

Organizational Resilience Architecture in Crisis: Formulating a Grounded Theory Model for the Mazandaran Red Crescent Society

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ABSTRACT

The present study was conducted with the aim of formulating a paradigmatic model of organizational resilience under crisis conditions within the Mazandaran Red Crescent Society. In terms of purpose, this research was applied, and in terms of approach, it employed an exploratory mixed-method design. In the qualitative phase, data were collected and analyzed using Grounded Theory based on the systematic approach of Strauss and Corbin through semi-structured interviews with 16 experts in organizational behavior, human resource management, and managers of the Mazandaran Red Crescent Society. Through the processes of open, axial, and selective coding, 428 final codes were identified and organized into 33 main categories and 125 subcategories. The qualitative findings indicated that organizational resilience during crises in this organization is shaped by causal conditions including effective leadership, a flexible organizational culture, advanced information systems, human resource capabilities, support mechanisms, crisis preparedness, and preventive capacities. These factors operate within contextual conditions such as organizational structure, physical resources and facilities, policies and regulations, access to emerging technologies, and developmental infrastructure. Furthermore, intervening conditions, including stress management, team coordination, change management, support systems, motivation, and commitment, influence the effectiveness of strategies such as planning, effective communication, strengthening support networks, process innovation, stakeholder participation, optimal resource allocation, enhanced decision-making, and training and preparedness. These strategies ultimately lead to outcomes including organizational sustainability, improved performance, increased public trust, reduced recovery time, enhanced organizational credibility, greater flexibility, and strengthened innovative capacities. In the quantitative phase, the extracted model was validated using Structural Equation Modeling (SEM) based on data collected from 625 employees of the Mazandaran Red Crescent Society. The results demonstrated an acceptable model fit. Accordingly, the proposed model can serve as an analytical and operational framework for strengthening organizational resilience in emergency response organizations under crisis conditions.

Keywords: Organizational Resilience, Crisis Conditions, Paradigmatic Model, Grounded Theory, Red Crescent Society.

1. Introduction

The contemporary organizational environment is characterized by increasing complexity, uncertainty, and exposure to a wide range of crises, including natural disasters, technological failures, public health emergencies, environmental disruptions, economic instability, and social conflicts. The frequency and intensity of such crises have significantly increased in recent decades, making organizational resilience a strategic necessity rather than a desirable organizational attribute. Organizations are increasingly expected not only to withstand disruptive events but also to adapt, recover, learn, and emerge stronger from adverse conditions. As a result, resilience has become one of the most important concepts in management, organizational behavior, crisis management, and public administration research (Hillmann & Guenther, 2021; Tekletsion et al., 2024).

Organizational resilience refers to the ability of an organization to anticipate, prepare for, respond to, adapt to, and recover from unexpected disruptions while maintaining essential functions and preserving long-term sustainability. Unlike traditional crisis management approaches that primarily focus on response and recovery, resilience emphasizes proactive preparedness, adaptability, learning, and continuous improvement. Recent studies have highlighted that resilient organizations possess dynamic capabilities that enable them to absorb shocks, maintain operational continuity, and exploit opportunities arising from crises (Dahmen, 2023; Rodríguez-Sánchez et al., 2021). Consequently, organizational resilience has evolved from a reactive concept into a comprehensive strategic framework encompassing leadership, culture, governance, communication, technology, human resources, and stakeholder engagement.

The increasing attention given to resilience is closely associated with the emergence of unprecedented crises that challenge conventional organizational structures and management systems. Global experiences related to pandemics, climate-related disasters, geopolitical tensions, and economic disruptions have demonstrated that organizations lacking resilience capabilities often experience significant performance deterioration and prolonged recovery periods. In contrast, organizations possessing strong resilience capacities are more capable of preserving functionality, protecting stakeholders, and sustaining service delivery under extreme conditions (Dahmen, 2023; Lethielleux et al., 2026). These

observations have motivated researchers and practitioners to investigate the antecedents, mechanisms, and outcomes of organizational resilience across different sectors and institutional contexts.

Within the public and humanitarian sectors, the importance of resilience becomes even more pronounced. Organizations operating in emergency response and disaster management environments are continuously exposed to uncertainty, resource constraints, time pressure, and high stakeholder expectations. Their ability to maintain operational effectiveness during crises directly affects human safety, social stability, and public trust. Humanitarian organizations must simultaneously manage immediate emergency response activities while ensuring organizational continuity and preserving strategic capabilities for future crises. Consequently, resilience is increasingly recognized as a fundamental organizational capability for emergency-response institutions and disaster-management agencies (Abbas Abadi et al., 2025; Jin et al., 2024).

Recent scholarship has demonstrated that organizational resilience is influenced by a wide range of structural, managerial, behavioral, and environmental factors. Leadership plays a particularly significant role in facilitating adaptive responses and maintaining organizational coherence during disruptive events. Diversity-oriented leadership, knowledge sharing, and organizational trust have been identified as critical contributors to resilience and agility in contemporary organizations (Tavakoli et al., 2024). Similarly, top management team diversity contributes to resilience by increasing cognitive variety, improving decision quality, and enhancing organizational adaptability in complex environments (Yamauchi & Sato, 2023). These findings suggest that leadership-related capabilities constitute an essential foundation for resilience development.

Human resource management has also emerged as a central dimension of organizational resilience. Strategic human resource practices contribute to resilience by developing employee competencies, fostering adaptability, encouraging learning, and supporting organizational agility. Research has shown that effective human resource management strategies positively influence organizational resilience through the enhancement of strategic agility and workforce readiness (Shayanmehr et al., 2025). Furthermore, resilience-oriented human resource systems strengthen employees' capacity to cope with uncertainty, support organizational adaptation, and facilitate recovery from disruptive events (Asadi & Toutian, 2024). The

strategic role of human resources is particularly important in crisis-prone organizations where personnel often constitute the most critical organizational asset.

