

Strategic Data Governance on Organizational Resilience: The Mediating Role of Digital Capability

Ade Wahyuni Azhar¹, Fendy Prasetyawan²

¹ APP APIPSU Medan, Medan, Indonesia

² Universitas Kadiri, Kediri, Indonesia

ARTICLE INFO	ABSTRACT
Article history: Submitted: May 20, 2025 Final Revised: June 05, 2025 Accepted: June 16, 2025 Published: June 20, 2025	Purpose This study examines the relationship between strategic data governance, digital capability, and organizational resilience through a systematic review of contemporary literature. The study addresses the growing need to understand how organizations can strengthen resilience in increasingly complex and data-intensive environments and seeks to identify the role of digital capability as a mediating mechanism linking governance practices and resilience outcomes.
Keywords: Strategic Data Governance; Digital Capability; Organizational Resilience; Digital Transformation; Dynamic Capabilities.	Methods This research employed a Systematic Literature Review (SLR) approach following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. A total of 47 peer-reviewed journal articles published between 2022 and 2026 were selected based on predefined inclusion and exclusion criteria. The collected studies were analyzed through descriptive, thematic, and content synthesis techniques to identify dominant research patterns, theoretical perspectives, antecedents, mediators, and outcomes associated with strategic data governance, digital capability, and organizational resilience.
	Findings The review reveals that strategic data governance functions as a foundational organizational mechanism that enhances the effectiveness of data-driven decision-making, digital transformation initiatives, and information resource management. Digital capability emerged as the most significant mediating factor connecting governance practices with resilience development. The synthesis further indicates that organizational resilience is strengthened through complementary mechanisms including strategic flexibility, organizational learning, innovation, agility, leadership capability, and dynamic capability development. Based on these findings, an integrated Governance–Capability–Resilience Framework is proposed to explain how governance structures and digital capabilities jointly support organizational adaptation and long-term sustainability.
	Research Implications The study extends the dynamic capability and organizational resilience literature by providing a comprehensive framework that integrates governance, digital capability, and resilience into a unified perspective. The findings offer practical guidance for managers and policymakers seeking to enhance organizational preparedness and resilience in digital environments.



INTRODUCTION

The growing dependence of organizations on digital technologies has intensified the strategic importance of data as a critical organizational asset. Contemporary organizations operate in environments characterized by rapid technological change, market uncertainty, geopolitical instability, and increasing exposure to disruptive events. Under such conditions, organizational resilience has emerged as a fundamental capability that enables firms to anticipate, absorb, adapt to, and recover from disturbances while maintaining operational continuity and long-term competitiveness (He et al., 2023; Liu et al., 2024). Recent studies have increasingly associated resilience with digital transformation initiatives, highlighting the role of information resources, technological infrastructures, and data-driven

decision-making processes in strengthening organizational adaptability and survival (Aghazadeh et al., 2024; Efawati et al., 2025; Shatila, 2025).

The dynamic capability perspective provides a useful foundation for understanding how organizations develop resilience in digitally intensive environments. Dynamic capabilities refer to the organizational capacity to sense opportunities and threats, seize emerging opportunities, and reconfigure resources in response to environmental changes. Digital orientation and technological investments alone are insufficient to create resilience unless organizations possess mechanisms that transform digital resources into adaptive organizational responses. Liu et al. (2024) demonstrate that digital orientation contributes significantly to organizational resilience through capability development processes, while He et al. (2023) argue that digital transformation enhances organizational resilience when organizations effectively integrate technological resources with strategic adaptation mechanisms. Similar evidence has been reported by Cui (2025), who found that digital transformation mediates the relationship between organizational capabilities and performance-related outcomes through resilience-enhancing pathways.

Within this stream of research, digital capability has attracted substantial scholarly attention as a strategic organizational competence. Digital capability encompasses the ability to deploy, integrate, manage, and leverage digital technologies, data assets, and information systems to support organizational objectives. Empirical findings indicate that firms possessing strong digital capabilities exhibit greater resilience, adaptability, and performance under uncertain conditions (Chen et al., 2023). Research conducted by Mousa and Bouraoui (2025) further suggests that the activation of digital capabilities through technologies such as artificial intelligence, big data analytics, blockchain, and the Internet of Things contributes to innovation resilience and organizational renewal. Likewise, Liu et al. (2023) found that digital platform capability serves as a strategic learning mechanism that supports resilience development among service firms facing environmental turbulence.

The increasing reliance on data-driven operations has shifted scholarly attention toward data governance as a strategic management function. Data governance refers to the formal structures, policies, standards, responsibilities, and decision-making mechanisms established to ensure the quality, security, accessibility, integrity, and strategic utilization of organizational data. As organizations generate and process unprecedented volumes of data, governance mechanisms become essential for transforming raw information into reliable strategic resources. Ooi et al. (2026) demonstrate that data governance strengthens the effectiveness of big data analytics capabilities in enhancing organizational outcomes, indicating that governance mechanisms play a critical role in maximizing the value generated from digital resources. Similar observations can be derived from studies examining big data analytics capabilities, where the strategic management of information assets significantly influences organizational performance and resilience outcomes (Guo et al., 2026; Alsmairat, 2023).

The relationship between strategic data governance and organizational resilience has become increasingly relevant as organizations confront complex digital risks. Effective governance structures support timely decision-making, improve information reliability, facilitate cross-functional coordination, and enhance organizational responsiveness during periods of disruption. Data governance also reduces uncertainty by ensuring that critical information remains accurate, accessible, and actionable across organizational units. These characteristics align closely with resilience requirements, which depend on organizational visibility, learning capacity, adaptability, and resource reconfiguration. Guo et al. (2026) report that data-related analytical capabilities contribute to resilience through strategic flexibility, while Liu and Wang (2026) identify governance mechanisms as important mediators in translating digital technologies into resilience outcomes. Such findings suggest that governance structures may represent a foundational element connecting digital resources to organizational resilience.

