

The Effect of Organizational Resilience on Employee Innovation Behavior in A VUCA Environment: Evidence from Meta-Analysis

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ABSTRACT

This paper has explored how organizational resilience influences employee innovation behavior in a VUCA environment. To test the relationship among employees' mental resilience and innovation behavior, this study used a meta-analysis to conduct a quantitative review of existing literature. Consistent with previous studies, this study found a significant positive correlation among organizational resilience and employee innovation behavior. Based on the analysis from the perspective of resource conservation theory, organizations encourage flexible practices, and employees can easily seek information or help within the organization and make innovation attempts. The findings indicate that uncertainty avoidance has a significant negative moderating effect on the correlation between organizational resilience and innovative behavior. This indicates that in a social environment with a high level of uncertainty avoidance, the correlation among innovative behavior and organizational resilience is low. This study also indicates that there was no significant difference in the type of measurement tools and gender differences in the positive effect of organizational resilience on innovation behavior. Through meta-regression, this study also found that the correlation among innovation behavior and organizational resilience was on the rise, indicating that in the international environment with increasing VUCA, the positive effect of organizational resilience on innovation behavior was increasingly prominent. This research has contributed to existing literature by elucidating the intricate dynamics among employee innovation behavior and organizational resilience within a VUCA environment.

KEYWORDS

Organizational resilience; Employee innovation behavior; VUCA environment; Meta-analysis

1. INTRODUCTION

In today's rapidly unpredictable and changing environment, often referred to as VUCA (Volatility, Uncertainty, Complexity, Ambiguity), organizations in Chinese high-tech industry face significant challenges in maintaining competitiveness through innovation (Hu, Zhang & Zhu, 2024; Du & Chen, 2018). The VUCA environment poses significant challenges for organizations, demanding them to be innovative and agile to maintain competitiveness. The term "VUCA" was primarily coined by the U.S. Army War College to show the complex and unpredictable nature of the modern world (Bennett & Lemoine, 2014). For organizations, a VUCA environment necessitates a shift from traditional management practices to more adaptive and flexible approaches. Research Sutcliffe and Vogus (2003) indicates that organizations operating in VUCA conditions benefit from resilience, as it helps them to effectively respond to unforeseen challenges. However, the specific mechanisms through which organizational resilience impacts employee behavior in such contexts remain inadequately addressed. This gap highlights the need for further investigation into how resilience can be leveraged to promote innovation at the employee level.

Despite the growing body of literature addressing the importance of resilience in organizational settings, such as Barasa, Mbau and Gilson (2018), there remains a lack of comprehensive studies that specifically link organizational resilience to employee innovation behavior, particularly within a VUCA context. Previous research has primarily focused on resilience as a standalone construct (Hillmann & Guenther, 2021) or on its impact on general organizational performance (Suryaningtyas et al., 2019), with limited exploration of how it directly influences employee behaviors, especially innovative actions (Chowdhury et al., 2024; Bani-Melhem, Quratulain & Al-Hawari, 2021). This paper aims to fill this gap by offering empirical evidence on how organizational resilience can be harnessed to promote innovation at employee level, thereby contributing to both theoretical and practical understandings of resilience in organizational behavior. The primary purpose of this study is to investigate how organizational resilience influences employee innovation behavior in a VUCA environment. Specifically, this paper seeks to obtain below objectives: 1) to assess the effect of organizational resilience on employee innovation behavior and 2) to provide actionable insights for organizations aiming to improve their innovation capabilities through resilience-building strategies.

2. LITERATURE REVIEW

2.1. Theoretical Basis

2.1.1. Positive Emotion Extension-Construction Theory

Based on Positive Emotion Extension–Construction Theory, positive emotion mediates how individuals interpret their environment essentially (Su et al., 2020), and broadens one’s thought–action repertoire, enabling that individual to act and think in more innovative and creative ways (Fredrickson, 2001). When individuals in a VUCA environment—where complexity and uncertainty lead to stress and anxiety—positive emotions are particularly important to organizations trying to work in an innovative workforce (Luthans & Broad, 2020). As organizational resilience (the propensity to adapt to change and bounce back from adversity) can buffer against negative emotional experiences (Duchek, 2020), and improve employees’ positive emotional experiences by managing resilience capacity in organizations (Fetcher, 2019). If the organization is treated by the employees as resilient, then it creates a feeling of safety and support for them and can result in more positive emotions. In turn, these positive emotions then foster cognitive flexibility, openness to new ideas, and improved problem-solving which are all vital in creating an environment that nurtures innovation.

2.1.2. Social Information Processing Theory

Social Information Processing Theory places attention on the impact of social cues and information on individuals’ perceptions and behaviors regarding an organization (Chen, Takeuchi & Shum, 2013), and can help explain the role of organizational resilience on employee innovation behavior in a VUCA environment. With an organization operating in a VUCA environment, the flow of information among organizational leaders and employees is pivotal in establishing an innovative culture. According to Boikanyo (2024), organizational resilience can contribute to effective communication and collaboration between employees, in the sense that they will receive and process information correctly. While resilient organizations provide to employees’ signals that they can deal with challenges and move toward change. It conveys to employees the appreciation of their input and creativity and all like to feel that there is someone at the top promoting innovation.