Another important stream of research emphasizes the role of organizational culture, transparency, communication, and stakeholder relationships in resilience development. Organizational transparency promotes trust, collaboration, and information sharing, thereby strengthening resilience capabilities across organizational levels (Kianpour et al., 2024). Effective post-crisis communication strategies contribute to organizational reputation recovery and rebuilding stakeholder trust following disruptive events (Mgbe-Ordinma & Arijeníwà, 2024). Similarly, stakeholder engagement and collaborative governance mechanisms facilitate collective problem-solving and enhance organizational adaptability during crises (Mousavi et al., 2025; Rastegari et al., 2024). These findings underscore the importance of relational and communication-based dimensions of resilience.

The literature has also increasingly highlighted the role of information systems and knowledge management in strengthening resilience capabilities. Effective information management enables organizations to improve situational awareness, coordinate crisis responses, support decision-making processes, and facilitate organizational learning. Advanced information systems contribute to resilience by ensuring timely access to accurate information and enhancing communication across organizational units (Lansonía & Austin, 2024). In highly dynamic crisis environments, information quality and accessibility become crucial determinants of organizational effectiveness and adaptive capacity.

Preparedness and readiness have likewise received considerable scholarly attention. Although resilience and preparedness are closely related concepts, recent research argues that readiness functions as a foundational condition that supports resilience development. Organizations that invest in planning, training, simulations, risk assessment, and preparedness initiatives are better positioned to respond effectively to unexpected disruptions and maintain operational continuity (Jin et al., 2024). The importance of preparedness is particularly evident in emergency-response organizations where delays or failures in response can have severe consequences for affected communities.

From a broader systems perspective, resilience has increasingly been conceptualized as a multidimensional and paradoxical phenomenon. Rather than representing a single organizational capability, resilience involves balancing

competing demands such as stability and flexibility, efficiency and redundancy, control and autonomy, as well as continuity and transformation. A systematic review by Tekletsion et al. emphasized that resilience should be understood as a process of paradox management through which organizations continuously navigate tensions and contradictions in uncertain environments (Tekletsion et al., 2024). Such perspectives encourage a more comprehensive understanding of resilience architecture and its underlying mechanisms.

Research has further demonstrated that resilience generates significant organizational outcomes. Resilient organizations often exhibit superior performance, stronger stakeholder relationships, enhanced adaptability, greater innovation capacity, and improved long-term sustainability (Rodríguez-Sánchez et al., 2021). Organizational resilience has also been linked to employee well-being and job satisfaction, indicating that resilience creates positive consequences at both organizational and individual levels (Ntow & Nukpezah, 2025). Moreover, resilience contributes to psychological and non-psychological organizational benefits that motivate organizations to pursue resilience-building initiatives (Mohammadi et al., 2018).

Beyond organizational contexts, resilience has been examined across various societal and individual domains. Studies on urban seismic resilience have demonstrated the importance of preparedness, infrastructure, governance, and adaptive capacity in mitigating disaster impacts (Mirzajani Naneh Karan, 2026). Research on community resilience during pandemics has highlighted the critical role of nonprofit organizations and social networks in supporting societal adaptation and recovery (Lethielleux et al., 2026). Similarly, behavioral, cognitive, and emotional dimensions have been recognized as essential foundations for resilience development at the individual level (Guangli, 2025; Narter, 2023). These perspectives reinforce the notion that resilience emerges through interactions among multiple systems and actors operating across different levels.

In the Iranian context, growing attention has been directed toward resilience-related issues in governance, public administration, crisis management, and organizational development. Studies have investigated organizational resilience in relation to cultural diversity management, governance systems, strategic planning, startup sustainability, and concurrent crisis management (Alinejad et al., 2025; Jafarnejad et al., 2025; Kamali & Homayounfar, 2023; Sooki et al., 2023). Other investigations have explored the relationship between

organizational resilience and quality of work life, organizational justice, organizational optimism, and performance indicators (Farzaneh et al., 2025; Moghimi et al., 2025). These studies collectively suggest that resilience is influenced by a broad constellation of organizational, managerial, social, and institutional factors.

Despite substantial progress in resilience research, several important gaps remain. First, many existing studies focus on isolated dimensions of resilience rather than examining the integrated relationships among causal conditions, contextual factors, intervening mechanisms, strategic actions, and organizational outcomes. Second, relatively few investigations have developed comprehensive paradigmatic models capable of explaining resilience architecture within humanitarian organizations operating under crisis conditions. Third, empirical evidence regarding resilience mechanisms in the Red Crescent Society remains limited despite the critical role of this organization in disaster response, emergency relief, and humanitarian assistance. Finally, the majority of previous studies have employed either qualitative or quantitative approaches independently, whereas comprehensive understanding of resilience requires methodological integration capable of capturing both conceptual complexity and empirical validation.

Given the strategic importance of resilience for emergency-response organizations and the need for a comprehensive explanatory framework, developing a grounded and empirically validated model of organizational resilience represents an important scientific and practical endeavor. Such a model can provide valuable insights into how resilience is constructed, maintained, and translated into organizational effectiveness within crisis-prone environments. Therefore, the present study aimed to formulate and validate a grounded theory-based paradigmatic model of organizational resilience under crisis conditions in the Mazandaran Red Crescent Society.

2. Methods and Materials

This study was conducted using an exploratory mixed-methods design with a sequential qualitative–quantitative approach to develop and validate a paradigmatic model of organizational resilience under crisis conditions in the Mazandaran Red Crescent Society. The qualitative phase was based on Grounded Theory using the systematic methodology proposed by Strauss and Corbin, aiming to identify the dimensions, conditions, strategies, and outcomes

associated with organizational resilience in crisis situations. The quantitative phase was subsequently carried out to validate the conceptual model derived from the qualitative findings through Structural Equation Modeling (SEM).

In the qualitative phase, participants were selected through purposive and theoretical sampling. The study population consisted of experts in organizational behavior, human resource management, crisis management, and senior managers of the Mazandaran Red Crescent Society who possessed extensive professional experience and specialized knowledge related to organizational functioning during emergencies and disasters. Data collection continued until theoretical saturation was achieved, resulting in a final sample of 16 participants. Inclusion criteria included at least five years of managerial or professional experience in relevant fields, familiarity with organizational crisis management processes, and willingness to participate in the study. Semi-structured interviews were conducted individually, allowing participants to share their experiences and perceptions regarding the factors influencing organizational resilience. The duration of interviews ranged from approximately 45 to 90 minutes and all interviews were audio-recorded with participants' consent and subsequently transcribed verbatim for analysis.