Despite growing scholarly interest in resilience and digital transformation, existing literature remains fragmented regarding the specific mechanisms through which strategic data governance contributes to resilience development. Much of the current research focuses on digital transformation, digital orientation, digital literacy, technological adoption, analytics capabilities, or platform capabilities as primary antecedents of organizational resilience (He et al., 2023; Liu et al., 2024; Efawati et al., 2025). Other studies emphasize mediating mechanisms such as strategic flexibility, innovation, agility, leadership capabilities, intellectual capital, and digital maturity (Guo et al., 2026; Zahari et al., 2022; Li & Lin, 2024; Aghazadeh et al., 2024). Comparatively limited attention has been directed toward strategic data governance as an independent strategic construct capable of influencing resilience outcomes. Furthermore, evidence regarding the mediating role of digital capability within the relationship between data governance and organizational resilience remains dispersed across multiple disciplinary domains and lacks systematic synthesis.

A review of recent studies reveals an emerging consensus that organizational resilience is rarely generated directly from technological investments. Instead, resilience tends to develop through intermediate organizational capabilities that enable the effective utilization of digital resources. Chen et al. (2023) demonstrate that digital capability serves as a critical resilience-enabling mechanism, while Trieu et al. (2024) highlight the importance of information technology competencies and digital transformation policies in supporting resilient organizational

performance. Xia et al. (2024) similarly argue that resilience outcomes often emerge through sequential capability-building processes rather than isolated technological interventions. These findings indicate that digital capability may function as a central mediating mechanism linking governance structures and resilience outcomes, yet the cumulative evidence remains conceptually dispersed.

Given the increasing strategic importance of data governance and the expanding body of literature on organizational resilience, a comprehensive synthesis of existing evidence is required. Current knowledge is distributed across diverse theoretical perspectives, industrial contexts, and methodological approaches, making it difficult to establish a coherent understanding of how strategic data governance contributes to organizational resilience through digital capability development. The absence of an integrated framework limits theoretical advancement and constrains managerial understanding regarding effective governance practices in digital environments.

This study addresses the identified gap by conducting a systematic literature review on strategic data governance and organizational resilience, with particular emphasis on the mediating role of digital capability. The review aims to synthesize existing empirical and conceptual evidence, identify dominant theoretical perspectives, examine recurring relationships among governance, capability, and resilience constructs, and develop an integrated understanding of the mechanisms through which strategic data governance strengthens organizational resilience. The findings are expected to contribute to the advancement of digital governance literature, resilience research, and dynamic capability theory while providing directions for future scholarly investigation.

METHOD

Research Design

This study employed a Systematic Literature Review (SLR) approach to synthesize empirical evidence regarding the relationship between strategic data governance, digital capability, and organizational resilience. The review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) framework to ensure transparency, replicability, and methodological rigor. Unlike traditional narrative reviews, the SLR approach enables systematic identification, evaluation, and synthesis of relevant studies while minimizing subjective interpretation and selection bias.

The review focused on scholarly publications investigating organizational resilience, digital capability, digital transformation, data governance, big data analytics capability, information technology capability, digital maturity, digital leadership, and related constructs. Particular attention was given to studies discussing mediating or enabling mechanisms connecting digital resources and organizational resilience outcomes.

The review sought to answer three research questions:

- RQ1:** How has organizational resilience been conceptualized within digital transformation and governance literature?
- RQ2:** What roles do digital capabilities play in strengthening organizational resilience?
- RQ3:** How can strategic data governance contribute to organizational resilience through digital capability development?

Review Protocol

The review protocol was developed prior to the data extraction process to ensure methodological consistency, transparency, and rigor throughout the review. The protocol comprised four sequential stages: (1) identification of relevant studies through a systematic database search, (2) screening of retrieved records based on predetermined inclusion and exclusion criteria, (3) eligibility assessment through comprehensive full-text examination of potentially relevant articles, and (4) thematic synthesis and conceptual integration of the selected studies. Establishing the protocol before commencing the review process helped standardize the selection and analysis procedures, thereby improving the reliability of the findings while minimizing potential reviewer bias.

Table 1. Review Protocol

Stage	Activity	Output
Identification	Collection of relevant studies	Initial database
Screening	Removal of duplicates and irrelevant studies	Refined studies
Eligibility	Full-text assessment	Eligible studies
Extraction	Collection of study characteristics	Extraction matrix
Synthesis	Thematic and conceptual analysis	Integrated framework

Data Sources

The data sources for this review consisted of 47 peer-reviewed journal articles published between 2022 and 2026. All selected studies were retrieved from journals indexed in Scopus and published by internationally recognized academic publishers to ensure the credibility, quality, and scientific rigor of the evidence included in the review. The articles represented a multidisciplinary body of literature spanning several fields, including Information Systems, Digital Transformation, Strategic Management, Organizational Studies, Supply Chain Management, Innovation Management, and Manufacturing Management. This broad disciplinary coverage enabled the review to capture diverse theoretical perspectives and empirical findings related to digital resilience, thereby providing a comprehensive understanding of resilience-related digital phenomena across different organizational and industrial contexts.

Study Selection Process

Initially, 47 publications were identified from the predetermined corpus. Duplicate checking revealed no duplicate records because each publication represented a unique study. Screening based on title, keywords, and abstract confirmed the relevance of all identified publications to the study objectives. Full-text assessment was subsequently conducted to verify conceptual alignment with organizational resilience, digital capability, digital governance, or related digital transformation constructs. After the eligibility assessment, all 47 studies were retained for synthesis because they satisfied the predefined inclusion criteria.

