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# Digital Leadership And ISO 31000 Integration For Sustainable Organizational Resilience: A Systematic Review And The SRRIM

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**Abstract:** This study constructs the Sustainable Risk-Resilience Integration Model (SRRIM) to explicate how digital leadership integrates ISO 31000 into an adaptive socio-technical system of governance to develop Sustainable Organizational Resilience (SOR). This study explains the socio-managerial processes that connect digital leadership, risk management, and sustainability in terms of organizational behavior and risk interdependence. It adopts a hybrid approach of analysis based on inductive content analysis, abductive inference, and the hermeneutic circle of Heidegger to integrate the multidisciplinary literature, as well as to develop an explanatory conceptual model. Results indicate a serial mediation process where digital leadership creates a collaborative digital risk sensemaking culture, promotes dynamic human and structural risk reconfiguration, and presupposes adaptive risk governance. This approach unites risk-based sustainability and sustainability-based risk management to make ISO 31000 a dynamic organizational capability rather than merely an administrative compliance framework. The model also determines the intensity of risk interdependence as a boundary condition that reinforces or weakens the indirect impact on SOR. In theory, this paper incorporates the dynamic capabilities and institutional theory into a mechanism-based framework, which conceptually directs organizations in planning digital risk management to increase human capacity, long-term resilience, and sustainability.

**Keywords:** Digital Leadership; ISO 31000, Sustainable Organizational Resilience, Organizational Behavior, Risk Governance.

## INTRODUCTION

The health crises, economic unpredictability, supply chain failures, and environmental demands are some of the current drivers of global uncertainties (Atreya, 2025). This fact compels organizations to grapple with highly complex and intertwined spectrum of risk (Tamasiga & Onyeaka, 2026). Business organizations should not just be able to survive disruptions but make recovery efforts flow in line with long-term sustainability requirements (Xue et al., 2026; Elnadi et al., 2026; Patidar, 2026). This has necessitated a fundamental

transformation in organizational culture. Formal risk systems cannot be considered fixed rules; instead, they should be viewed as dynamic social processes. (Naqvi & Nair, 2026; Milea (Pârvu) et al., 2025). Therefore, organizational resilience has ceased to be a mere ability to recover after a blow and become a continuous learning capability to emerge and evolve over time (Dehghan et al., 2024; Efranto et al., 2026).

Even though research on organizational resilience and sustainability is growing quickly, we still don't know much about how they work together. The majority of literature regards resilience and ESG agendas as concurrent streams, inadequately defining the mechanisms that connect them (Kan et al., 2026; Verma & Reddy, 2026). Risk management is essential for dealing with turbulence. However, limited understanding exists regarding how formal risk management systems are integrated with sustainability practices at the socio-managerial level (Almashhour et al., 2025; Yin et al., 2025; Pérez Estébanez & Sevillano Martín, 2025); Shah et al., 2025).

This paper provides a theoretical innovation by re-conceptualizing ISO 31000. It shifts the standard from a compliance-based architecture into an adaptive risk-resilience engine, proactively orchestrated by digital leadership (Kristanti et al., 2024; Pojasek, 2023; Purwanti et al., 2025). To bridge the critical gap between formal risk standards and organizational behavior, this research seeks to answer three main questions. 1. In what ways can digital leadership turn the ISO 31000 standard into a truly adaptive risk governance tool?; 2. How exactly does this adaptive governance handle interconnected risks to build Sustainable Organizational Resilience (SOR)?; and 3. Lastly, in what types of structural boundary conditions will this mechanism perform optimally?

## METHOD

### Literature Synthesis Protocol

This study employs the systematic and auditable literature synthesis approach to ensure the transparency and conceptual replication. Scopus and Web of Science were used as primary sources of internationally reputable articles to conduct searches in the field of literature on digital leadership, ISO 31000, risk interdependence, and organizational resilience to cover the last 10-14 years of any developments in the topic. The search strategy involved developing iterative search strings using Boolean operators: ("digital leadership" OR "digital transformation leadership") AND ("ISO 31000" OR enterprise risk management) AND ("organizational resilience" OR sustainable organizational resilience) AND ("risk interdependence" OR systemic risk or risk network).