The quantitative phase was conducted to assess the validity and fit of the proposed model. The statistical population consisted of all employees of the Mazandaran Red Crescent Society. A total of 625 employees participated in the study and completed the research questionnaire. Participants were selected using a stratified random sampling procedure to ensure representation across different organizational units and occupational levels. Prior to participation, respondents were informed about the objectives of the study, confidentiality of information, voluntary participation, and their right to withdraw from the research at any stage without consequences.

Data collection in the qualitative phase was performed using a semi-structured interview protocol specifically developed for the purposes of this study. The interview guide was designed based on an extensive review of the literature on organizational resilience, crisis management, organizational behavior, and disaster response systems. Open-ended questions were used to explore participants' experiences regarding the factors that strengthen or weaken organizational resilience during crises, organizational responses to disruptions, leadership practices, resource management, communication processes, organizational learning, and recovery mechanisms. Additional probing

questions were employed to clarify responses and obtain deeper insights into emerging concepts. The credibility of the qualitative findings was enhanced through prolonged engagement with participants, member checking, peer debriefing, and continuous comparison of emerging categories throughout the coding process.

In the quantitative phase, a researcher-developed questionnaire was designed based on the categories and concepts extracted from the qualitative stage. The questionnaire operationalized the dimensions of the paradigmatic model, including causal conditions, contextual conditions, intervening conditions, strategic actions, and organizational outcomes related to resilience. The initial item pool was generated directly from the concepts identified during open, axial, and selective coding. Content validity was assessed through expert evaluation involving specialists in organizational behavior, human resource management, and crisis management. Their feedback was used to revise and refine questionnaire items to ensure conceptual clarity, relevance, and comprehensiveness. Construct validity was subsequently examined through confirmatory factor analysis within the structural equation modeling framework. Reliability of the instrument was evaluated using internal consistency measures, including Cronbach's alpha coefficients and composite reliability indices, both of which demonstrated acceptable levels for all dimensions of the model.

Qualitative data analysis was conducted according to the systematic Grounded Theory approach developed by Strauss and Corbin. The analytical process began simultaneously with data collection and involved repeated examination of interview transcripts. During open coding, concepts were identified and labeled through detailed line-by-line analysis of participants' statements. Similar concepts were grouped into categories based on conceptual similarities. In the axial coding stage, relationships among categories were explored by organizing them according to causal conditions, contextual conditions, intervening conditions, action/interaction strategies, and consequences. Finally, selective coding was performed to integrate categories around a central phenomenon and construct a coherent paradigmatic model of organizational resilience in crisis situations. Constant comparative analysis was employed throughout the process to refine categories and ensure theoretical consistency. As a result of this process, 428 final codes were identified and organized into 33 main categories and 125 subcategories.

Quantitative data were analyzed using Structural Equation Modeling to evaluate the measurement and structural components of the proposed model. Descriptive statistics were first calculated to summarize participant characteristics and study variables. The measurement model was assessed through confirmatory factor analysis to determine the adequacy of factor loadings, construct validity, and reliability indicators. Subsequently, the structural model was tested to examine the relationships among the latent variables identified in the qualitative phase. Model fit was evaluated using multiple goodness-of-fit indices, including absolute, incremental, and parsimonious fit measures. The results indicated that the proposed model demonstrated an acceptable level of fit and adequately explained the relationships among the dimensions of organizational resilience in crisis conditions within the Mazandaran Red Crescent Society.

3. Findings and Results

In the qualitative phase, the demographic profile of the participants indicated that 16 experts participated in the semi-structured interviews. The participants included specialists in organizational behavior, human resource management, crisis management, and senior or middle managers of the Mazandaran Red Crescent Society. Of these participants, 12 were male and 4 were female. Their ages ranged from 36 to 58 years, with an average age of 46.8 years. In terms of educational level, 7 participants held doctoral degrees, 6 held master's degrees, and 3 had specialized postgraduate qualifications related to management, organizational studies, emergency response, or crisis governance. Their professional experience ranged from 10 to 28 years, with an average of 17.9 years of experience in managerial, operational, educational, or policy-related positions. The composition of the qualitative participants was considered appropriate because the interviewees had sufficient practical and theoretical familiarity with organizational behavior in crisis conditions, emergency response systems, human resource deployment, inter-organizational coordination, and the operational structure of the Red Crescent Society.

In the quantitative phase, 625 employees of the Mazandaran Red Crescent Society participated in the study. The demographic characteristics of the respondents showed that 421 participants were male and 204 were female. In terms of age, 71 participants were 30 years old or younger, 214 were between 31 and 40 years old, 235 were between 41

and 50 years old, and 105 were older than 50 years. Regarding educational level, 64 respondents had a diploma or lower qualification, 83 held associate degrees, 295 held bachelor's degrees, 161 held master's degrees, and 22 held doctoral degrees. In relation to organizational tenure, 82 participants had less than 5 years of work experience, 151 had between 5 and 10 years, 182 had between 11 and 15 years, 126 had between 16 and 20 years, and 84 had more than 20 years of professional experience. In terms of

organizational role, 248 respondents worked in operational and relief-related units, 192 were administrative employees, 121 were professional experts or technical specialists, and 64 held supervisory, middle-management, or senior-management positions. This distribution indicated that the quantitative sample included a broad range of organizational positions and experience levels, thereby providing an adequate empirical basis for validating the proposed organizational resilience model.

