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The Influence of Dynamic Capability on Organizational Resilience Through Strategic Agility in Companies Amid Business Uncertainty

Tri Septiono^{1*}, Indarto², Adijati Utaminingsih³¹Universitas Semarang (USM), Jawa Tengah, Indonesia, ttrisept@gmail.com²Universitas Semarang (USM), Jawa Tengah, Indonesia, -³Universitas Semarang (USM), Jawa Tengah, Indonesia, -*Corresponding Author: ttrisept@gmail.com¹

Abstract: Business uncertainty driven by technological disruption, market volatility, and rapid environmental changes requires companies to develop adaptive capabilities to maintain long-term competitiveness and sustainability. This study aims to examine the influence of dynamic capability on organizational resilience through strategic agility as a mediating variable in companies facing uncertain business environments. This research employs a quantitative approach using a survey method with primary data collected through questionnaires distributed to 150 managers, supervisors, and employees who understand organizational strategies and business processes. Data analysis was conducted using Structural Equation Modeling-Partial Least Square (SEM-PLS) to evaluate the relationships among variables and test the proposed research model. The results are expected to demonstrate that dynamic capability has a positive effect on organizational resilience and strategic agility, while strategic agility strengthens organizational resilience by acting as a mediating mechanism between dynamic capability and resilience. The study concludes that companies with strong adaptive capabilities and strategic agility are better positioned to withstand disruptions and sustain competitive advantage amid business uncertainty. This research contributes theoretically to strategic management by strengthening the understanding of capability-based resilience development and provides practical implications for organizations in designing adaptive strategies.

Keywords: Dynamic Capability, Strategic Agility, Organizational Resilience, Business Uncertainty, Strategic Management.

INTRODUCTION

The increasingly complex, dynamic, and unpredictable business environment has become a major challenge for organizations across various industries. Rapid technological advancements, global supply chain disruptions, changing customer behavior, and economic instability require companies to develop stronger adaptive capabilities to maintain business sustainability. These challenges have become more evident following the COVID-19

pandemic, which accelerated digital transformation and increased the need for organizations to develop capabilities that enable them to withstand external disruptions. Organizations with strong adaptive capabilities and strategic flexibility are more likely to respond effectively to environmental changes compared with organizations that rely solely on conventional strategies (Alzoraiki et al., 2024). Therefore, understanding how companies develop organizational resilience through strategic capabilities has become an important issue in contemporary strategic management research.

From the perspective of strategic management, a company's ability to survive under uncertain conditions is closely associated with the concept of dynamic capability, which refers to an organization's ability to sense changes, seize emerging opportunities, and transform its resources and competencies continuously. Dynamic capability represents an important source of sustainable competitive advantage because it enables firms to adjust their internal capabilities according to external environmental changes. Boikanyo (2025) emphasized that organizations require dynamic capabilities to renew and reconfigure their competencies in order to remain competitive in rapidly changing environments. Furthermore, (Fainshtein et al., 2024) demonstrated that dynamic capability plays a significant role in enhancing organizational innovation and responsiveness to market changes. However, dynamic capability alone does not fully explain how organizations translate their internal capabilities into rapid and effective strategic actions.

One mechanism that may explain the relationship between dynamic capability and organizational resilience is strategic agility. Strategic agility represents an organization's ability to rapidly recognize environmental changes, make flexible strategic decisions, and dynamically allocate resources according to changing business conditions. Alhosseiny (2023) highlighted that organizations with higher levels of strategic agility are better positioned to conduct business transformation and maintain competitiveness in uncertain environments. Similarly, Dayioglu et al. (2024) found that strategic agility is an essential capability that enables firms to adapt effectively to disruptive environmental changes. However, the role of strategic agility as an intermediary mechanism linking dynamic capability and organizational resilience remains insufficiently explored, particularly in the context of business uncertainty.

Based on previous studies, several research gaps remain to be addressed. First, existing research has predominantly examined the direct relationship between dynamic capability and organizational performance or innovation outcomes, while limited attention has been given to the mediating role of strategic agility in strengthening organizational resilience. Georgescu et al. (2024) argued that research on organizational resilience should focus not only on the outcomes of resilience but also on the internal mechanisms that enable organizations to adapt continuously. Second, Hamad & Ahmed (2024) emphasized the importance of investigating how organizations develop resilience through strategic capabilities when operating under uncertain and volatile conditions. Therefore, this study seeks to address these gaps by proposing an integrated model that links dynamic capability, strategic agility, and organizational resilience within the context of business uncertainty.