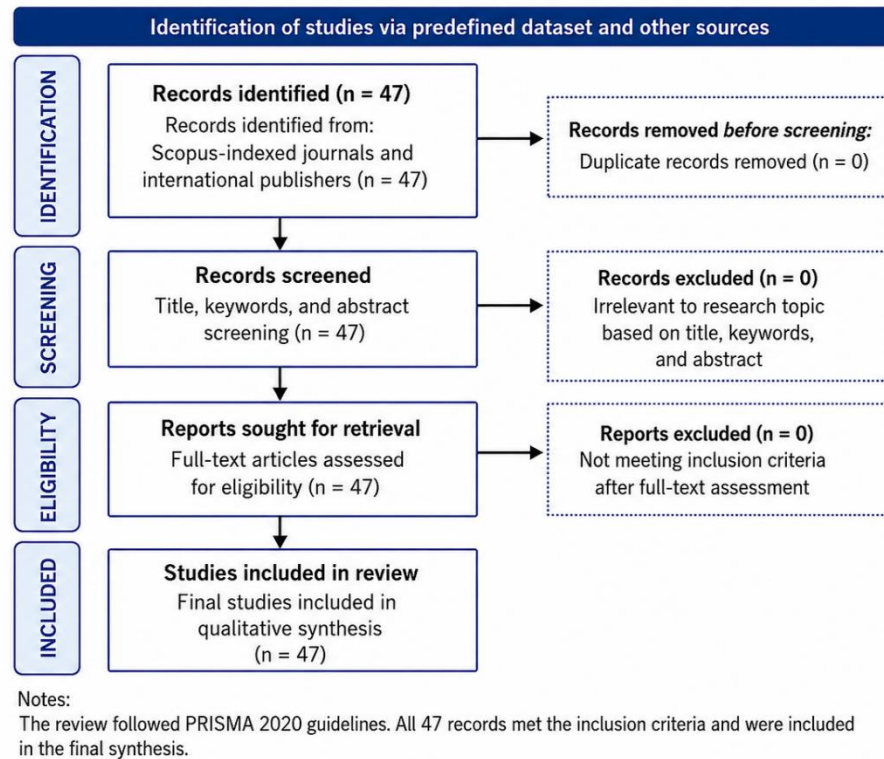


Figure 1. PRISMA-Based Study Selection Process

Data Extraction Procedure

A structured data extraction matrix was developed to ensure consistency, accuracy, and systematic comparison across all selected studies. The extraction process was designed to capture the essential characteristics and findings of each article, facilitating comprehensive synthesis and thematic analysis. Specifically, the extracted information included bibliographic details, research objectives, theoretical foundations, methodological approaches, key constructs, mediating variables, governance-related dimensions, digital capability dimensions, organizational resilience outcomes, and the major findings reported in each study. The use of a standardized extraction framework enhanced the reliability of the review by ensuring that all relevant evidence was collected and analyzed using uniform criteria.

Table 2. Data Extraction Framework

Analytical Element	Description
Author(s)	Study identification
Publication Year	Year of publication
Journal	Publication source
Research Objective	Main research purpose
Theory	Underlying theoretical lens
Methodology	Research design
Digital Capability Dimension	Technology-related capability examined
Governance Dimension	Governance-related concept
Resilience Dimension	Organizational resilience construct
Mediating Variable	Intervening mechanism
Main Findings	Principal findings

Quality Assessment

The methodological quality of each selected article was evaluated using a structured quality appraisal framework adapted from systematic review guidelines commonly applied in management and information systems research. The assessment aimed to ensure that only studies with sufficient methodological rigor and relevance contributed to the synthesis. Five evaluation dimensions were examined: the clarity of the research objectives, the strength of the theoretical foundation, methodological rigor, analytical transparency, and the relevance of the study to the research questions. Each criterion was assessed using a three-point scoring scale, where 1 indicated low quality, 2 indicated moderate quality, and 3 indicated high quality. Consequently, each study could obtain a maximum quality score of 15, allowing for consistent comparison of methodological quality across the included literature while supporting the credibility and reliability of the review findings.

Table 4. Quality Appraisal Framework

Assessment Dimension	Evaluation Focus
Research Objective	Clarity of study purpose
Theory	Strength of theoretical grounding
Methodology	Research design rigor
Analysis	Transparency of findings
Relevance	Alignment with review objectives

Data Analysis

The extracted data were analyzed using a thematic synthesis approach to identify recurring patterns, relationships, and conceptual insights across the selected studies. The analysis was conducted through three iterative stages to ensure a systematic and comprehensive interpretation of the evidence. The first stage, open coding, involved identifying key concepts and recurring themes related to governance, resilience, digital capability, digital transformation, leadership, analytics capability, and organizational adaptation from each included study. In the second stage, axial coding, conceptually related codes were organized into higher-order categories to establish meaningful relationships among the identified concepts. These categories included data governance mechanisms, digital capability development, digital transformation enablers, resilience-building processes, and organizational adaptation mechanisms. Finally, the selective coding stage integrated the relationships identified across studies into a comprehensive conceptual framework that explains how strategic data governance contributes to organizational resilience through the development of digital capabilities. This iterative analytical process facilitated the synthesis of fragmented evidence into a coherent theoretical model that addresses the objectives of the systematic literature review.

Table 5. Coding Structure

Open Codes	Axial Themes	Selective Theme
Data quality	Governance capability	Strategic Data Governance
Data standards	Governance capability	Strategic Data Governance
Analytics capability	Digital capability	Digital Capability

Platform capability	Digital capability	Digital Capability
Digital maturity	Digital capability	Digital Capability
Agility	Resilience mechanism	Organizational Resilience
Strategic flexibility	Resilience mechanism	Organizational Resilience
Innovation resilience	Resilience mechanism	Organizational Resilience

Conceptual Synthesis Strategy

The final stage of the review involved a conceptual synthesis that integrated the findings from all selected studies to develop a comprehensive explanation of the relationships among strategic data governance, digital capability, and organizational resilience. This synthesis extended beyond summarizing individual study results by combining empirical evidence and theoretical perspectives into a unified conceptual framework. The analysis focused on identifying the direct effects of governance-related mechanisms on organizational resilience, the indirect effects mediated through digital capability, recurring mediating and moderating mechanisms, dominant theoretical perspectives, and emerging research trends and future research opportunities. Through this integrative approach, the review developed a conceptual model positioning strategic data governance as a foundational organizational capability that facilitates the development of digital capabilities, which subsequently enhances organizational resilience in dynamic, uncertain, and rapidly changing business environments.