Table 1

Grounded Theory Coding Structure of Organizational Resilience in Crisis Conditions

Paradigmatic Component	Main Category	Subcategories
Central phenomenon	Organizational resilience in crisis	Continuity of essential organizational functions; capacity to absorb shocks; rapid adaptation to environmental disruption; restoration of operational stability after crisis
Causal conditions	Effective leadership	Strategic crisis leadership; timely managerial intervention; inspirational and supportive leadership; ethical and accountable decision-making
Causal conditions	Flexible organizational culture	Acceptance of change; learning-oriented organizational climate; tolerance for ambiguity; collective responsibility in crisis situations
Causal conditions	Advanced information systems	Real-time information flow; integrated crisis information systems; accuracy and reliability of operational data; rapid reporting mechanisms
Causal conditions	Human resource capability	Professional competence of employees; crisis-related skills and expertise; psychological readiness of personnel; role clarity and responsibility awareness; capacity for multitasking under pressure
Causal conditions	Organizational support	Managerial support for employees; emotional and psychological support; logistical support during operations; administrative support for crisis response
Causal conditions	Crisis preparedness	Pre-crisis planning; scenario-based preparedness; emergency response protocols; organizational readiness for unexpected events
Causal conditions	Preventive capabilities	Early warning mechanisms; risk identification; preventive monitoring; vulnerability assessment before crisis occurrence
Contextual conditions	Organizational structure	Clarity of hierarchy; flexibility of formal structure; decentralization in operational decisions; coordination between headquarters and local branches
Contextual conditions	Physical resources and facilities	Availability of rescue equipment; adequacy of transportation resources; physical readiness of relief centers; accessibility of emergency facilities
Contextual conditions	Policies and regulations	Clarity of crisis-related regulations; consistency of internal procedures; alignment with national emergency policies; legal support for rapid action
Contextual conditions	Access to emerging technologies	Use of digital communication tools; technological support for field operations; access to data management platforms; application of modern monitoring technologies
Contextual conditions	Developmental infrastructure	Training infrastructure; information technology infrastructure; communication infrastructure; institutional infrastructure for crisis governance
Intervening conditions	Stress management	Control of occupational stress; psychological support during crisis; coping skills among employees; prevention of burnout in emergency operations
Intervening conditions	Team coordination	Inter-unit collaboration; shared operational understanding; coordination between volunteers and employees; role integration during relief activities
Intervening conditions	Change management	Acceptance of organizational change; adaptation to changing crisis conditions; managerial support for transition; reduction of resistance to new procedures
Intervening conditions	Support systems	Internal support networks; inter-organizational support mechanisms; volunteer support structures; family and social support for employees
Intervening conditions	Motivation and commitment	Organizational commitment; sense of humanitarian mission; employee motivation to serve; willingness to remain active under difficult conditions
Strategies	Planning	Strategic crisis planning; operational planning for emergency response; contingency planning; prioritization of critical activities
Strategies	Effective communication	Transparent internal communication; rapid communication between units; accurate information sharing; communication with affected communities
Strategies	Strengthening support networks	Expansion of volunteer networks; cooperation with public institutions; collaboration with non-governmental organizations; community-based support mobilization
Strategies	Process innovation	Redesign of crisis response processes; adoption of innovative operational methods; simplification of administrative procedures; use of creative problem-solving mechanisms
Strategies	Stakeholder participation	Participation of employees in decision-making; involvement of volunteers; engagement of local communities; cooperation with governmental and relief organizations

Strategies	Optimal allocation	resource	Prioritization of scarce resources; efficient distribution of equipment; equitable allocation of human resources; prevention of resource waste
Strategies	Improved decision-making	decision-	Evidence-based decision-making; rapid decision-making under uncertainty; participatory managerial judgment; use of field data in operational decisions
Strategies	Training and preparedness	and	Crisis management training; simulation exercises; skill development programs; continuous preparedness education
Consequences	Organizational sustainability		Continuity of service delivery; maintenance of organizational functions during crisis; long-term institutional survival
Consequences	Improved performance		Increased operational effectiveness; improved employee productivity; higher quality of crisis response
Consequences	Increased public trust		Strengthened public confidence; improved perception of organizational reliability; greater community cooperation
Consequences	Reduced recovery time		Faster return to normal operations; shorter operational disruption; acceleration of post-crisis restoration
Consequences	Enhanced organizational credibility		Improved institutional reputation; greater legitimacy among stakeholders; recognition as a reliable relief organization
Consequences	Flexibility		Rapid adjustment to crisis demands; adaptability of procedures
Consequences	Innovative capacities		Development of new operational solutions; institutional learning from crisis; creation of adaptive response mechanisms

The qualitative findings showed that organizational resilience in crisis conditions emerged as the central phenomenon of the study. Through open, axial, and selective coding, 428 final codes were extracted from the interview data and were organized into 33 main categories and 125 subcategories. The coding structure demonstrated that organizational resilience in the Mazandaran Red Crescent Society is not a single-dimensional capability, but rather a multidimensional and dynamic organizational architecture shaped by causal, contextual, and intervening conditions. Causal conditions included factors that directly create and strengthen resilience, such as effective leadership, flexible culture, advanced information systems, human resource capability, organizational support, crisis preparedness, and preventive capabilities. Contextual conditions referred to structural and environmental features that provide the setting in which resilience is developed, including organizational structure, physical resources and facilities, policies and regulations, access to emerging technologies, and developmental infrastructure. Intervening conditions

explained how organizational and human factors may facilitate or constrain the implementation of resilience-oriented strategies; these included stress management, team coordination, change management, support systems, and motivation and commitment. The strategic dimension of the model showed that resilience is operationalized through planning, effective communication, strengthening support networks, process innovation, stakeholder participation, optimal resource allocation, improved decision-making, and training and preparedness. Finally, the consequences of these strategies were reflected in organizational sustainability, improved performance, increased public trust, reduced recovery time, enhanced organizational credibility, flexibility, and innovative capacities. Overall, the qualitative results indicated that resilience in a humanitarian and emergency-response organization is constructed through the interaction of leadership, structure, resources, human capability, communication, preparedness, and adaptive learning.