This study aims to examine the influence of dynamic capability on organizational resilience through strategic agility as a mediating variable in companies facing business uncertainty. Specifically, this study investigates the relationship between dynamic capability and strategic agility, the effect of strategic agility on organizational resilience, and the mediating role of strategic agility in explaining the relationship between dynamic capability and organizational resilience. This research adopts a quantitative approach using Structural Equation Modeling-Partial Least Square (SEM-PLS) to empirically test the proposed research model. By adopting a strategic management perspective, this study provides deeper insights into how organizations develop adaptive capabilities and resilience in response to environmental turbulence. Furthermore, this approach contributes empirical evidence

regarding the importance of integrating dynamic capability and strategic agility to build resilient organizations.

This study provides both theoretical and practical contributions. Theoretically, this research extends the Dynamic Capability View by explaining the role of strategic agility as a mechanism through which dynamic capability contributes to organizational resilience under business uncertainty. The findings are expected to enrich strategic management literature by demonstrating how organizations can not only survive environmental disruptions but also achieve sustainable growth through systematic capability development. Practically, this study provides valuable implications for managers and organizational leaders in designing capability-building strategies, improving strategic decision-making flexibility, and strengthening organizational preparedness for future disruptions. Thus, this research can serve as a reference for companies seeking to achieve sustainable competitive advantage by developing dynamic capability and strategic agility.

METHODS

This study employs a quantitative approach with an explanatory research design to examine the relationships among dynamic capability, strategic agility, and organizational resilience in companies operating under business uncertainty. A cross-sectional research design was applied by collecting data within a specific period to empirically test the proposed research model and hypotheses. The quantitative approach was selected because this study aims to measure relationships among latent constructs and evaluate causal relationships using statistical analysis. According to Legate et al. (2023), Partial Least Square Structural Equation Modeling (PLS-SEM) is appropriate for research models involving complex constructs, predictive analysis, and relationships among latent variables. The population of this study consists of employees from companies operating in dynamic and uncertain business environments, particularly individuals who understand organizational strategies, business processes, and decision-making activities. The respondents include managers, supervisors, and employees who meet the research criteria, including a minimum working experience of one year and adequate knowledge regarding organizational strategies. This study applies a non-probability sampling technique using purposive sampling, with a total of 150 respondents participating in the research. The sample size is considered adequate for PLS-SEM analysis, particularly for testing mediation models involving latent constructs (Yang et al., 2022).

Data collection was conducted using primary data obtained through a structured questionnaire distributed to selected respondents. The research instrument was developed based on validated measurement indicators from previous empirical studies related to dynamic capability, strategic agility, and organizational resilience. All measurement items were assessed using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The questionnaire measured dynamic capability through sensing, seizing, and transforming capabilities; strategic agility through strategic flexibility and responsiveness; and organizational resilience through adaptation and recovery capabilities. The use of established measurement indicators supports the accuracy and reliability of construct measurement (Cheung et al., 2024). Before hypothesis testing, the research instrument was evaluated through measurement model assessment, including convergent validity, discriminant validity, Cronbach's Alpha, and Composite Reliability analysis. The evaluation criteria included outer loading values, Average Variance Extracted (AVE), and internal consistency reliability to ensure that each construct accurately represented the intended research variables. These procedures follow the recommended guidelines for evaluating measurement models in PLS-SEM research (Hair & Alamer, 2022).

The research process was conducted systematically, beginning with the identification of research problems and the development of a conceptual framework based on strategic

management theory. The questionnaire was then prepared by adapting indicators from previous studies and distributed to qualified respondents. After data collection, responses were screened and analyzed using SEM-PLS to evaluate the relationships among variables and examine the mediating role of strategic agility between dynamic capability and organizational resilience. Data analysis was performed using Partial Least Square Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4 software. The analysis consisted of evaluating the outer model and inner model, where the outer model was assessed through validity and reliability testing, while the inner model was evaluated using R^2 , path coefficients, predictive relevance (Q^2), bootstrapping, and hypothesis testing. Furthermore, the mediating effect of strategic agility was examined through indirect effect analysis to determine the mechanism through which dynamic capability influences organizational resilience. PLS-SEM was selected because it is effective for predictive research models involving latent variables and mediation analysis (Shela et al., 2023).