The inclusion criteria included: (1) articles needed to be peer-reviewed; (2) they had to be included in the Scopus or Web of Science databases; (3) they had to deal with strategic risk management, risk governance, digital leadership, or organizational resiliency; and (4) conceptual relevance had to be related to risk and sustainability integration. The articles included were conceptual, empirical and review articles so long as they contained an explicit theoretical input. The exclusion criteria included proceedings of conferences, practitioner reports that did not contain theoretical contribution, and technical research that dealt with ISO compliance without strategic meaning. The screening was conducted in three phases, which included deduplication, thematic fit screening based on titles and abstracts, and conceptual relevance and methodological quality based on full-text screening. Every step was captured in the form of an audit trail that reflected the choice of selection, coding variables, and the theoretical development of the model.

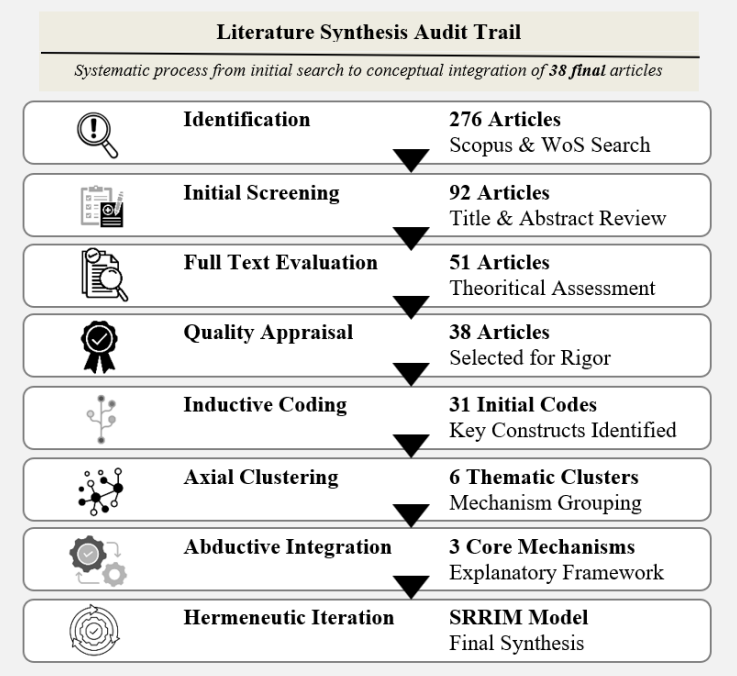


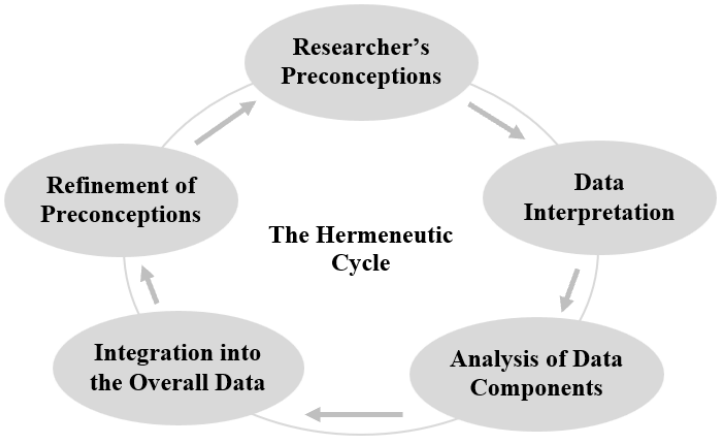

**Figure 1. Literature Synthesis Audit Trail Process**

Figure 1 shows the auditable and systematic steps in building up the SRRIM model starting with identifying 276 articles up to the conclusive selection of 38 articles that satisfy intense theoretical specifications. The process has shown that the model has been built in a series of screening, quality appraisal process and concept based integration which was built upon inductive coding, abductive integration and hermeneutic iteration. This illustration confirms the methodological transparency and demonstrates the emergence of the major SRRIM processes through a reported thematic synthesis that solidifies the argument of the model to be a result of systematic and reflective literature synthesis.