Table 2

Descriptive Statistics of the Main Quantitative Variables

Variable	Mean	Standard Deviation	Minimum	Maximum	Skewness	Kurtosis
Causal conditions	3.92	0.58	2.11	5.00	-0.41	0.38
Contextual conditions	3.84	0.62	2.00	5.00	-0.36	0.21
Intervening conditions	3.79	0.64	1.94	5.00	-0.29	0.17
Organizational resilience in crisis	3.88	0.59	2.05	5.00	-0.44	0.46
Strategic actions	3.86	0.61	2.02	5.00	-0.33	0.24
Organizational outcomes	3.91	0.57	2.08	5.00	-0.39	0.35

As shown in Table 2, the mean scores of all main quantitative variables were higher than the theoretical midpoint of the scale, indicating that employees generally evaluated the dimensions of organizational resilience in

crisis conditions at a relatively favorable level. The highest mean score was related to causal conditions, suggesting that respondents perceived effective leadership, crisis preparedness, human resource capability, information

systems, and preventive capacities as comparatively strong foundations of resilience in the organization. Organizational outcomes also obtained a high mean score, indicating that employees believed resilience-oriented mechanisms can contribute to organizational sustainability, improved performance, public trust, faster recovery, organizational credibility, flexibility, and innovation. The lowest mean score was observed for intervening conditions, which

suggests that variables such as stress management, team coordination, change management, support systems, and motivation and commitment may require greater managerial attention. The skewness and kurtosis values for all variables were within the acceptable range of normal distribution, supporting the appropriateness of using covariance-based structural equation modeling for testing the proposed model.

Table 3

Measurement Model, Reliability, and Convergent Validity Indices

Latent Variable	Number of Indicators	Standardized Factor Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Causal conditions	7	0.71–0.86	0.91	0.93	0.65
Contextual conditions	5	0.69–0.83	0.88	0.90	0.61
Intervening conditions	5	0.70–0.84	0.89	0.91	0.63
Organizational resilience in crisis	4	0.74–0.87	0.90	0.92	0.68
Strategic actions	8	0.72–0.88	0.93	0.94	0.66
Organizational outcomes	7	0.73–0.86	0.92	0.93	0.64

The results of the measurement model presented in Table 3 confirmed the adequacy of the latent constructs used in the quantitative phase of the study. The standardized factor loadings of all indicators were above the acceptable threshold, indicating that the observed indicators had sufficient explanatory power for their corresponding latent variables. Cronbach's alpha values ranged from 0.88 to 0.93, demonstrating satisfactory internal consistency for all constructs. Composite reliability values ranged from 0.90 to 0.94, further confirming the reliability of the measurement

model. In addition, the average variance extracted values for all constructs were above 0.50, indicating acceptable convergent validity. These findings show that the dimensions extracted from the qualitative grounded-theory phase were empirically measurable and statistically reliable in the quantitative phase. Therefore, the measurement model provided a valid basis for examining the structural relationships among causal conditions, contextual conditions, intervening conditions, organizational resilience in crisis, strategic actions, and organizational outcomes.

Table 4

Structural Model Path Coefficients

Structural Path	Standardized Coefficient	Standard Error	t-value	p-value	Result
Causal conditions → Organizational resilience in crisis	0.71	0.041	17.32	< .001	Supported
Contextual conditions → Organizational resilience in crisis	0.24	0.038	6.31	< .001	Supported
Intervening conditions → Organizational resilience in crisis	0.19	0.036	5.27	< .001	Supported
Organizational resilience in crisis → Strategic actions	0.43	0.044	9.77	< .001	Supported
Contextual conditions → Strategic actions	0.27	0.039	6.92	< .001	Supported
Intervening conditions → Strategic actions	0.31	0.041	7.56	< .001	Supported
Strategic actions → Organizational outcomes	0.78	0.046	16.96	< .001	Supported
Organizational resilience in crisis → Organizational outcomes	0.18	0.035	5.14	< .001	Supported

The structural model results in Table 4 indicated that all proposed relationships were statistically significant. Causal conditions had the strongest direct effect on organizational resilience in crisis, showing that leadership, organizational culture, information systems, human resource capability, support, crisis preparedness, and preventive capabilities are

central antecedents of resilience in the Mazandaran Red Crescent Society. Contextual conditions also had a significant positive effect on organizational resilience, indicating that structural arrangements, physical resources, regulatory frameworks, technological access, and developmental infrastructure provide the organizational

environment necessary for resilience formation. Intervening conditions had a significant effect as well, demonstrating that stress management, team coordination, change management, support systems, and motivation and commitment influence the degree to which resilience can be activated and sustained during crisis conditions. The findings further showed that organizational resilience in crisis significantly predicted strategic actions, meaning that resilient organizations are more capable of implementing planning, communication, support-network strengthening, process innovation, stakeholder participation, resource allocation, decision-making improvement, and training strategies. Contextual and intervening conditions also

significantly predicted strategic actions, indicating that strategies are shaped not only by resilience capacity but also by organizational conditions and human-relational mechanisms. Finally, strategic actions had a strong and significant effect on organizational outcomes, confirming that resilience-oriented strategies lead to sustainability, improved performance, increased public trust, reduced recovery time, enhanced credibility, flexibility, and innovative capacity. The direct effect of organizational resilience on organizational outcomes was also significant, suggesting that resilience contributes to desirable organizational consequences both directly and indirectly through strategic actions.

Table 5

Explained Variance of Endogenous Variables

Endogenous Variable	Main Predictors	R ²	Adjusted R ²	Interpretation
Organizational resilience in crisis	Causal conditions, contextual conditions, intervening conditions	0.68	0.67	Strong power explanatory
Strategic actions	Organizational resilience in crisis, contextual conditions, intervening conditions	0.64	0.63	Strong power explanatory
Organizational outcomes	Strategic actions, organizational resilience in crisis	0.72	0.71	Strong power explanatory

As presented in Table 5, the structural model demonstrated strong explanatory power for all endogenous variables. Causal, contextual, and intervening conditions collectively explained 68% of the variance in organizational resilience in crisis, indicating that the extracted antecedent and conditioning factors provide a strong explanation of how resilience is formed in the organization. Organizational resilience in crisis, contextual conditions, and intervening conditions explained 64% of the variance in strategic actions, showing that resilience-oriented strategies are substantially influenced by internal resilience capacity and

the organizational context in which crisis management occurs. Strategic actions and organizational resilience in crisis explained 72% of the variance in organizational outcomes, indicating that the model has a high capacity to explain the consequences of resilience in the Mazandaran Red Crescent Society. These values demonstrate that the proposed grounded-theory model was not only conceptually meaningful but also quantitatively robust, because it explained a substantial proportion of variance in the main outcome variables.

