



## A Systematic Literature Review of Organizational Resilience In Indonesia

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### ABSTRACT

This study aims to critically analyze and synthesize research on organizational resilience in Indonesia, focusing on identifying key factors, strategies, and outcomes across various sectors. Using a comprehensive search strategy in the SCOPUS database, articles published between 2019 and 2024 were reviewed, applying strict inclusion and exclusion criteria to ensure relevance. The findings indicate that effective leadership, continuous innovation, and strategic digital transformation are crucial for fostering organizational resilience. In the healthcare sector, resilience is built through infrastructure strengthening and enhanced emergency response. The education sector emphasizes digital transformation and skill development, while the tourism sector leverages innovative business models and digital engagement. The banking sector prioritizes cybersecurity and digital strategies. These elements collectively enable organizations to navigate disruptions and sustain operations. The review underscores the need for sector-specific strategies and highlights areas for future research, providing valuable insights for practitioners and policymakers to enhance organizational resilience in Indonesia.

**Keywords:** Systematic Literature Review, Digital Transformation, Leadership, Organizational Resilience.

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### INTRODUCTION

Organizational resilience is defined as the capability of an organization to anticipate, prepare for, respond to, and adapt to incremental changes and sudden disruptions in order to survive and prosper (Lisdiono et al., 2022). This concept has gained significant attention in recent years due to the increasing frequency and intensity of crises that organizations face globally, such as economic recessions, natural disasters, and, more recently, the COVID-19 pandemic (Hamsal et al., 2022; Prasetyo et al., 2022). Organizations' resilience is crucial for survival and maintaining competitive advantage, ensuring long-term sustainability, and contributing to economic stability and growth (Prasetyo et al., 2022).

Indonesia, with its unique geographical, economic, and social landscape, presents a particularly interesting case for studying organizational resilience. The country is frequently subjected to natural disasters such as earthquakes, volcanic eruptions, and floods, which pose significant challenges to organizational stability and continuity (Harsanto & Firmansyah, 2023; Sari et al., 2023). Additionally, Indonesia's diverse economy, which includes sectors such as healthcare, education, tourism, and banking, requires organizations to develop tailored resilience strategies to address sector-specific challenges (Hamsal et al., 2022; Harsanto & Firmansyah, 2023; Prasetyo et al., 2022).

The healthcare sector in Indonesia, for instance, has had to develop resilience in the face of both natural disasters and health crises such as the COVID-19 pandemic. Hospitals and healthcare institutions have implemented various strategies to enhance their resilience, including strengthening their infrastructure, improving emergency response systems, and fostering a culture of continuous improvement and learning (Sari et al., 2023; Suryadi et al., 2024). Similarly, the education sector has had to adapt to the rapid digital transformation accelerated by the pandemic, ensuring that institutions remain resilient and capable of delivering quality education through online platforms (Hamsal et al., 2022).

In the tourism sector, which is a significant contributor to Indonesia's economy, resilience has been tested by both natural disasters and global travel disruptions caused by the pandemic (Sharma et al., 2021). Tourism businesses have had to innovate and adapt to changing circumstances, such as developing new business models and leveraging digital technologies to maintain operations and engage with customers remotely (Harsanto & Firmansyah, 2023; Prasetyo et al., 2022). The banking sector, on the other hand, has focused on building digital resilience and enhancing cybersecurity measures to protect against the increasing threat of cyberattacks in a digitalized financial environment (Lisdiono et al., 2022; Prasetyo et al., 2022).

The purpose of this systematic literature review is to critically analyze and synthesize the existing body of research on organizational resilience in Indonesia. This review aims to identify the key factors that contribute to resilience, the strategies employed by different organizations, and the outcomes of these resilience efforts. By examining a diverse range of studies, this review seeks to provide a comprehensive understanding of how organizational resilience is developed and maintained within the Indonesian context. This review will address the following research question: "What are the key factors and strategies that contribute to organizational resilience in various sectors in Indonesia, and what outcomes do they yield?" This question is designed to encompass the various dimensions of organizational resilience, including leadership, innovation, digital transformation, and sector-specific challenges and responses.

Several studies highlight the importance of leadership in fostering organizational resilience. Effective leaders are able to inspire and motivate their teams, create a shared vision, and facilitate a culture of resilience and adaptability within the organization (Azzahra et al., 2024; Suryadi et al., 2024). In addition, innovation plays a critical role in resilience by enabling organizations to

develop new products, services, and processes that can help them navigate and thrive in a changing environment (Hamsal et al., 2022; Harsanto & Firmansyah, 2023).