## Interpretive Hermeneutics Approach

The present study uses a hybrid method of the theory building by using analytical approach in order to get out of descriptive review to theory building approach (Ourston & Mooney, 1994). The analysis of the qualifying articles was done through the integration of inductive content analysis to determine the key constructs, abductive inference to develop cross-domain explanatory mechanisms, and Heideggerian hermeneutics to create a sustainability-driven interpretive approach centered on human understanding and meaning-making in organizations (Fei, 2019; Miller et al., 2018).

Theoretical consistency on the literature of risk management, digital leadership, and resilience was verified and summarized into the original format of SRRIM through the process of abduction. Moreover, partwhole relations were reflexively reconstructed using the logic of the hermeneutic circle (Watson, 2025). This iterative interpretation process allows the resulting model to transcend contextual case studies (Ridder, 2017) and provide a conceptual foundation that aligns formal risk structures with social and organizational behaviors.




Source: Watson (2024)

**Figure 2. Heidegger Hermeneutic Logic Process**

The simplified, five-step cyclic process of Heidegger Hermeneutic workflow that is used in the SRRIM risk assessment is a-): a). Researcher Pre-Understanding, in which we begin by closely examining the pre-existing organizational situation; b). Data Interpretation, an evaluation of qualitative data and actual actions of leaders in practice; c). Analysis of Data Components, in which we break down particular operational components and determine whether they are working or not; d). Whole: incorporation of the technical discoveries into the overall organizational strategy; and e). Refinement of Pre-Understanding, in which these new understandings construct a learning cycle which initiates more profound interpretive cycles.

## RESULTS AND DISCUSSION

### The SRRIM Serial Mediation Mechanism

Based on the integration of dynamic capabilities and risk governance perspectives, SRRIM positions digital leadership as the primary driver of SOR formation through a serial mechanism amenable to empirical testing. Literature demonstrates that leadership in digital transformation contexts plays a central role in building adaptive orientation and fostering a resilient organizational culture (Alnamlah & Nalband, 2024; Astuty et al., 2024). Within this framework, digital leadership shapes the organizational capacity to interpret risks systemically through digital risk sensemaking, a collective cognitive process of mapping cross-domain risk linkages as emphasized in sustainability-based risk management literature (Medina-salgado & Settembre-blundo, 2021).

**P1: Digital leadership has a positive effect on digital risk sensemaking.**

Digital risk sensemaking enables organizations to understand risk linkages and cascading effects in an integrated manner, preventing risk information from becoming fragmented in organizational silos. This systemic understanding serves as the basis for dynamic risk reconfiguration, that is, the adaptive adjustment of priorities, human resource allocation, and strategic responses to environmental changes. Literature demonstrates that business model transformation and strategic adaptation correlate with increases in organizational resilience (Grego et al., 2024; Ciasullo & Chiarini, 2024). Digital risk sensemaking thus functions as the cognitive foundation for effective risk reconfiguration.

**P2: Digital risk sensemaking has a positive effect on dynamic risk reconfiguration.**

The incorporation of adaptive risk reconfiguration strengthens the implementation of ISO 31000 into the strategic decision-making cycle, making risk governance an adaptive capacity integrated in the organizational structure and day-to-day employee behavior. The combination

of risk with governance and strategy increases the long-term stability and value creation (Oyewo, 2021; Farooq et al., 2024; Shahar et al., 2015).