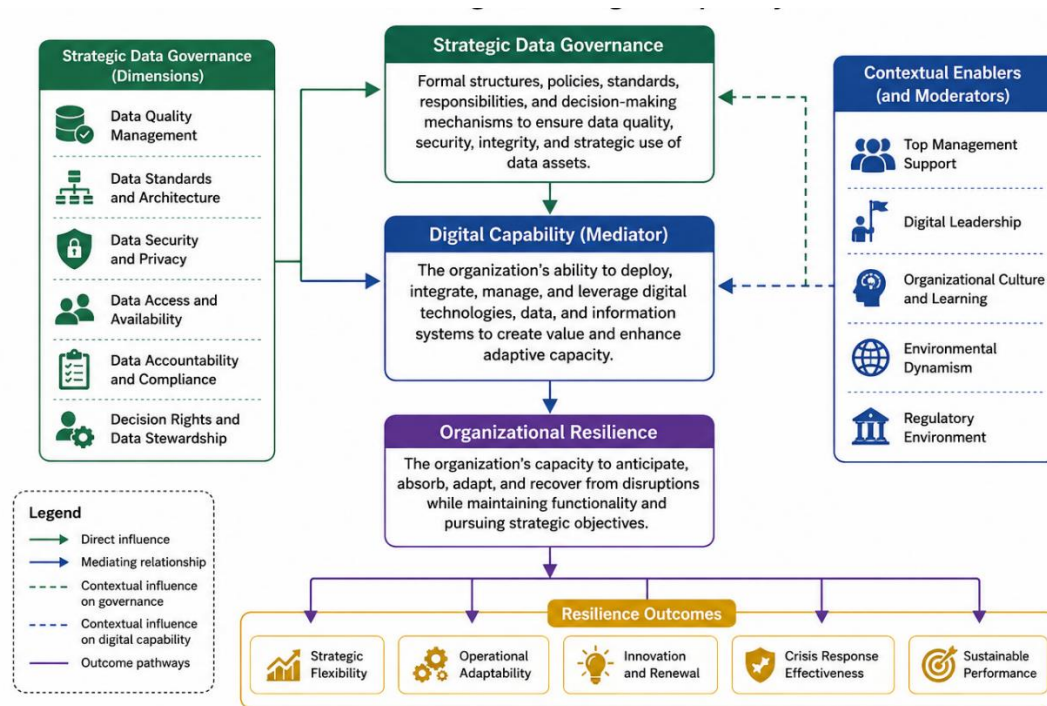


Figure 2. Analytical Framework of the Review

RESULTS

Overview of the Selected Studies

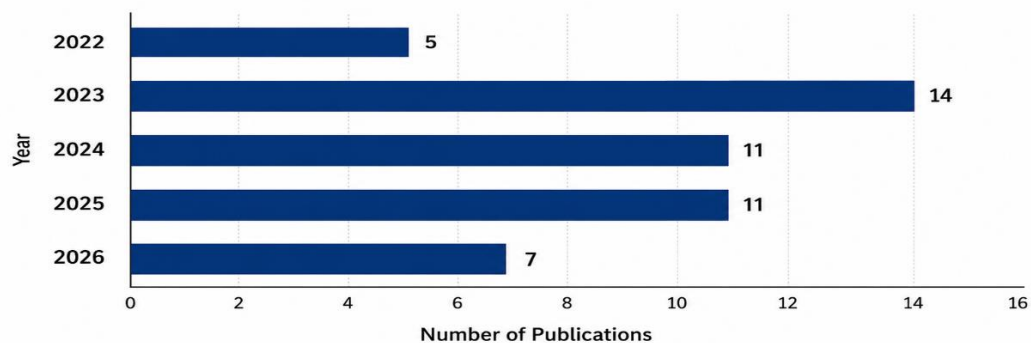
The systematic review synthesized evidence from 47 studies published between 2022 and 2026 that examined relationships among digital transformation, digital capability, data-driven resources, governance mechanisms, and organizational resilience. The reviewed literature originated predominantly from information systems, management, innovation, supply chain, and organizational studies journals. Although only a limited number of studies explicitly investigated data governance, a substantial proportion examined governance-related mechanisms such as relational governance, IT governance effectiveness, digital policies, leadership governance, information processing systems, and organizational control structures. Across the dataset, organizational resilience consistently emerged as a strategic outcome enabled by digital resources and organizational capabilities.

The distribution of studies demonstrates growing scholarly interest in resilience-building mechanisms during periods of technological disruption, environmental uncertainty, and post-pandemic organizational transformation. The evidence reveals a transition from technology-centric explanations toward capability-based explanations, where digital capability functions as the primary mechanism translating technological investments into resilience outcomes.

Table 6. Distribution of Studies by Publication Year

Year	Number of Studies	Percentage
2022	5	10.6%
2023	14	27.7%
2024	11	23.4%
2025	11	23.4%
2026	7	14.9%
Total	47	100%

The publication trend indicates a significant acceleration of resilience-related digital research after 2023. More than 65% of the studies were published between 2024 and 2026, suggesting that resilience has become a central concern in contemporary digital transformation literature.



The figure illustrates sustained growth in resilience-oriented digital research, particularly after the widespread adoption of artificial intelligence, big data analytics, and Industry 4.0 technologies.

Figure 3. Publication Trend of Included Studies

The figure illustrates sustained growth in resilience-oriented digital research, particularly after the widespread adoption of artificial intelligence, big data analytics, and Industry 4.0 technologies.

Dominant Research Themes

The reviewed studies were classified into six major thematic categories. The categorization was derived through thematic coding and repeated cross-study comparisons.

Table 7. Major Themes Identified in the Literature

Theme	Number of Studies
Digital Capability and Resilience	13
Digital Transformation and Resilience	11
Big Data Analytics Capability and Resilience	9
Governance and Resilience	4
Leadership and Resilience	5
Innovation and Resilience	5

The thematic distribution reveals that digital capability and digital transformation represent the dominant streams of resilience research. Governance-related studies appear considerably less frequent despite their strategic

importance. This imbalance highlights the limited attention given to strategic data governance as an independent resilience-building construct.