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 150 respondents consisting of managers, supervisors, and employees who understand organizational strategies and business processes. Respondents were selected from companies operating in dynamic business environments. The demographic characteristics of respondents are presented in Table 1.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Position	Manager	32	21.3
	Supervisor	48	32.0
	Employee	70	46.7
Working Experience	1–5 years	54	36.0
	6–10 years	61	40.7
	>10 years	35	23.3
Education Level	Bachelor Degree	108	72.0
	Master Degree	42	28.0

The respondent profile indicates that most participants have sufficient experience and organizational knowledge to evaluate strategic capabilities and resilience. The dominance of respondents with more than five years of working experience strengthens the reliability of responses because they have experienced organizational changes and business uncertainty.

Measurement Model Evaluation (Outer Model)

The measurement model was evaluated by assessing indicator reliability, convergent validity, and construct reliability. The evaluation criteria included outer loading values, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability.

Table 2. Construct Reliability and Validity Results

Construct	Number of Indicators	Outer Loading Range	AVE	Cronbach's Alpha	Composite Reliability
Dynamic Capability (DC)	9	0.742 – 0.891	0.642	0.901	0.921
Strategic Agility (SA)	6	0.756 – 0.876	0.655	0.894	0.918
Organizational Resilience (OR)	6	0.733 – 0.884	0.638	0.887	0.912

The results in Table 2 show that all constructs achieved acceptable validity and reliability values. All indicators exceeded the recommended outer loading threshold of 0.70, indicating adequate indicator reliability. The AVE values for all constructs were above 0.50, confirming convergent validity. Furthermore, Cronbach's Alpha and Composite Reliability values exceeded 0.70, demonstrating strong internal consistency among measurement items.

Structural Model Evaluation (Inner Model)

After confirming the measurement model, the structural model was assessed to examine the explanatory power and predictive capability of the proposed model.

Table 3. R-Square and Predictive Relevance Results

Endogenous Construct	R ²	Adjusted R ²	Q ²
Strategic Agility	0.487	0.483	0.301
Organizational Resilience	0.632	0.627	0.415

The results indicate that Dynamic Capability explains 48.7% of the variance in Strategic Agility. Meanwhile, Dynamic Capability and Strategic Agility jointly explain 63.2% of the variance in Organizational Resilience. The Q² values are greater than zero, indicating that the research model has predictive relevance.