**P3: Dynamic risk reconfiguration has a positive effect on adaptive risk governance.**

When risk governance has transformed into adaptive risk governance, the organization is capable not only of recovering from disruptions (bounce-back) but also of transforming itself toward more adaptive and sustainable configurations (bounce-forward) (Florez-Jimenez et al., 2025; Kantabutra & Ketprapakorn, 2024). The integration of risk and sustainability demonstrably strengthens systemic organizational durability (Ciasullo & Chiarini, 2024).

**P4: Adaptive risk governance has a positive effect on Sustainable Organizational Resilience.**

As shown directly in the serial mediation pathway in Figure 3, SRRIM suggests that the impact of digital leadership on SOR is indirect. Rather, it takes place in three consecutive phases of adaptive capacity: digital risk sensemaking, dynamic risk reconfiguration, and adaptive risk governance. The first way in which digital leadership influences the organizational ability to read risk interdependence, risk-based strategic reconfiguration, and, lastly, risk governance to support sustainable resilience is through organizational capacity.

**P5: Digital leadership has an indirect effect on Sustainable Organizational Resilience through digital risk sensemaking, dynamic risk reconfiguration, and adaptive risk governance.**

**Risk Interdependence as a Structural Boundary Condition**

This relationship is strengthened depending on the risk context. Literature shows that modern risks are cross-domain and interrelated especially in global supply chain environments and when under the influence of ESG (He et al., 2026; Sun et al., 2024; Yin et al., 2025). The interdependence of the high risk domains is such that one area can be disrupted and cause a ripple effect on the other (Atreya, 2025; Tamasiga & Onyeaka, 2026), so the human aspect of digital leadership becomes even more important.

**P6: Risk interdependence intensity positively moderates the relationship between digital leadership and digital risk sensemaking.**

Where the interdependence of risk is low and stability is high, risk is discrete and can be functionally handled without orchestration across domains. The factors that increase the necessity of integrating risk governance are complexity and interconnectivity of risks (He et al., 2026; Sun et al., 2024; Atreya, 2025). In the case of such low levels of interconnectivity, the adaptation process may use regular processes and traditional control, decreasing the deterministic impact of digital leadership on the construction of digital risk sensemaking and risk reconfiguration dynamics.