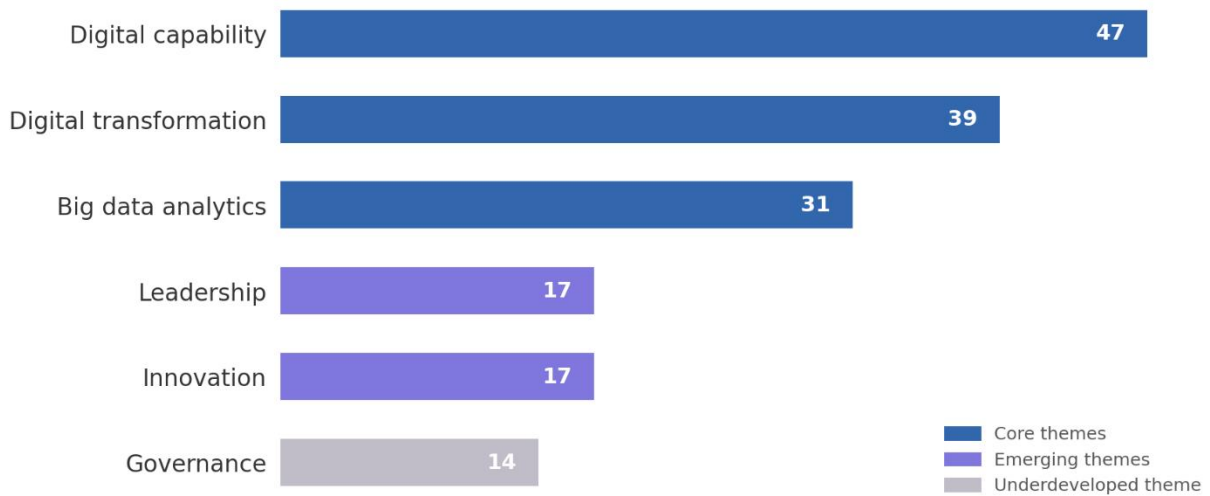


Figure 4. Thematic Concentration of the Literature

Organizational Resilience as a Strategic Outcome

The synthesis demonstrates that organizational resilience is consistently conceptualized as an adaptive capability enabling firms to absorb shocks, maintain operational continuity, recover from disruptions, and sustain long-term performance. Multiple studies positioned resilience as a mediating capability connecting digital resources and organizational performance outcomes.

Table 8. Major Antecedents of Organizational Resilience

Antecedent	Supporting Studies
Digital Capability	Chen et al.; Veiga et al.; Saputra et al.
Digital Transformation	He et al.; Efawati et al.; Yang et al.
Big Data Analytics Capability	Guo et al.; Lin et al.; Bahrami et al.
Digital Leadership	Lathabhavan & Kuppusamy; Shatila
Digital Technologies	Basit et al.; Liu & Wang
Strategic Learning Capability	Liu et al.
Entrepreneurial Orientation	Xia et al.
IT Competencies	Trieu et al.

The evidence indicates that resilience is rarely generated directly from technological investments. Instead, organizations develop resilience through intermediate capabilities that facilitate learning, adaptation, flexibility, and innovation.

Emergence of Strategic Data Governance

Although explicit investigations of strategic data governance remain limited, several studies provide indirect evidence regarding governance mechanisms. Data governance-related concepts appeared under various terminologies including IT governance effectiveness, relational governance, governance policies, digital governance structures, and information processing systems.

Table 9. Governance Mechanisms Identified

Governance Dimension	Study
Data Governance	Ooi et al.
Relational Governance	Liu & Wang

IT Governance Effectiveness	Hammouri et al.
Digital Transformation Policies	Trieu et al.
Strategic Framework Governance	Nkomo & Kalisz
Environmental Scanning Governance	YahiaMarzouk & Jin

The reviewed evidence suggests that governance mechanisms improve information quality, coordination efficiency, decision consistency, and strategic responsiveness. These characteristics align closely with resilience requirements.



Figure 6. Governance-Based Resilience Mechanism

The figure highlights the theoretical pathway through which governance contributes to resilience development.

Digital Capability as the Central Mediating Mechanism

One of the strongest patterns identified in the review concerns the mediating role of digital capability. Across multiple studies, digital capability acted as the mechanism transforming digital resources into organizational outcomes.

Table 10. Evidence Supporting the Mediating Role of Digital Capability

Study	Mediating Mechanism
Aghazadeh et al.	Digital Capability
Chen et al.	Digital Capability
Mousa & Bouraoui	Digital Capability Activation
Bhatti et al.	Digital Platform Capability
Van Hoang et al.	Digital Capability
Saputra et al.	Digital Capability
Veiga et al.	Digital Capability
Nakandala et al.	Industry 4.0 Capability
Trieu et al.	IT Competencies
Liu et al.	Platform Capability

The synthesis demonstrates that organizations possessing strong digital capabilities consistently outperform organizations relying solely on technological investments.

Synthesis of Mediating Variables

The reviewed studies identified numerous mediating mechanisms connecting digital resources to resilience outcomes.

Table 11. Most Frequently Reported Mediators

Mediator	Frequency
Digital Capability	10
Strategic Flexibility	5
Innovation	5
Agility	4
Organizational Learning	3
Digital Literacy	2
Intellectual Capital	2
Leadership Capability	2
Knowledge Development	2
Supply Chain Integration	2

Integrated Conceptual Framework

The final synthesis integrates findings from all 47 studies into a unified explanation of resilience development in digital environments.