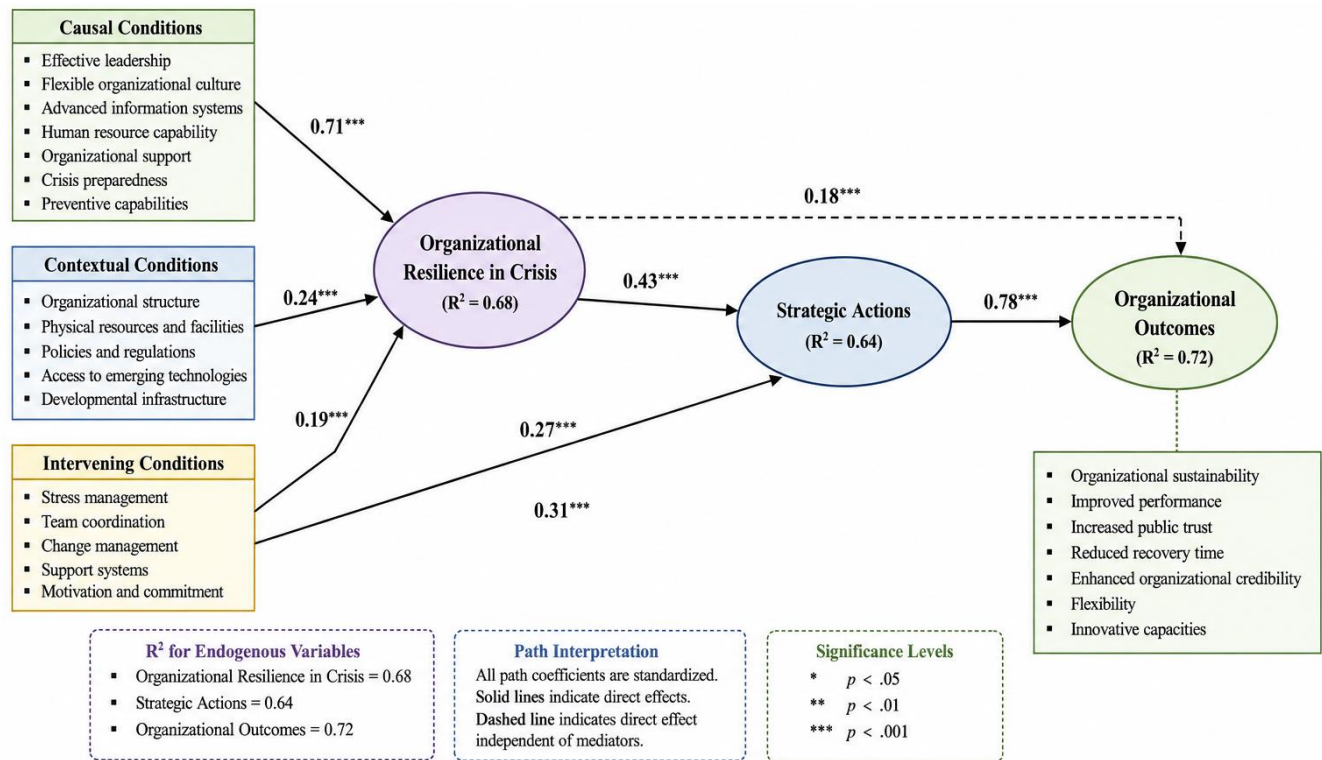
Table 6

Goodness-of-Fit Indices for the Structural Equation Model

Fit Index	Obtained Value	Acceptable Criterion	Model Fit Status
χ^2/df	2.84	Less than 3.00	Acceptable
GFI	0.91	Greater than 0.90	Acceptable
AGFI	0.89	Approximately 0.90 or higher	Acceptable
CFI	0.94	Greater than 0.90	Acceptable
TLI	0.93	Greater than 0.90	Acceptable
IFI	0.94	Greater than 0.90	Acceptable
RMSEA	0.054	Less than 0.08	Acceptable
SRMR	0.046	Less than 0.08	Acceptable

Figure 1

Final Validated Structural Model of Organizational Resilience Architecture in Crisis Conditions



Note. The model was estimated using Structural Equation Modeling (SEM) with data from 625 employees of the Mazandaran Red Crescent Society.

The final validated model demonstrated that organizational resilience in crisis conditions is developed through the interaction of causal, contextual, and intervening factors and is translated into organizational outcomes through resilience-oriented strategies. In this model, causal conditions functioned as the primary drivers of resilience, while contextual conditions provided the organizational setting and intervening conditions influenced the effectiveness of strategic action. Strategic actions served as the main operational mechanism through which resilience capacity was transformed into measurable organizational consequences. The strongest relationship in the model was observed between strategic actions and organizational outcomes, indicating that the practical implementation of resilience strategies plays a decisive role in achieving sustainability, performance improvement, public trust, faster recovery, organizational credibility, flexibility, and innovation. The model also showed that organizational resilience directly improves outcomes and indirectly strengthens them by enhancing strategic action. Accordingly, the findings support the conclusion that resilience in emergency response organizations should be understood as an integrated architecture consisting of

leadership, culture, information, human resources, preparedness, structure, coordination, learning, planning, communication, resource allocation, and adaptive performance.

The goodness-of-fit results presented in Table 6 confirmed the acceptable fit of the proposed structural equation model. The ratio of chi-square to degrees of freedom was 2.84, which was within the acceptable range and indicated that the discrepancy between the observed and estimated covariance matrices was not excessive. Incremental fit indices, including CFI, TLI, and IFI, were all above 0.90, demonstrating that the proposed model had a satisfactory fit compared with the independence model. The GFI value was also above the acceptable threshold, while the AGFI value was close to the recommended level, suggesting an adequate absolute fit. In addition, the RMSEA value was 0.054 and the SRMR value was 0.046, both of which indicated acceptable residual-based model fit. Taken together, these indices confirmed that the paradigmatic model extracted from the qualitative phase was empirically supported in the quantitative phase. Therefore, the final model can be considered a statistically acceptable

representation of the architecture of organizational resilience in crisis conditions in the Mazandaran Red Crescent Society.