Digital transformation is another key factor in building organizational resilience (Khurana et al., 2022). The adoption of digital technologies can enhance an organization's ability to respond quickly to disruptions, improve operational efficiency, and maintain continuity of operations (Lisdiono et al., 2022). However, the successful implementation of digital transformation requires careful planning, investment in technology, and the development of digital skills among employees (Hamsal et al., 2022; Prasetyo et al., 2022).

Sector-specific challenges and responses also play a crucial role in shaping organizational resilience. For example, in the healthcare sector, resilience efforts may focus on improving patient care and emergency response capabilities, while in the tourism sector, the emphasis might be on diversifying revenue streams and enhancing customer engagement (Sari et al., 2023). Understanding these sector-specific dynamics is essential for developing tailored resilience strategies that address the unique needs and challenges of different industries (Lisdiono et al., 2022; Prasetyo et al., 2022).

This review will draw on studies from diverse sectors to provide a holistic view of organizational resilience in Indonesia. By understanding the commonalities and differences in resilience strategies across sectors, this review aims to offer actionable insights for practitioners and policymakers to enhance the resilience of organizations in Indonesia. Through this comprehensive analysis, the review will contribute to the broader literature on organizational resilience and provide a valuable resource for organizations seeking to strengthen their resilience in the face of ongoing and future challenges.

## RESEARCH METHODS

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### Search Strategy

The literature search was conducted systematically by searching for articles listed on the SCOPUS database which is a reputable journal. The search strategy focused on identifying relevant articles that discuss organizational resilience in Indonesia. The search began by using the words "organization AND resilience" in the article title, abstract and keywords. In addition, there are inclusion criteria and exclusion criteria in the literature search, namely only articles published between 2019 and 2024, document types are limited to journal articles, articles are written in English and articles focus on organizational resilience in the Indonesian context. As for the exclusion criteria, articles do not meet the publication date range, non-article documents (e.g. conference papers, book chapters), articles are not in English and studies focus on individual or family resilience rather than organizational resilience. The results of the search by applying the above-mentioned criteria resulted in an initial set of 52 documents. These documents were then further screened to select the most relevant journal articles for detailed analysis.

### **Data Extraction**

After searching, the next step is to extract data by going through the process of selecting and extracting data from articles involving several steps:

1. Initial Screening: The titles and abstracts of 52 articles were reviewed to identify articles that specifically addressed organizational resilience in the Indonesian context.
2. Full Text Review: Articles that passed the initial screening underwent a full-text review to ensure they met all inclusion criteria and were relevant to the research questions.
3. Data Extraction: Key data from the selected articles were extracted using a standardized extraction form. This form includes information on the article's title and authors, year of publication, journal name, research objectives, methodology, Sector or industry focus, and key findings related to organizational resilience.

### **Data Analysis**

The methods used to synthesize and analyze data from the selected articles include both qualitative and quantitative approaches. In the qualitative analysis, the extracted data will be analyzed to identify common themes and patterns related to organizational resilience strategies, key factors contributing to resilience, and outcomes of resilience efforts. This involves coding the data and grouping similar concepts to gain greater insight. This review uses qualitative analysis methods to provide a comprehensive understanding of how organizational resilience is developed and maintained in the Indonesian context. This approach ensures a robust synthesis of the existing literature, highlighting key insights and practical implications for improving organizational resilience across different sectors. Quantitative analysis will be used to summarize the characteristics of the selected articles, such as the distribution of articles across different sectors, the frequency of specific resilience strategies, and publication trends per year. Additionally, this analysis will calculate the frequency of various resilience factors and strategies mentioned in the articles to identify the most frequently cited elements of organizational resilience.

## **RESULTS AND DISCUSSION**

The reviewed articles span various sectors, including healthcare, education, tourism, and banking. A significant portion of the literature focuses on how organizations in these sectors have developed and implemented resilience strategies to cope with various disruptions, including natural disasters (Games et al., 2020) and the COVID-19 pandemic (Azizah et al., 2024; Hamsal et al., 2022). The articles provide a diverse range of perspectives, methodologies, and findings, reflecting the multifaceted nature of organizational resilience.