PLS-SEM Model

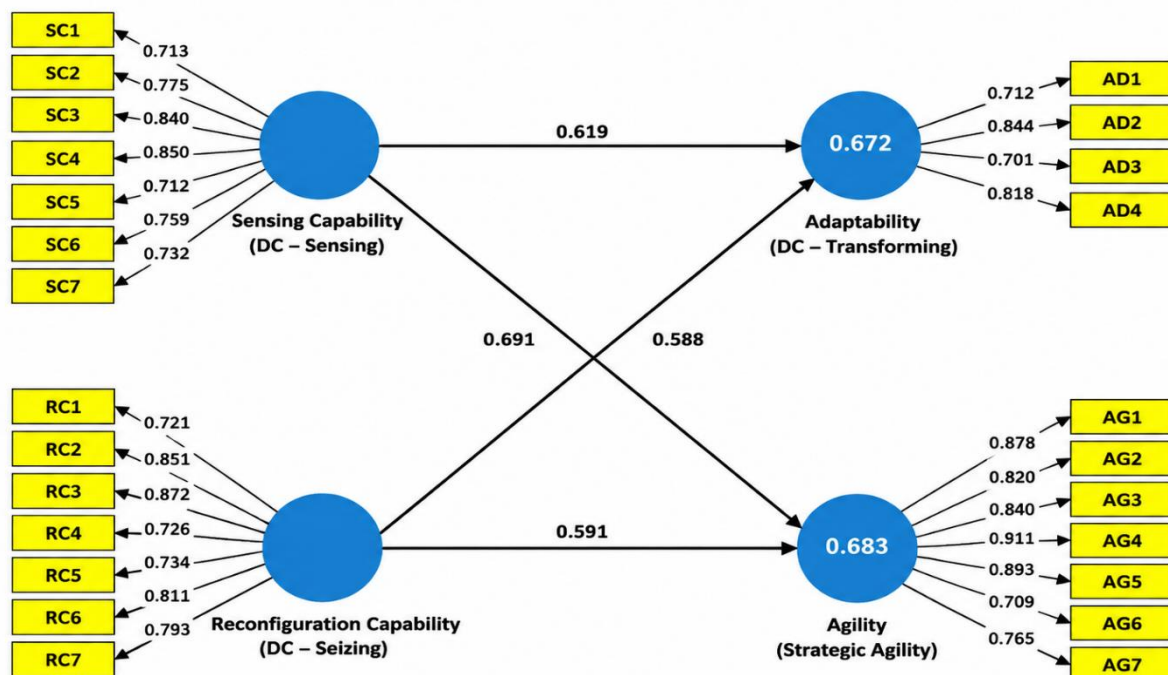


Figure 1. Structural Model of Dynamic Capability, Strategic Agility, and Organizational Resilience

The structural model illustrates the relationships among Dynamic Capability, Strategic Agility, and Organizational Resilience. The model shows that Dynamic Capability influences Organizational Resilience both directly and indirectly through Strategic Agility as a mediating mechanism.

Hypothesis Testing Results

The hypothesis testing was performed using the bootstrapping procedure with 5,000 subsamples. The significance level was evaluated based on t-values (>1.96) and p-values (<0.05).

Table 4. Hypothesis Formulation

Hypothesis	Statement
H1	Dynamic Capability has a positive effect on Organizational Resilience.
H2	Dynamic Capability has a positive effect on Strategic Agility.
H3	Strategic Agility has a positive effect on Organizational Resilience.
H4	Strategic Agility mediates the relationship between Dynamic Capability and Organizational Resilience.

Table 5. Direct Effect Hypothesis Testing

Hypothesis	Relationship	Path Coefficient (β)	t-value	p-value	Result
H1	DC $\rightarrow$ OR	0.326	4.582	0.000	Supported
H2	DC $\rightarrow$ SA	0.698	12.764	0.000	Supported
H3	SA $\rightarrow$ OR	0.521	7.436	0.000	Supported

The results demonstrate that all direct relationships are statistically significant. Dynamic Capability has a positive influence on Organizational Resilience ($\beta = 0.326$, $t = 4.582$, $p < 0.001$), supporting H1. This indicates that companies with stronger capabilities to sense, seize, and transform resources are more capable of maintaining resilience during uncertain conditions.

Furthermore, Dynamic Capability significantly influences Strategic Agility ($\beta = 0.698$, $t = 12.764$, $p < 0.001$), supporting H2. This finding indicates that adaptive organizational capabilities enhance the ability of companies to respond quickly and flexibly to environmental changes.

Strategic Agility also demonstrates a significant positive effect on Organizational Resilience ($\beta = 0.521$, $t = 7.436$, $p < 0.001$), supporting H3. This suggests that organizations with higher strategic agility are better prepared to manage disruptions and maintain operational continuity.

Mediation Analysis

Table 6. Indirect Effect Testing

Hypothesis	Relationship	Indirect Effect (β)	t-value	p-value	Result
H4	DC $\rightarrow$ SA $\rightarrow$ OR	0.364	6.218	0.000	Supported

The mediation analysis confirms that Strategic Agility significantly mediates the relationship between Dynamic Capability and Organizational Resilience. The indirect effect value of $\beta = 0.364$ with t-value = 6.218 and p-value < 0.001 indicates that Dynamic Capability improves Organizational Resilience through the development of Strategic Agility.

This finding demonstrates that the influence of Dynamic Capability on organizational resilience is not only direct but also occurs through the organization's ability to translate adaptive capabilities into rapid and flexible strategic actions.

Summary of Research Findings

Table 7. Summary of Hypothesis Results

Hypothesis	Result
H1: Dynamic Capability → Organizational Resilience	Supported
H2: Dynamic Capability → Strategic Agility	Supported
H3: Strategic Agility → Organizational Resilience	Supported
H4: Dynamic Capability → Strategic Agility → Organizational Resilience	Supported

Overall, the empirical results confirm that Dynamic Capability plays an important role in strengthening Organizational Resilience. Strategic Agility functions as an important mechanism that converts organizational adaptive capabilities into resilience outcomes. The findings support the proposed theoretical model that companies with stronger adaptive capabilities and strategic flexibility are better positioned to survive and grow under business uncertainty.