2.2. Organizational Resilience

Organizational resilience is perceived as an organization's capacity to foresee, prepare for, reaction to and adjust to littler interface and sudden hindrances (Ishak Williams, 2018). Resilience means organizations are able to keep and maintain operational continuity and to adapt to external pressures,

which creating the environment for innovations. Research of Sawalha (2015) has pointed that at different dimensions of organizational resonance, e.g., strategic, structural, and cultural resourcefulness, the resilient organizations are seemingly better prepared to handle crises and uncertainties. In this area, Hillmann and Guenther (2021) highlight the significance of organizational resilience which improves an organization's overall performance; where resilient organizations are better able to absorb the shocks that impart to them and exploit challenges as growth opportunities. However, previous research has largely concentrated on how resilience can impact organizational outcomes, without analyzing the way resilience affects individual behaviors—for example on their innovation behaviors.

2.3. Employee Innovation Behavior

Innovation behavior of employees projects a large range of activities, i.e. idea promotion, idea generation, idea realization (Lukes et al. 2017). In a competitive landscape, it is crucial for organizational success as it drives the development of new product, service and processes. Dodge et al. (2017) identify several factors that affect employee innovation behavior, such as organizational culture, leadership style, and individual psychological traits, which has been proven that supportive organizational environment influences positively on employee innovation behavior. For instance, earlier studies such as Do et al. (2022) have revealed how an innovative climate greatly encouraged employees' creative behaviors. Nevertheless, the contribution of organizational resilience to building this environment is still largely unstudied. Although there have been some studies of innovation from the standpoint of resilience (Beck et al., 2025), none of them have discussed the direct impact of organizational resilience on innovation behavior of employees.

2.4. Employee Innovation and Behavior Organizational Resilience

Many studies have examined the relations among employee innovation behavior and organizational resilience. For example, Lv et al. (2018) studied resilience and concluded that resilient organizations create a risk-taking and experimentation tolerance environment which is required for innovation. In addition, by creating a psychological safety among employees, resilience encourages employees to speak up without the fear of having negative consequences (Lewis-Strickland, 2025). Resilient organizations are more able to help their employees innovate in a VUCA environment. Research indicates that firms departmentalizing around adaptability are likely to have elevated degrees of employee passion and inventiveness (Mohammad, Sağsan & Şeşen, 2024). Resilient organizations also have powerful ways of delivering sustainable feedback to support continuous learning and improvement (Suryaningtyas et al., 2019). According to Holbeche (2023), organizations confronted with challenges sometimes have no alternative but to innovate if they are to be around. Resilient organizations encourage their employees to experiment and take risks and therefore get better innovation outcomes. From this point of view, resilient organizations are viewed as having adaptive capacity wherein innovation is a natural response to adversity.

2.5. Research Gaps and Contributions

Although there is already a body of literature on organizational resilience and employee innovation behavior, there are several research gaps that remain. Although resilience has been thoroughly studied as a construct, the interrelationship among employee innovation behavior and organizational resilience is underexplored. Despite the insights gained by these studies, most have focused on outcomes that are related to the organization, not individual behaviors, to emphasize the need for research that directly investigates how resilience influences employee innovation. The need to understand these mechanisms is critically dependent upon this gap. Moreover, much of the existing research in academic is done in specific industries or a context of one particular country thus the findings may not be generalizable. Additional, more diverse studies in a variety of organizational

settings and cultural backgrounds are needed. In addition, more empirical investigations are needed in studying the direct relations among employee innovation behavior and organizational resilience in VUCA environments. To tackle the identified gaps, the proposed study tries to show empirically how organizational resilience influences innovation behavior of the employee in a VUCA context. Integrating resource protection theory and social information processing theory, the study will help refine the theoretical understanding of resilience in organizational behavior, and elaborate on intricate dynamics between employee innovation and organizational resilience to enrich the existing literature.

3. METHODOLOGY

3.1. Criteria for Inclusion and Exclusion of Literature

In order to test the relations among organizational resilience and innovation behavior, this study used a meta-analysis to conduct a quantitative review of existing literature. The inclusion criteria of literature are as follows: (1) the research topic includes variables of innovation behavior and organizational resilience; (2) the correlation coefficient between organizational resilience and innovative behavior was reported; (3) the research background is workplace and research objects are employees. The exclusion criteria are as follows: (1) qualitative research is excluded; (2) excluded studies with incomplete statistical information (such as studies that did not report key statistics such as sample size and effect size); (3) if multiple research reports are based on the same data, only the earliest research report will be included in this study; (4) if the same study is published in both a journal and a dissertation, only the earliest version of the study is included in chronological order.