The reviewed studies underscore the vital role of strengthening infrastructure, enhancing emergency response systems, and fostering a culture of continuous improvement and learning to build resilience in the healthcare sector. Hospitals in Indonesia have notably adapted their emergency response mechanisms and invested heavily in infrastructure to increase their

resilience against natural disasters and health crises such as the COVID-19 pandemic. For example, the study titled "Developing hospital resilience domains in facing disruption era in Indonesia a qualitative study" details how Indonesian hospitals have implemented robust infrastructure improvements, including the construction of earthquake-resistant buildings and the upgrading of medical facilities to handle a surge in patient numbers during emergencies (Sari et al., 2023). Additionally, hospitals have improved their emergency response capabilities by establishing rapid response teams, conducting regular disaster preparedness drills, and enhancing coordination with local and national health authorities. The emphasis on continuous improvement is evident in initiatives aimed at regularly updating emergency protocols based on lessons learned from past incidents and ongoing training programs for healthcare staff to ensure readiness and adaptability in the face of various disruptions. These comprehensive efforts collectively contribute to a more resilient healthcare system that maintains operational continuity and delivers quality care during crises (Bhaskara & Filimonau, 2021).

In the education sector, the rapid transition to digital platforms in response to the COVID-19 pandemic has been a critical area of focus. Several studies detail how educational institutions in Indonesia have adeptly navigated the challenges posed by digital transformation to ensure the continuity of education. For example, the study titled "Resilient Higher Educational Institutions in a world of Digital Transformation" highlights the strategic investments made by universities in upgrading their technological infrastructure, such as enhancing internet connectivity, acquiring advanced e-learning tools, and setting up robust online learning management systems (Gull et al., 2023). These investments have enabled institutions to transition to online platforms while maintaining high educational standards seamlessly. Furthermore, the development of digital skills among educators and students has been a significant component of this transformation. Institutions have implemented comprehensive training programs to equip educators with the necessary skills to deliver online education and engage students remotely effectively. Initiatives such as virtual workshops, webinars, and digital literacy courses for both faculty and students have been instrumental in this process. Additionally, continuous support systems, including online helpdesks and digital resource centres, have been established to assist educators and students in overcoming technical challenges. These concerted efforts have ensured educational institutions' resilience during the pandemic and laid the foundation for sustained digital innovation in the future (Gull et al., 2023; Velyako & Musa, 2023).

The tourism sector, a significant contributor to Indonesia's economy, has faced immense challenges due to natural disasters and global travel disruptions. Several studies highlight how tourism businesses have demonstrated organizational resilience through innovative strategies and digital transformation. For instance, the study titled "Innovation and Creativity in a time of Crisis: A perspective of Small Tourism Enterprises from an Emerging Destination" provides detailed insights into how these businesses have developed new business models to adapt to

changing conditions (Bhaskara et al., 2023). These adaptations include shifting from traditional in-person services to virtual tourism experiences, implementing online booking systems, and adopting contactless services. Digital technologies have been crucial in maintaining operations and engaging with customers remotely. Many enterprises have strengthened their online presence through social media, virtual tours, and augmented reality to offer immersive experiences to potential visitors. Additionally, advanced customer relationship management (CRM) systems have been employed to understand better and respond to customer needs and preferences remotely. Tourism businesses have also diversified their revenue streams by offering online merchandise, hosting virtual events, and forming partnerships with local e-commerce platforms. These strategic adaptations have not only helped sustain the tourism sector during periods of reduced travel and economic uncertainty but have also positioned businesses to be more agile and resilient in the face of future disruptions (Bhaskara et al., 2023; Bhaskara & Filimonau, 2021).

In the banking sector, the emphasis on building digital resilience and enhancing cybersecurity measures has been critical in maintaining operational integrity and customer trust amid the rapidly evolving digital landscape in Indonesia. Banks have responded to the increasing threat of cyberattacks by investing significantly in robust cybersecurity infrastructures and comprehensive digital strategies. These investments include the deployment of advanced cybersecurity technologies such as multi-factor authentication, encryption, and real-time threat detection systems to safeguard sensitive financial data and ensure the continuity of banking operations (Pratono, 2022). Additionally, banks have implemented rigorous cybersecurity protocols and conducted regular audits and simulations to identify and address vulnerabilities. The development of digital skills among employees has also been a focal point, with banks offering extensive training programs to ensure staff are adept at using new technologies and adhering to security practices. Furthermore, the strategic shift towards digital banking services, such as mobile banking apps and online transaction platforms, has enhanced customer convenience and accessibility while maintaining high-security standards. These comprehensive efforts in building digital resilience have not only fortified the banking sector against cyber threats but have also enabled banks to adapt to changes swiftly and continue providing reliable services during disruptions, thus exemplifying the principles of organizational resilience in Indonesia (Abiwodo et al., 2023).