**P7: The indirect impact of digital leadership on SOR becomes less effective in low risk interdependence situations.**

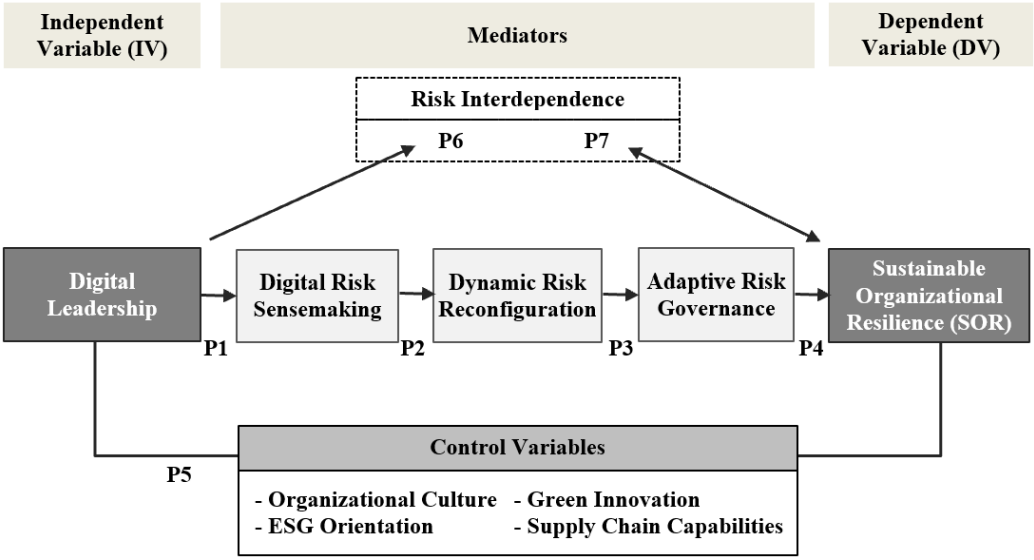



**Figure 3. Conceptual Model Depicting Risk Concepts in Management**

## Comparison with Prior Risk Models

It is important to clearly separate SRRIM from traditional risk management approaches. Conventional Enterprise Risk Management (ERM) often views risk mitigation as just a defensive, siloed compliance checklist (Oyewo, 2021; Shahar et al., 2015). SRRIM chooses a much different route by putting forward a proactive, dynamic capability viewpoint. Although the older models tend to limit their scope to the fundamental risk identification and financial hedging, SRRIM is explicit in linking the notion of digital orchestration to cross-domain ESG pressures and the realities of global supply chains. By changing the central focus of merely bouncing back to ongoing socio-technical adaptation, SRRIM essentially transforms ISO 31000 into an administrative burden, into a strategic resilience engine, in reality.

## Institutional Pathway vs. Capability Pathway

Although SRRIM aligns ISO 31000 maturity with the outcome of the digital leadership orchestration via adaptive capability mechanisms, the institutional theory is another way. The implementation of ISO 31000 may result in institutionalization due to the legitimacy needs and regulatory pressure but no significant change will occur (Oyewo, 2021; Farooq et al., 2024). Here implementation could be ceremonial: institutionalised risk governance organisations exist but not to digital risk sensemaking or dynamic risk reconfiguration, limiting their role in SOR. Incorporating this institutional view, the fact that there are two routes to ISO 31000 maturity, an adaptive capability route and a symbolic legitimacy route, and the former only is the reason that describes the resilience-enhancement mechanism developed in SRRIM.

## The Sustainable Risk–Resilience Integration Model (SRRIM) Design

As visually synthesized in Figure 4, the complete SRRIM architecture departs from the foundational assumption that digital leadership acts as an organizational-level dynamic capability. Enacted by top leadership, it orchestrates strategic digital orientation, data-driven governance, and cross-functional integration (Alnamlah & Nalband, 2024; Dehghan et al., 2024). Through digital risk sensemaking, organizations map risk interdependence as a network of mutually linked exposures. This drives dynamic risk reconfiguration, which is subsequently institutionalized as adaptive risk governance. Ultimately, Figure 4 illustrates how risk interdependence intensity functions as the critical boundary condition determining the strength of this entire mechanism (He et al., 2026; Atreya, 2025).

The role of risk interdependence, understood as risk coupling intensity and cross-domain cascading exposure (He et al., 2026; Atreya, 2025), functions as the structural condition that amplifies or weakens the effectiveness of this mechanism. SRRIM integrates dynamic capabilities, formal risk governance, and institutional pressures into a single explanatory mechanism illustrating how digital leadership manages risk interdependence to produce sustainable organizational resilience.