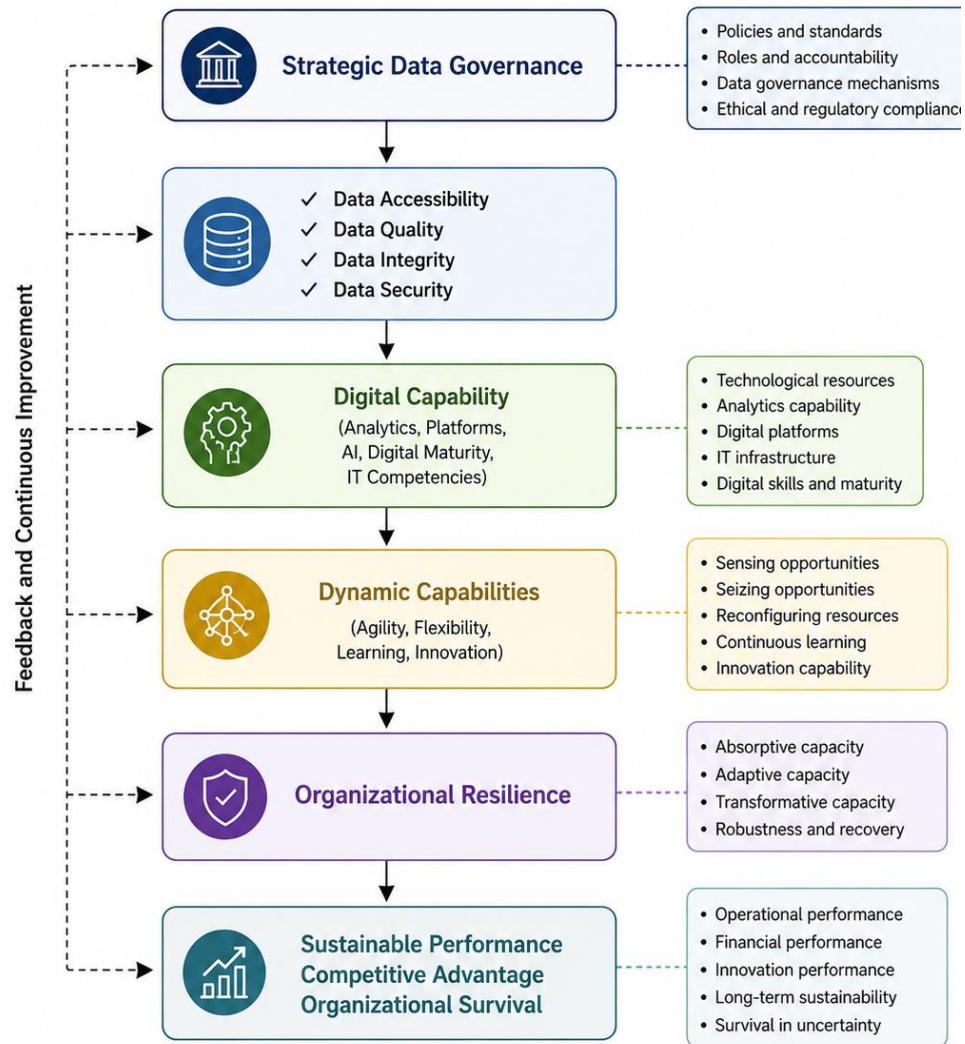


Figure 9. Integrated Framework Derived from the SLR

The framework indicates that strategic data governance serves as a foundational organizational mechanism that enables digital capability development. Digital capability subsequently activates dynamic capabilities, including

agility, flexibility, learning, and innovation. These capabilities strengthen organizational resilience, which ultimately contributes to performance sustainability and competitive advantage.

The synthesis of 47 studies reveals four principal findings. First, organizational resilience has become a central outcome in digital transformation, analytics, and capability research. Second, digital capability represents the most influential mediating mechanism connecting digital resources and resilience outcomes. Third, governance-related constructs remain underexplored despite their recurring appearance as enabling mechanisms within resilience development processes. Fourth, the cumulative evidence supports a governance-capability-resilience pathway in which strategic data governance strengthens digital capability, digital capability enhances dynamic capabilities, and dynamic capabilities generate organizational resilience. These findings collectively establish a strong theoretical basis for positioning digital capability as the primary mediating mechanism linking strategic data governance and organizational resilience.

DISCUSSION

Strategic Data Governance as a Foundation of Organizational Resilience

The synthesis of the reviewed literature indicates that organizational resilience increasingly depends on the quality of governance mechanisms that regulate organizational information resources. Ooi et al. (2026) demonstrated that data governance strengthens the value creation potential of big data analytics capability by improving the consistency and strategic utilization of organizational data. Similar governance functions were identified by Liu and Wang (2026), who found that relational governance enhances the effectiveness of digital technologies in improving project resilience. From a broader organizational perspective, Nkomo and Kalisz (2023) argued that resilience-oriented digital transformation requires structured governance frameworks capable of aligning technological investments with strategic objectives.

The findings reveal that governance contributes to resilience not through direct performance effects but through its influence on organizational information quality and decision-making processes. YahiaMarzouk and Jin (2023) emphasized that environmental scanning systems supported by information-processing structures enable organizations to identify emerging threats and opportunities more effectively. This interpretation is reinforced by Hammouri et al. (2026), who showed that IT governance effectiveness mediates the relationship between cybersecurity investments and organizational capability development. The evidence suggests that governance mechanisms function as institutional arrangements that transform dispersed information into actionable organizational knowledge.

A notable pattern emerging from the reviewed studies concerns the increasing convergence between governance and digital transformation initiatives. He et al. (2023) found that digital transformation enhances resilience when organizational systems are capable of coordinating technological resources and adaptive responses across multiple organizational functions. Similarly, Trieu et al. (2024) reported that digital transformation policies and information technology competencies jointly contribute to organizational resilience and performance outcomes. Yang et al. (2025) further demonstrated that transformational leadership and knowledge-sharing structures reinforce resilience-building efforts by facilitating coordinated organizational adaptation.

The role of governance becomes increasingly critical as organizations adopt advanced digital technologies. Mousa and Bouraoui (2025) highlighted that the successful activation of artificial intelligence, big data analytics, blockchain, and Internet of Things technologies requires structured managerial mechanisms capable of sequencing technological deployment. Consistent findings were reported by Basit et al. (2025), who observed that digital technology adoption contributes to manufacturing resilience when organizations possess sufficient managerial and operational coordination capabilities. The importance of governance is also evident in the work of Goraya et al. (2026), where organizational support systems strengthened the effectiveness of digital strategies in generating resilience and performance improvements.

The collective evidence suggests that strategic data governance should be understood as a foundational organizational capability rather than a purely administrative function. Ooi et al. (2026) associated governance with enhanced analytical performance, while Liu and Wang (2026) linked governance structures to resilience development through improved relational coordination. Hammouri et al. (2026) similarly demonstrated that governance effectiveness amplifies the value generated from technological investments and capability-building initiatives. Taken together, these findings indicate that governance provides the structural conditions through which digital resources can be transformed into resilient organizational responses under conditions of uncertainty.

The Mediating Role of Digital Capability in Resilience Development

A dominant finding emerging from the synthesis concerns the central position of digital capability as the primary mechanism connecting organizational resources and resilience outcomes. Chen et al. (2023) demonstrated that firms with stronger digital capabilities exhibit higher resilience levels, particularly under conditions characterized by uncertainty and competitive pressure. Similar observations were reported by Saputra et al. (2022), who found that

digital capability strengthens business agility by enhancing the organization's ability to respond rapidly to environmental changes. The evidence collectively suggests that digital capability functions as a transformative organizational resource rather than merely a technological asset.

The reviewed studies consistently indicate that digital capability mediates the relationship between digital transformation initiatives and resilience development. Aghazadeh et al. (2024) showed that digital capabilities facilitate SME internationalization by strengthening digital resilience and digital maturity. Supporting this argument, Efawati et al. (2025) found that digital literacy acts as an enabling mechanism through which digital transformation contributes to organizational resilience. Cui (2025) similarly demonstrated that organizational creativity, absorptive capacity, and agility improve performance through digital transformation processes that ultimately reinforce resilience capabilities.

