

Toward a Theory of Organizational Resilience to Supply Chain Disruptions: Integrating Systems Theory and the Resource-Based View

Research in organizational and supply chain resilience has received considerable attention, and scholarly research in this domain has generated significant insights about a better understanding of key components of resilience. However, most of the research has focused on understanding practices or capabilities that can increase organizational response to supply chain disruptions. There are very limited studies that examine the dynamics of improving organizational resilience and how these organizational capabilities are developed to increase resilience from a systems theory perspective.

Building upon the resource-based view (RBV) theory of the firm and the socio-economic system (STC) theory, we propose a conceptual model that identifies the antecedents of organizational resilience. We collected data from organizations in Qatar, which has positioned itself as a leader in the emerging economy. We find that leadership is the main driver of two distinct, but complementary capabilities related to resilience: social capital and technological capital. We find that social capital and technological capital impact two dimensions of resilience (agility and adaptability) in different ways.

The study provides important theoretical contributions to the literature on organizational resilience to supply chain disruptions and provides insights for operations and supply chain managers to enhance responsiveness to supply chain disruptions through emphasizing capabilities that enhance different dimensions of resilience.