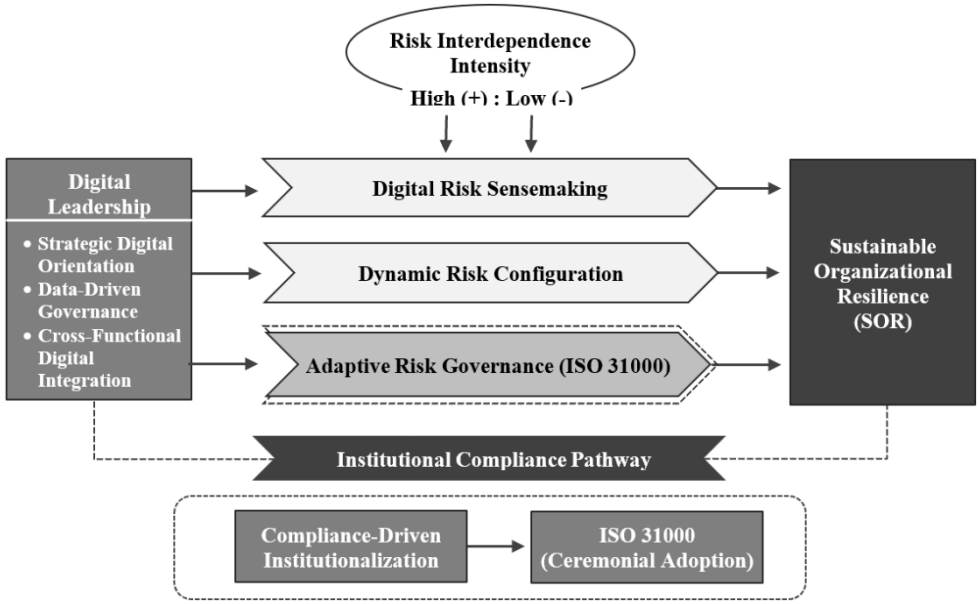



**Figure 4. Sustainable Risk–Resilience Integration Model (SRRIM)**

Figure 4 shows that SRRIM departs from the assumption that digital leadership is an organizational-level dynamic capability enacted by top leadership orchestrating strategic digital orientation, data-driven governance, and cross-functional integration. Through digital risk sensemaking, organizations map risk interdependence as a network of mutually linked exposures. This process drives dynamic risk reconfiguration, the adaptive adjustment of risk priorities and resource allocation, which is subsequently institutionalized as adaptive risk governance, transforming ISO 31000 from a compliance structure into learning and strategic decision-making infrastructure. Risk interdependence intensity functions as the boundary condition determining the strength of this mechanism.

## Building Sustainable Organizational Resilience (SOR)

As detailed in the capability pathway in Figure 5, Sustainable Organizational Resilience (SOR) is developed through a serial process launched by digital leadership. Within the SRRIM framework, SOR is understood as the organizational capability to maintain core functioning while continuously undertaking adaptive transformation in the face of interconnected and dynamic risks. It is not merely a recovery capacity but encompasses strategic learning, resource reconfiguration, and sustainability integration into risk governance (Florez-Jimenez et al., 2025; Ciasullo & Chiarini, 2024)

