (2025). Digital Capability and Radical Green Innovation: The Role of Organizational Resilience and Environmental Dynamism. *Corporate Social Responsibility and Environmental Management*.