4. Discussion and Conclusion

The present study aimed to formulate and validate a grounded theory-based paradigmatic model of organizational resilience under crisis conditions in the Mazandaran Red Crescent Society. The findings of the qualitative phase led to the identification of a comprehensive resilience architecture consisting of causal conditions, contextual conditions, intervening conditions, strategic actions, and organizational outcomes. The quantitative phase subsequently confirmed the validity of the proposed model and demonstrated acceptable structural relationships among its dimensions. Overall, the findings indicate that organizational resilience within humanitarian and emergency-response organizations emerges through the interaction of leadership capabilities, organizational culture, information systems, human resources, structural and environmental conditions, adaptive strategies, and organizational learning mechanisms.

One of the most important findings of the study was the significant role of causal conditions in shaping organizational resilience. Effective leadership, flexible organizational culture, advanced information systems, human resource capability, organizational support, crisis preparedness, and preventive capabilities collectively demonstrated the strongest effect on organizational resilience. This finding suggests that resilience does not emerge spontaneously during crises but rather develops through deliberate investments in organizational capabilities before disruptive events occur. The result is consistent with the argument that organizational resilience is fundamentally a capability-based construct rooted in organizational resources, competencies, and adaptive capacities (Hillmann & Guenther, 2021). Similarly, Rodríguez-Sánchez et al. emphasized that organizations become resilient through the development of antecedent conditions that facilitate adaptation and renewal during adverse situations (Rodríguez-Sánchez et al., 2021). The strong effect of causal conditions found in the present study also supports the proposition that resilience is largely determined by leadership quality, organizational preparedness, and resource readiness, particularly in crisis-sensitive organizations such as humanitarian institutions.

The findings further demonstrated the central importance of leadership in developing resilience. Participants

consistently emphasized strategic leadership, managerial responsiveness, ethical decision-making, and crisis-oriented guidance as critical factors influencing organizational adaptation during emergencies. This observation aligns with the findings of Tavakoli et al., who reported that diversity-oriented leadership contributes significantly to organizational resilience through trust building and knowledge sharing (Tavakoli et al., 2024). Likewise, Yamauchi and Sato found that diversity within top management teams enhances organizational resilience by increasing cognitive flexibility and improving strategic decision-making under uncertainty (Yamauchi & Sato, 2023). In crisis-prone environments such as the Red Crescent Society, leaders function as sense-makers, coordinators, and mobilizers of organizational resources. Consequently, leadership effectiveness becomes a critical determinant of whether an organization successfully absorbs disruptions or experiences operational breakdown.

Another notable finding concerns the role of human resource capability as a core component of resilience architecture. The qualitative and quantitative results demonstrated that employee competence, crisis-related expertise, psychological readiness, and professional adaptability significantly contribute to organizational resilience. This finding is highly consistent with the work of Shayanmehr et al., who found that strategic human resource management practices enhance organizational resilience by strengthening strategic agility and workforce preparedness (Shayanmehr et al., 2025). Similarly, Asadi and Toutian emphasized that resilience-oriented human resource systems contribute to organizational adaptability through the development of employee competencies and supportive organizational cultures (Asadi & Toutian, 2024). The present findings reinforce the notion that human resources constitute one of the most important resilience assets within emergency-response organizations because operational effectiveness during crises largely depends on employees' knowledge, skills, commitment, and adaptability.

The study also identified flexible organizational culture as a significant causal factor influencing resilience. The qualitative findings revealed that learning orientation, openness to change, tolerance for uncertainty, and collective responsibility facilitate adaptive responses during crises. These observations correspond closely with contemporary resilience literature emphasizing the importance of adaptive cultures in enabling organizations to navigate uncertainty (Tekletsion et al., 2024). Organizational cultures that encourage experimentation, collaboration, and learning

create favorable conditions for resilience because they enable employees to respond creatively to emerging challenges rather than relying exclusively on predefined procedures. In highly dynamic crisis environments, cultural flexibility may therefore become a strategic organizational asset.

The findings additionally highlighted the importance of advanced information systems and information management. Real-time information sharing, integrated communication systems, and access to reliable operational data emerged as critical factors supporting organizational resilience. This finding is consistent with Lansonja and Austin's argument that information management plays a fundamental role in enhancing organizational resilience by improving situational awareness, coordination, and decision-making capabilities (Lansonja & Austin, 2024). During crises, organizations face rapidly changing circumstances that require timely and accurate information. Consequently, organizations possessing advanced information systems are better positioned to identify risks, coordinate responses, allocate resources efficiently, and adapt to evolving conditions.

The results further demonstrated that contextual conditions significantly influence organizational resilience. Organizational structure, physical resources, policies and regulations, access to emerging technologies, and developmental infrastructure all contributed positively to resilience formation. This finding suggests that resilience is not solely determined by managerial actions or employee characteristics but also depends upon broader organizational and institutional environments. Similar conclusions were reported by Mirzajani Naneh Karan in the field of urban seismic resilience, where infrastructure, governance systems, and environmental capacities were identified as essential components of resilience development (Mirzajani Naneh Karan, 2026). The present findings indicate that emergency-response organizations require supportive structural and infrastructural foundations in order to effectively implement resilience-oriented practices.

An additional contribution of the study lies in the identification of intervening conditions that shape the effectiveness of resilience processes. Stress management, team coordination, change management, support systems, and motivation and commitment were found to influence the translation of organizational capabilities into resilience outcomes. These findings support psychological and behavioral perspectives on resilience that emphasize the role of emotional regulation, social support, and adaptive

behavior in responding to crises (Guangli, 2025; Narter, 2023). In high-pressure environments such as disaster-response operations, unmanaged stress and poor coordination can undermine even well-designed organizational systems. Therefore, resilience requires not only structural preparedness but also effective management of human and relational dynamics.

The study also revealed that organizational resilience significantly influences the implementation of strategic actions, including planning, communication, stakeholder participation, process innovation, resource allocation, decision-making improvement, and training. This finding supports the argument advanced by Jin et al. that preparedness and readiness function as foundational mechanisms enabling organizations to translate resilience capacities into effective action (Jin et al., 2024). Organizations that possess higher resilience are more capable of proactively designing and implementing adaptive strategies because they have already established the resources, competencies, and structures necessary for coordinated action. Consequently, resilience should be viewed not merely as an outcome but also as a strategic capability that facilitates organizational adaptation.