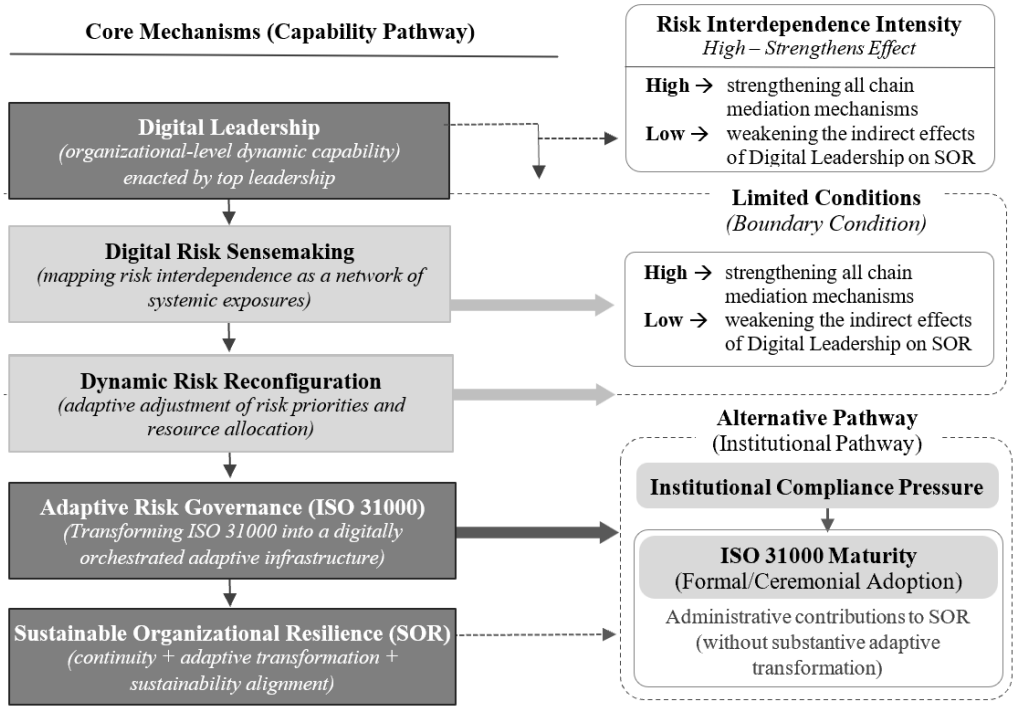



**Figure 5. Sustainable Organizational Resilience (SOR) within SRRIM**

According to SRRIM, SOR is developed in a serial process that is launched by digital leadership as an organizational orchestration capacity. Digital risk sensemaking allows organizations to plot risk interdependence as a cross-functional and cross-ESG-domain exposure network. With this mapping, dynamic reconfiguration of risks, the adaptive reorganization of risk priorities, structure of decision making, and resource allocation are made possible. It is institutionalized as adaptive risk governance, where ISO 31000 acts as an infrastructure of data-based learning and strategic decision-making that is a part of organizational strategy.

The intensity of interdependence of risks is an important factor in the formation of SOR. Digital risk governance integration is the key to the prevention of cascading failures and the continuity of the operation in high interdependence under a global supply chain, high ESG exposure, or technology dependence (He et al., 2026; Sun et al., 2024). On the other hand, where interdependence is low, and stability is high, systemic orchestration is less required and transformational influence of digital leadership on SOR is also reduced. The model of SOR manifests when there is integration between formal risk governance, digital leadership, and risk interdependence management as organizational dynamic capabilities.

## Hermeneutic Circle Logic in Risk Assessment

This paper, based on the SRRIM model, develops an Interpretive Hermeneutics-Based Risk Assessment Framework to convert complex conceptual relationships into an analytically operational structure. This framework is tailored to reflect the dynamics of how digital leadership triggers the ISO 31000 implementation, how the risk interdependence is recognized at a bigger scale, and how all these processes combine together to create SOR.

A hermeneutic approach allows the researcher and practitioner to take the step of quantitative measurement further to an inquiry of the meaning of the risk management practices (Abbas et al., 2022). Unlike conventional approaches that tend to treat risk as a technically isolated and static object, the hermeneutic lens views risk as a context-dependent and meaning-laden phenomenon. From this perspective, risk assessment is seen as an iterative interpretation process (the hermeneutic circle) involving multiple organizational levels, different time horizons, and diverse stakeholder perspectives (Hadjielias et al., 2022). Analysis is

operationalized through Hermeneutic Circle Logic, an iterative process for understanding the relationship between micro components of risk data and the organization's overall strategy (Putra, 2023).

**Table 1. Hermeneutic Circle Logic in SRRIM Risk Assessment**

| Hermeneutic Cycle Stage | Analytical Focus: Digital Leadership | Analytical Focus: Risk Interdependencies |
|---|---|---|
| ***Researcher's Pre-Understanding*** | The researcher begins with preliminary understanding of the role of digital leadership in driving organizational transformation and ISO 31000 implementation. | Risk interdependence is understood as a general linkage among risks within the organizational context. |
| ***Data Interpretation*** | Interpretation is conducted on data-driven governance policies, strategic statements by leaders concerning digitalization and risk management. | Interpretation is conducted on risk statements, risk mapping, and indications of cross-functional or cross-ESG domain linkages. |
| ***Analysis of the Parts of Data*** | Analysis focuses on specific components such as data-driven governance quality, digital monitoring system effectiveness, and cross-unit integration. | Dissected components include risk coupling intensity, potential cascading effects, and operational-technology-sustainability risk interconnectivity. |
| ***Integration into the Whole of Data*** | Micro findings are connected to organizational strategy, risk culture, and adaptive capacity supporting adaptive risk governance. | Micro risk linkages are integrated with strategic objectives, risk appetite, and SOR targets. |
| ***Refinement of Pre-Understanding*** | New insights deepen the understanding that digital leadership functions as an organizational capability that adaptively orchestrates ISO 31000. | Risk interdependence is reconceptualized as a structural variable moderating the effectiveness of risk governance toward SOR. |