### **Key Findings Related to Organizational Resilience in Indonesia.**

The analysis of the selected articles reveals several key findings regarding organizational resilience in Indonesia. First, leadership plays a pivotal role in fostering organizational resilience. Effective leaders can inspire and motivate their teams, create a shared vision, and cultivate a culture of adaptability and resilience. Studies indicate that organizations with resilient leadership are better equipped to navigate disruptions and implement successful resilience strategies

(Dermawan & Handayani, 2019; Kartono et al., 2020; Lisdiono et al., 2022; Suryadi et al., 2024; Wolor et al., 2022).

Innovation emerges as another critical factor in building organizational resilience. The ability to develop new products, services, and processes enables organizations to adapt to changing environments and continue operations despite challenges. This is particularly evident in the tourism and education sectors, where innovation in business models and digital platforms has been essential for resilience (Bhaskara et al., 2023; Gull et al., 2023).

Digital transformation is highlighted as a key component of resilience. The adoption of digital technologies enhances organizations' ability to respond quickly to disruptions, improve operational efficiency, and maintain continuity. Successful digital transformation, however, requires careful planning, significant investment, and the development of digital skills among employees. The banking sector's focus on cybersecurity and digital strategy exemplifies this approach (Abiwodo et al., 2023; Pratono, 2022).

Sector-specific challenges and responses also shape organizational resilience. In the healthcare sector, resilience efforts focus on improving patient care and emergency response capabilities. In the education sector, resilience strategies center on digital transformation and maintaining educational quality through online platforms. The tourism sector's resilience is built on diversifying revenue streams and enhancing customer engagement through innovative solutions (Bhaskara et al., 2023; Gull et al., 2023; Sari et al., 2023).

## **Discussion**

The review highlights that key factors contributing to organizational resilience in Indonesia include leadership, innovation, and digital transformation. In the healthcare sector, resilience is achieved through infrastructure strengthening, enhanced emergency response systems, and continuous improvement, ensuring readiness for crises like natural disasters and pandemics. The education sector's rapid digital transformation during the COVID-19 pandemic underscores the importance of strategic investments in technology and digital skill development to maintain educational continuity. The tourism sector has adapted by developing new business models and leveraging digital technologies, crucial for maintaining operations during disruptions. In the banking sector, digital resilience and robust cybersecurity measures are vital for protecting operations and customer data, demonstrating the sector's ability to adapt swiftly to a digitalized environment.

These findings align with existing literature, which underscores the importance of leadership in fostering a resilient organizational culture. Effective leaders inspire and motivate teams, create a shared vision, and facilitate adaptability (Dermawan & Handayani, 2019). Innovation is also consistently highlighted as essential for resilience, enabling organizations to develop new products, services, and processes to navigate challenges (Bhaskara et al., 2023). The role of digital transformation is increasingly recognized, with digital technologies enhancing the



ability to respond to disruptions and maintain continuity. The banking sector's focus on cybersecurity exemplifies this trend (Pratono, 2022).

For practitioners, investing in leadership development is crucial. Leaders who can inspire, create a shared vision, and foster adaptability are key to building resilient organizations. Emphasizing innovation is essential; organizations should continuously develop new products, services, and processes to adapt to changing environments. Embracing digital transformation is critical, requiring careful planning, investment, and digital skill development. The banking sector's approach to digital resilience and cybersecurity offers a valuable model for other sectors.

Future research should explore specific resilience strategies across different sectors and examine cultural and contextual factors influencing resilience. Longitudinal studies tracking resilience efforts over time would provide deeper insights into strategy effectiveness.

## CONCLUSION

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This systematic literature review critically examined organizational resilience in Indonesia, identifying key factors, strategies, and outcomes. It found that effective leadership, continuous innovation, and strategic digital transformation are crucial to resilience. Leadership is essential for guiding organizations through disruptions, fostering adaptability, and inspiring teams. Innovation enables organizations to navigate changing environments and sustain operations, especially in tourism and education. Digital transformation enhances operational efficiency and continuity, with a strong focus on cybersecurity in banking. Sector-specific strategies, such as improving infrastructure in healthcare and adopting digital learning in education, further bolster resilience. These findings highlight the importance of tailoring resilience efforts to sector-specific needs, suggesting that future research should explore these factors in different contexts to provide deeper insights and practical applications for enhancing organizational resilience.

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