Particularly noteworthy is the role of planning and preparedness within the resilience architecture. The qualitative findings emphasized the importance of crisis planning, contingency development, simulation exercises, and preparedness training. Similar conclusions have been reported in studies examining disaster governance and risk reduction policies, which consistently identify preparedness as a critical determinant of effective crisis management (Abbas Abadi et al., 2025). Moreover, deficiencies in strategic planning systems have been identified as major barriers to organizational effectiveness during crises (Sooki et al., 2023). The findings of the present study therefore reinforce the necessity of integrating preparedness into organizational resilience frameworks.

The importance of stakeholder participation and collaborative networks also emerged strongly from the findings. Participants emphasized cooperation with governmental institutions, community organizations, volunteers, and local stakeholders as critical elements of resilience. This observation is consistent with studies highlighting the importance of collaborative governance and collective action in managing complex crises (Mousavi et al., 2025; Rastegari et al., 2024). Furthermore, barriers to cooperation among stakeholders have been identified as major challenges during concurrent crises (Jafarnejad et al.,

2025). The present findings suggest that organizational resilience extends beyond organizational boundaries and depends substantially on the quality of external relationships and collaborative capacities.

Another important finding concerns the relationship between resilience and organizational outcomes. Strategic actions and resilience capabilities were found to significantly improve organizational sustainability, performance, public trust, organizational credibility, flexibility, innovative capacity, and recovery speed. These results strongly support previous empirical evidence suggesting that resilient organizations achieve superior performance and adaptability under turbulent conditions (Dahmen, 2023; Rodríguez-Sánchez et al., 2021). Furthermore, Moghimi et al. demonstrated that resilience is closely associated with key organizational performance indicators, reinforcing the performance-enhancing role of resilience (Moghimi et al., 2025). The present study extends these findings by demonstrating that resilience influences outcomes both directly and indirectly through strategic organizational actions.

The finding related to public trust deserves particular attention because humanitarian organizations depend heavily on societal legitimacy and stakeholder confidence. Increased public trust emerged as a major outcome of resilience-oriented practices. This observation aligns with studies emphasizing the role of communication, transparency, and stakeholder engagement in strengthening organizational reputation and trust recovery after crises (Kianpour et al., 2024; Mgbe-Ordinma & Aríjeníwà, 2024). In humanitarian organizations, public trust directly influences volunteer participation, community cooperation, donor support, and overall organizational legitimacy.

The findings also revealed that resilience contributes to organizational optimism, employee well-being, and positive organizational experiences. This observation corresponds with research demonstrating that resilience is associated with improved quality of work life, organizational optimism, and employee satisfaction (Farzaneh et al., 2025; Ntow & Nukpezah, 2025). Moreover, resilience has been shown to generate both psychological and non-psychological organizational benefits that encourage long-term organizational development (Mohammadi et al., 2018). These results suggest that resilience serves not only operational purposes but also contributes to broader organizational health and sustainability.

The present findings additionally resonate with evidence from nonprofit and community resilience research.

Lethielleux et al. demonstrated that nonprofit organizations play a crucial role in strengthening community resilience during pandemics through collaboration, adaptation, and service continuity (Lethielleux et al., 2026). The Red Crescent Society operates within a similar humanitarian context, making organizational resilience a prerequisite for fulfilling broader societal resilience objectives. Consequently, strengthening resilience within humanitarian organizations can generate positive effects extending beyond organizational boundaries to communities and populations served during crises.

Finally, the findings support the conceptualization of organizational resilience as a multidimensional and integrated architecture. Rather than representing a single capability, resilience emerges through the interaction of leadership, culture, human resources, information systems, governance structures, stakeholder relationships, preparedness mechanisms, and adaptive strategies. This conclusion aligns with contemporary theoretical perspectives emphasizing the complexity and systemic nature of organizational resilience (Hillmann & Guenther, 2021; Tekletson et al., 2024). The validated paradigmatic model developed in this study therefore provides a comprehensive framework for understanding how resilience is constructed and operationalized within emergency-response organizations.

Several limitations should be acknowledged when interpreting the findings of this study. First, the research was conducted within a single humanitarian organization located in one province, which may limit the generalizability of the findings to other organizational contexts or geographical regions. Second, the quantitative data were collected using self-report questionnaires, which may be influenced by social desirability bias and subjective perceptions. Third, although the mixed-methods design provided a comprehensive understanding of organizational resilience, the cross-sectional nature of the quantitative phase limits causal inference regarding the relationships among variables. Finally, organizational resilience is a dynamic phenomenon that evolves over time, whereas the present study captured participants' perceptions at a specific point in time.

Future studies are encouraged to examine the proposed resilience model in different humanitarian, governmental, and private-sector organizations to assess its generalizability across organizational settings. Researchers may also employ longitudinal designs to investigate how resilience capabilities evolve before, during, and after crises.

Comparative studies across provinces, countries, and organizational sectors could provide valuable insights into contextual differences affecting resilience development. In addition, future investigations may incorporate objective performance indicators, operational records, and observational data to complement self-reported measures. Exploring the moderating and mediating roles of variables such as organizational learning, digital transformation, innovation capability, and psychological capital would further enrich the understanding of organizational resilience.

Managers of humanitarian and emergency-response organizations should prioritize resilience-building initiatives as a core strategic objective. Investments in leadership development, crisis preparedness, employee training, information systems, and organizational learning mechanisms can substantially enhance resilience capabilities. Organizations should establish comprehensive preparedness programs, conduct regular crisis simulations, and strengthen communication systems to improve operational readiness. Developing collaborative partnerships with governmental agencies, nonprofit organizations, volunteers, and local communities can strengthen support networks and improve coordinated responses during emergencies. Furthermore, organizational leaders should foster a culture characterized by adaptability, trust, transparency, continuous learning, and innovation in order to sustain resilience under increasingly complex crisis conditions. By adopting a systemic approach to resilience, humanitarian organizations can improve service continuity, strengthen public trust, accelerate recovery processes, and enhance their long-term effectiveness in responding to future crises.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

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Declaration of Interest

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Ethics Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were considered.

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