Source: Adapted from Watson (2024)

Table 1 illustrates how applying Hermeneutic Circle Logic produces an increasingly mature and integrated understanding of the role of digital leadership and risk interdependence in building SOR. At the pre-understanding level, the first results have been that digital leadership and organizational risk structures are often perceived in a biased way: the leadership digital vision continues to be placed as technological orientation, and the risks are visualized at the separate levels of departments. In-depth interpretation of data and analysis of parts provide insights into an inconsistency between the leadership strategic narratives and the operational practices as well as cross-functional risk perceptions.

Digital leadership starts to manifest itself not only as a vision statement but also as a trend in actual decisions, such as resource distributions, data utilization, and prioritization of risk analytics. The integration phase generates the main conceptual jump the realization that SOR is not predetermined by the intensity of the personal risk control but by the ability of the organization to relate the digital leadership, the ISO 31000 governance, and the risk connection in a systemic way. The mechanism that is developing risk culture and organizational learning is digital leadership, and the connection between technical risk practice and strategic organizational resilience is risk interdependence.

## CONCLUSION

This study finds that in the Sustainable Risk-Resilience Integration Model (SRRIM), digital leadership is a high-order dynamic capability that converts ISO 31000 into a strict compliance framework into a flexible socio-technical governance framework. This revolution

is achieved by a serial mediation process: digital leadership cultivates a collaborative culture of digital risk sensemaking, propels dynamic risk reconfiguration and institutionalizes adaptive risk governance. Further, the model identifies the strength of risk interdependence to be a critical boundary condition and this improves the functionality of the mechanism when complex environments are characterized by the interrelationship between ESG and supply chain pressures.

Theoretical Contributions: Firstly, the study is able to combine dynamic capabilities and institutional theory. This can be used to explain the causal relationships between digital leadership and sustainability in the long run. Also, it draws a clear line between an "adaptive capability pathway" and a purely "institutional compliance pathway." This difference provides a far more detailed perspective of how formal risk standards in fact lead to Sustainable Organizational Resilience (SOR), as opposed to being merely the instruments of ceremonial legitimacy.

Practical Contributions: In practice, SRRIM is an instrument to help leaders manage inter-related risks that are complex. It proposes the idea of breaking the siloed data by integrating the traditional risk registers together with ESG metrics into a single real-time predictive system. Nevertheless, new technology is not the only solution to invest in. The executives should also foster an organizational culture in which cross functional teams are absolutely free to freely share risk information. And this human transparency is what actually fills the gap between sustainability based risk management and risk based sustainability.

Limitations and Future Research: As much as this research offers a good conceptual framework, we do recognize some limitations. The use of literature synthesis and interpretive aspect of hermeneutics automatically adds a level of subjectivity. Further research should be done on the basis of empirical testing to develop further on this theoretical foundation. In particular, the three-step mediation process suggested (sensemaking, reconfiguration, and governance) should be considered with the help of such quantitative techniques as Structural Equation Modeling (SEM) or through the analysis of deep longitudinal cases. Moreover, it is evident that there is a need to develop standardized instruments to quantify the level of risk interdependence. The creation of such specific instruments in different industries will be essential to comprehensively justify the extent to which SRRIM assists organizations in managing the global uncertainty.

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