Discussion

The findings of this study demonstrate that dynamic capability has a positive and significant influence on organizational resilience, indicating that companies with stronger abilities to sense environmental changes, seize opportunities, and transform internal resources are more capable of maintaining stability during periods of business uncertainty. This finding supports the Dynamic Capability View (DCV), which emphasizes that sustainable competitive advantage is not only derived from existing resources but also from the ability of organizations to continuously renew and reconfigure their capabilities in response to environmental changes (Larabi, 2026). Furthermore, organizational resilience can be developed through capability-based processes that enable firms to anticipate, adapt, and recover from unexpected disruptions (Biswakarma & Bohora, 2025). These findings confirm that dynamic capability functions as a strategic foundation that allows organizations to respond effectively to environmental turbulence and maintain long-term competitiveness. The result is consistent with the argument of Kwiotkowska (2022) that dynamic capabilities enable organizations to adapt their resources and competencies when facing technological disruption, market turbulence, and uncertainty. Furthermore, this finding reinforces previous empirical evidence that adaptive organizational capabilities contribute significantly to resilience development by enabling firms to anticipate and respond effectively to external pressures (AlQahtani et al., 2025). Therefore, the current study confirms that dynamic capability is a fundamental strategic asset for organizations seeking long-term sustainability.

The significant relationship between dynamic capability and strategic agility indicates that organizations with higher adaptive capabilities tend to demonstrate greater speed and flexibility in making strategic decisions. This finding explains that dynamic capability does not only represent an organization's ability to recognize changes but also its capacity to translate those changes into rapid strategic actions. This result supports the strategic agility perspective, which views organizational flexibility and responsiveness as essential capabilities in turbulent environments. Similar findings were reported by Al Sudany et al. (2024), who argued that strategic agility enables organizations to maintain competitiveness by combining strategic sensitivity, collective commitment, and resource flexibility. However, unlike previous studies that mainly examined strategic agility as an independent capability affecting performance outcomes, this study positions strategic agility as a mediating mechanism that explains how internal organizational capabilities generate resilience. This distinction strengthens the theoretical understanding of the process through which organizations transform adaptive capabilities into strategic outcomes.

The results also indicate that strategic agility has a significant positive effect on organizational resilience, confirming that companies with the ability to respond quickly and flexibly are more capable of surviving business disruptions. From an organizational resilience perspective, resilience is not merely the ability to recover after a crisis but also the capability to anticipate changes, adapt continuously, and create new strategic opportunities. This finding aligns with the research of Leite et al. (2023), who conceptualized organizational resilience as a dynamic process consisting of anticipation, coping, and adaptation capabilities. The similarity between this study and previous research lies in recognizing adaptability as a key element of resilience development. However, this study provides additional insight by demonstrating that strategic agility serves as a strategic pathway through which dynamic capabilities are converted into resilience outcomes, particularly in uncertain business environments.

The mediation analysis provides the most important contribution of this research by demonstrating that strategic agility partially explains the relationship between dynamic capability and organizational resilience. This finding suggests that possessing adaptive capabilities alone is insufficient; organizations must also develop the ability to rapidly formulate and implement strategic responses. This result extends previous research by highlighting the importance of internal strategic mechanisms that connect organizational capabilities with resilience outcomes. According to Laguir et al. (2022), organizational capabilities create value when they are effectively integrated into strategic processes that enable firms to respond to environmental changes. Therefore, the novelty of this study lies in integrating dynamic capability, strategic agility, and organizational resilience into a single conceptual model, providing a more comprehensive explanation of how organizations build resilience under uncertainty. This contribution expands strategic management literature by explaining not only whether organizational capabilities influence resilience, but also how such influence occurs.

The findings also have important practical implications for organizational leaders and managers. Companies operating in uncertain environments should not only focus on developing resources and operational efficiency but also invest in capabilities that improve sensing, decision-making speed, and strategic flexibility. The results suggest that organizations should strengthen innovation processes, encourage organizational learning, and establish flexible decision-making structures to enhance resilience. This perspective is supported by Khasmafkan-Nezam (2026), who found that organizations combining technological capability, knowledge management, and strategic flexibility are more likely to achieve sustainable performance under dynamic conditions. However, differences may occur across industries because organizations vary in terms of resources, leadership styles, market characteristics, and levels of environmental uncertainty. Therefore, the effectiveness of dynamic capability and strategic agility may depend on organizational context and industry-specific factors.