The mediation effect of digital capability becomes particularly evident when examining analytics-driven organizational environments. Guo et al. (2026) identified strategic flexibility as an intermediary mechanism linking big data analytics capability and organizational resilience. Comparable findings were reported by Lin et al. (2025), who found that resilience serves as a critical pathway through which analytics capabilities influence organizational performance under conditions of environmental dynamism. Alsmairat (2023) and Bahrani et al. (2022) further showed that analytics capabilities strengthen supply chain resilience, highlighting the strategic role of digitally enabled information processing in organizational adaptation.

Several studies emphasize that digital capability extends beyond technological infrastructure and encompasses learning, integration, and innovation capacities. Liu et al. (2023) argued that digital platform capability enables strategic learning processes that improve resilience among service firms. Garmaki et al. (2023) similarly found that organizational learning mediates the relationship between analytics capability and firm performance, indicating that digital resources create value when embedded within organizational knowledge systems. Fantasy and Tipu (2024) as well as Jum'a et al. (2024) reinforced this perspective by demonstrating that knowledge development and innovation function as complementary mechanisms that convert digital capabilities into sustainable performance outcomes.

The findings also reveal that digital capability is multidimensional and interacts with broader organizational competencies. Bhatti et al. (2025) highlighted the role of digital platform capabilities and digital culture in improving manufacturing SME performance, while Van Hoang et al. (2025) linked digital capabilities to sustainable competitive advantage. Veiga et al. (2025) further demonstrated that digital capability supports ambidexterity, behavioral innovation, and resilience simultaneously, suggesting that digital capability operates as a strategic integrator of multiple organizational processes. Consequently, the evidence positions digital capability as the most consistent mediating mechanism identified across the reviewed literature, connecting governance structures, digital transformation efforts, and resilience outcomes through a complex network of learning, innovation, and adaptation processes.

Dynamic Capability Mechanisms Linking Governance and Resilience

The findings indicate that the relationship between governance structures and organizational resilience is rarely direct. Liu et al. (2024) demonstrated that digital orientation contributes to resilience through dynamic capabilities that enable organizations to sense opportunities, seize emerging possibilities, and reconfigure resources under changing environmental conditions. This observation aligns with the argument of Xia et al. (2024), who found that entrepreneurial orientation improves resilience through sequential capability-building mechanisms rather than through immediate operational effects. The accumulated evidence suggests that governance and technological investments become strategically valuable only when organizations develop adaptive capabilities capable of converting information resources into effective responses.

Strategic flexibility emerged as one of the most influential dynamic capability mechanisms identified in the reviewed studies. Guo et al. (2026) showed that strategic flexibility mediates the relationship between big data analytics capability and organizational resilience, allowing firms to adjust resource allocation and operational priorities during periods of disruption. Similar adaptive processes were observed by Khaw and Teoh (2023), who reported that analytics technological capabilities strengthen organizational performance through strategic agility. Setiawan et al. (2025) further argued that dynamic and agile capabilities constitute essential mechanisms through which digital transformation generates sustainable organizational performance among MSMEs.

The literature also highlights the importance of leadership-related capabilities in resilience development. Zahari et al. (2022) demonstrated that leadership capability mediates the relationship between resilience and organizational performance, suggesting that managerial competencies influence how resilience resources are mobilized and utilized. Complementary findings were reported by Lathabhavan and Kuppusamy (2024), who found that digital leadership strengthens SME resilience and performance during periods of crisis. Shatila (2025) extended this perspective by showing that agility, innovation, and digital leadership collectively mediate the relationship between artificial intelligence adoption and organizational resilience, emphasizing the strategic role of leadership in coordinating technological and organizational adaptation.

Knowledge integration and organizational intelligence represent another important group of dynamic capability mechanisms. Li and Lin (2024) found that intellectual capital mediates the relationship between flexibility-oriented human resource management systems and resilience development, indicating that knowledge resources strengthen organizational adaptability. Keskin et al. (2026) similarly demonstrated that organizational intelligence contributes to resilience capacity and financial performance by improving decision quality and strategic responsiveness. These findings are consistent with the work of Yang et al. (2025), which highlighted knowledge sharing as a critical mechanism supporting resilience development in digitally transforming organizations.

The synthesis further reveals that resilience develops through interconnected capability chains rather than isolated organizational interventions. Wang et al. (2024) showed that digital resilience facilitates internationalization processes among SMEs by enhancing adaptability across multiple organizational functions. Nakandala et al. (2023) identified a serial mediation pathway linking Industry 4.0 capabilities, resilience, and innovation, while Mishra et al. (2025) argued that resilience development involves managing competing organizational tensions during digital transformation. Collectively, these findings support a dynamic capability interpretation of resilience in which governance structures provide direction, digital capabilities provide operational capacity, and adaptive mechanisms such as agility, learning, leadership, intelligence, and innovation translate these resources into sustained organizational resilience.

Toward an Integrated Governance, Capability, and Resilience Framework

The synthesis of the 47 reviewed studies supports the development of an integrated Governance–Capability–Resilience Framework that explains how organizations transform digital resources into sustainable adaptive capacity. Although explicit investigations of strategic data governance remain relatively limited, the accumulated evidence consistently demonstrates that governance-related mechanisms influence the effectiveness of digital transformation, analytics capability, technological deployment, and organizational adaptation processes. Nkomo and Kalisz (2023) emphasized that resilience-oriented digital transformation requires structured organizational frameworks, while YahiaMarzouk and Jin (2023) identified information-processing systems as critical enablers of organizational responsiveness. The review therefore suggests that governance operates as a foundational layer that shapes how digital resources are coordinated, controlled, and strategically utilized throughout resilience-building processes.

The second layer of the framework is represented by digital capability, which emerged as the most frequently identified mediating mechanism across the reviewed studies. Chen et al. (2023), Bhatti et al. (2025), and Van Hoang et al. (2025) consistently reported that digital capability enhances organizational adaptability, performance, and competitiveness by enabling more effective utilization of digital resources. Similar conclusions were reported by Mousa and Bouraoui (2025), who demonstrated that the activation of artificial intelligence, big data, blockchain, and IoT technologies depends on organizational capabilities rather than technological adoption alone. The findings indicate that governance mechanisms create the institutional conditions necessary for capability development, while digital capability converts information resources into organizational action.

The third layer consists of dynamic organizational mechanisms that transform digital capability into resilience outcomes. Veiga et al. (2025) demonstrated that digital capabilities stimulate ambidexterity and behavioral innovation, while Xia et al. (2024) identified sequential capability-building pathways linking entrepreneurial orientation and resilience. Kumar and Raj (2025) further found that innovation, supply chain integration, and resilience collectively mediate the relationship between big data adoption and organizational performance. These findings indicate that resilience is produced through a network of interconnected organizational capabilities rather than through isolated technological investments or managerial interventions.

An important theoretical implication emerging from the review concerns the multidimensional nature of resilience development. Guan et al. (2023) demonstrated that digital technologies support resilience by strengthening R&D investment and organizational performance, whereas Bahyan et al. (2025) emphasized the complementary role of innovation readiness and human capabilities. Ciasullo et al. (2022) similarly found that co-innovation and analytics capability strengthen SME resilience under uncertain conditions, while Alshawabkeh et al. (2024) highlighted the contribution of digital collaboration and analytics capability to supply chain resilience. Collectively, these studies suggest that resilience should be viewed as a systemic organizational capability generated through the interaction of governance structures, technological resources, knowledge processes, innovation systems, and adaptive managerial practices.

The final framework derived from the SLR positions strategic data governance as the initiating mechanism, digital capability as the central mediator, and organizational resilience as the primary strategic outcome. This interpretation is consistent with evidence reported by Goraya et al. (2026), who linked resilience to digital strategy success, and by Li et al. (2025), who associated resilience effects with innovation ambidexterity during digital transformation. Supporting evidence from Öri et al. (2024) further indicates that resilience facilitates organizational digitalization during periods of crisis, while Sihag and Dhoopar (2023) demonstrated that resilience contributes directly

to employee and organizational performance outcomes. Consequently, the Governance–Capability–Resilience Framework provides an integrative explanation of how organizations can strengthen long-term adaptability by combining governance mechanisms, digital capabilities, dynamic organizational processes, and resilience-oriented strategic management practices.

CONCLUSION

This systematic literature review advances understanding of the strategic relationship among data governance, digital capability, and organizational resilience within increasingly digitalized organizational environments. The synthesis of the reviewed studies demonstrates that resilience should be understood as a multidimensional organizational capacity shaped by the interaction of governance structures, technological resources, managerial capabilities, and adaptive organizational processes. The accumulated evidence indicates that digital capability occupies a central position in transforming organizational resources into sustainable adaptive responses, while governance mechanisms provide the structural conditions that support capability development and strategic alignment. These insights contribute to a more integrated perspective on resilience development by linking governance-oriented and capability-oriented streams of research that have often been examined separately.

From a theoretical perspective, this review extends the dynamic capability perspective by proposing an integrated Governance–Capability–Resilience framework. The framework highlights strategic data governance as a foundational organizational mechanism that facilitates the development of digital capability, which subsequently supports organizational adaptation under environmental uncertainty. The study also contributes to the resilience literature by clarifying the interrelationships among governance structures, digital resources, innovation processes, learning mechanisms, and resilience outcomes. From a managerial perspective, the findings emphasize that investments in digital technologies alone are unlikely to generate sustainable resilience unless accompanied by governance arrangements that ensure data quality, accessibility, security, and strategic utilization.

Several limitations should be acknowledged. First, the review focused exclusively on studies published between 2022 and 2026, which may limit the inclusion of earlier foundational contributions related to organizational resilience and governance. Second, the analysis was restricted to peer-reviewed journal articles, excluding conference proceedings, books, industry reports, and other forms of scholarly evidence. Third, the reviewed studies originated from diverse industrial and geographical contexts, which may introduce contextual variations that cannot be fully captured through literature synthesis alone. Fourth, although the review identified recurring conceptual relationships, it did not statistically test causal relationships among governance, digital capability, and resilience constructs.

Future research may extend this study by conducting empirical investigations that directly examine the proposed Governance–Capability–Resilience framework across different industries and organizational settings. Comparative studies involving developed and emerging economies may provide deeper insights into contextual influences on governance effectiveness and resilience development. Future scholars may also investigate specific dimensions of strategic data governance, including data quality management, data security governance, data ethics, artificial intelligence governance, and data-driven decision-making systems. Quantitative approaches such as structural equation modeling, longitudinal analyses, and multi-level investigations may further strengthen understanding of the causal mechanisms underlying resilience development in digital environments.

This study contributes to the broader public interest by emphasizing the importance of responsible governance and capability development in an increasingly data-driven society. Organizations that effectively govern and utilize data resources are better positioned to maintain operational continuity, respond to disruptions, protect stakeholders, and sustain long-term value creation. The insights generated from this review may assist organizational leaders, policymakers, technology practitioners, and public institutions in designing strategies that enhance resilience while promoting sustainable digital transformation. As societies become increasingly dependent on digital infrastructures and data ecosystems, understanding the strategic role of governance and capability development becomes essential for strengthening organizational stability and societal preparedness in the face of future uncertainties.

ACKNOWLEDGEMENT

The author would like to express sincere gratitude to all researchers whose studies contributed to this systematic literature review. Appreciation is also extended to colleagues, reviewers, and academic institutions that provided valuable support and resources throughout the completion of this research. Their contributions have been essential in enriching the quality and rigor of this study.

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AI DISCLOSURE STATEMENT

Artificial Intelligence (AI) tools, specifically ChatGPT by OpenAI, were utilized solely to assist in language refinement, idea organization, and editorial support during the preparation of this manuscript. All literature selection, data extraction, analysis, interpretation of findings, and final manuscript content were conducted, reviewed, and validated by the author. The author assumes full responsibility for the accuracy, originality, and integrity of the work presented in this study.

Ade Wahyuni Azhar

Department of Public Administration
APP APIPSU Medan
Medan, Indonesia
Email: adewahyuni@azhar@gmail.com

Fendy Prasetyawan

Faculty of Health Sciences
Universitas Kadir
Kediri, Indonesia
Email: fendy.pra@gmail.com