Although this study provides meaningful findings, several limitations should be acknowledged. First, the research uses a cross-sectional design, meaning that data were collected at one specific period and may not fully capture changes in organizational capabilities over time. Second, the study relies on self-reported questionnaire responses from managers, supervisors, and employees, which may introduce potential perception bias. Third, the research model focuses only on three major constructs, while other factors such as digital transformation capability, leadership capability, organizational culture, and innovation capability may also influence organizational resilience. Similar concerns were highlighted by Liu et al. (2024), who suggested that future resilience research should incorporate broader organizational and technological perspectives. Future studies are therefore recommended to use longitudinal approaches, expand research objects across different industries, and integrate additional variables to develop a more comprehensive resilience framework.

Overall, this study contributes to the advancement of strategic management research by providing empirical evidence that dynamic capability and strategic agility are essential mechanisms for developing organizational resilience in uncertain business environments. The findings demonstrate that resilient organizations are not created only through defensive strategies but through continuous capability development and strategic adaptation. Compared with previous studies that primarily examined dynamic capability, agility, or resilience separately, this research offers a more integrated perspective by explaining the interaction among these constructs. The proposed model provides both theoretical and managerial value by showing that strategic agility acts as a bridge between organizational capability development and resilience outcomes. Future research can further refine this model by examining different organizational contexts, including digital-based companies, manufacturing firms, and multinational corporations, to enhance generalizability.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study concludes that dynamic capability plays an important role in strengthening organizational resilience amid business uncertainty through the development of strategic agility. The findings confirm that companies with stronger abilities to sense changes, seize opportunities, and transform internal resources are better prepared to respond to environmental disruptions. Furthermore, strategic agility acts as an important mechanism that enables organizations to translate adaptive capabilities into faster and more flexible strategic responses. The research contributes to strategic management by expanding the understanding of how capability development can support organizational resilience in uncertain environments. Practically, the findings provide insights for managers to enhance adaptive capabilities, improve strategic flexibility, and develop organizational preparedness to maintain sustainable competitiveness.

This study also contributes to broader management science by demonstrating that organizational resilience is not only determined by the ability to recover from disruptions but also by the continuous development of strategic capabilities. The integration of dynamic capability and strategic agility provides a more comprehensive perspective on how organizations can survive and grow under uncertain business conditions. The proposed model offers a strategic framework for companies seeking to improve their long-term adaptability and competitiveness through capability-based approaches.

Limitations

This study has several limitations that should be considered when interpreting the findings. First, the research was conducted using a cross-sectional design with data collected at a specific period, which limits the ability to capture changes in organizational capabilities and resilience over time. Second, the study relied on self-reported questionnaire data from managers, supervisors, and employees, which may introduce potential perception bias in assessing organizational conditions. Third, the research model focused only on dynamic capability, strategic agility, and organizational resilience, while other factors such as digital transformation capability, leadership capability, innovation capability, and organizational culture may also influence resilience development. Therefore, the findings should be interpreted within the scope of the research context and respondent characteristics.

Recommendations

Future research is recommended to expand the research scope by involving more diverse industries, geographical regions, and larger sample sizes to improve the generalizability of findings. Further studies may also adopt longitudinal research designs to examine how dynamic

capability and strategic agility develop over time and influence organizational resilience in different business conditions. In addition, future researchers may integrate other relevant variables, such as digital transformation capability, organizational learning, leadership style, or innovation capability, to develop a more comprehensive research model. The application of alternative analytical approaches, including Structural Equation Modeling (SEM), System Dynamics, Artificial Intelligence-based analysis, or longitudinal methods, may provide deeper insights into the mechanisms underlying organizational adaptation and resilience.

Author Contributions

All authors made significant contributions to the development of this research. Their contributions included conceptualizing the research model, developing the theoretical framework, designing the methodology, collecting and analyzing data, interpreting the findings, preparing the manuscript, conducting critical revisions, and approving the final version of the article. All authors were actively involved in ensuring the scientific quality and consistency of the research process. All authors confirm that they have reviewed and approved the final manuscript for publication.

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