3.2. Literature Retrieval and Screening Process

This study was conducted on January 23, 2025 using computer and manual methods to collect relevant literature available to date. The English databases searched in this study included PsycINFO, Web of Science, ERIC and ProQuest. In this study, English literature was searched using the following search criteria: (“Resilience in VUCA environments” or “Organizational resilience” or “a VUCA environment”) and (“Innovative Behavior” or “Creative Behavior” or “Innovative Work Behavior”).

Through literature search, a total of 1293 records were obtained. Through preliminary screening, 921 repeated studies, qualitative studies or studies inconsistent with the main topic of this study were excluded. By reading the abstract, 242 studies with inconsistent subjects were excluded. After reading the full text, 103 studies with incomplete statistical information were excluded. Finally, a total of 27 studies (including 28 effect sizes) were covered in this study, with a total sample size of 8703 people.

3.3. Document Coding and Data Analysis

In this study, the included studies were coded with the following information: (1) study author; (2) sample size; (3) the effect of organizational resilience on innovation behavior; (4) to test the effect, the study coded the year of table issuance; (5) In order to check the difference of measurement tools, this study codes the types of variable measurement tools; (6) In order to test gender differences, this study coded sample gender ratio (male proportion). (7) In order to test cultural differences, sample source (country/region) was coded in this study, and the Uncertainty Avoidance Index (UAI) percentage score of corresponding country/region was found by referring to Shah (2012) in official Hofstede database (www.hofstede-insights.com). In this study, CMA 3.3 software (Comprehensive Meta-Analysis Version 3.3) was used for meta-analysis. In this paper, it uses data analysis methods, such as heterogeneity test, average effect size calculation, subgroup analysis and meta-regression analysis.

4. FINDINGS AND DISCUSSION

4.1. Heterogeneity Test

The heterogeneity test is shown in below Table. There was significant heterogeneity among the samples included in meta-analysis in this study ($Q = 754.708, df = 27, p < 0.001$). Thus, the random effects model was used in subsequent data analysis to balance the heterogeneity.

Table 1. Heterogeneity test

Q	df	p	I^2	τ^2	$S.E.$	τ
754.708	27	<0.001	96.424	0.088	0.030	0.298

4.2. Average Effect Size Calculation

The average effect size was calculated as shown in table below. A total of 28 effect sizes were covered in this study, with a total sample size of 8703 people. According to Wang et al. (2014), the correlation coefficient among 0.25 and 0.40 is moderately correlated, the correlation coefficient above 0.40 is high, and the correlation below 0.25 is low or no correlation. By calculating the average effect size, this study found that the level of organizational resilience was positively related to the level of innovative behavior ($p < 0.001; r = 0.496$).

Table 2. Average effect size calculation

			Effect size and 95% confidence interval			Significance test	
Effect size type	k	n	r	Lower limits	Upper limits	Z	p
Correlation coefficient (r)	28	8703	0.496	0.407	0.577	9.387	<0.001

Note: k represents effect size and n represents the total sample size.

4.3. Subgroup Analysis

In order to explore the moderating effect of categoric variable measurement tool types on the relations among innovation behavior and organizational resilience, the results of subgroup analysis used in this study are shown in below table. The moderating effect of measurement tool types on the relations among innovation behavior and organizational resilience is not significant ($Q = 3.981, df = 2, p = 0.137$). The types of tools used to measure employee innovation behavior had no significant moderating effect on the relations among innovation behavior and organizational resilience ($Q = 3.586, df = 4, p = 0.466$).

Table 3. Subgroup analysis

Subgroup variable	Effect size and 95% confidence interval						Subgroup heterogeneity test		
	<i>k</i>	<i>r</i>	<i>UL</i>	<i>LL</i>	<i>Z</i>	<i>p</i>	<i>Q</i>	<i>df</i>	<i>p</i>
Types of measuring tools for organizational resilience									
RS of ORCap	18	0.498	0.423	0.564	11.246	<0.001	3.981	2	0.137
BRS	6	0.374	0.262	0.477	6.102	<0.001			
CD-RISC	4	0.605	0.107	0.858	2.322	0.020			
Total	28	0.457	0.397	0.514	12.851				
Types of measurement tools for employee innovation behavior									
Scott & Bruce (1994)	15	0.487	0.384	0.575	8.385	<0.001	3.586	4	0.466
Janssen (2000)	4	0.518	0.352	0.654	5.432	<0.001			
Kleysen & Street (2001)	2	0.334	0.152	0.495	3.530	<0.001			
Zhou & George (2001)	3	0.614	-0.127	0.916	1.662	0.096			
Self-compiled scale	4	0.481	0.432	0.524	17.009	<0.001			
Total	28	0.475	0.435	0.514	20.018	<0.001			

4.4. Meta-Regression Analysis

In order to explore the moderating effects of publication year of continuous variable research, sample gender and uncertainty avoidance on the relations among innovation behavior and organizational resilience, this study adopted meta-regression, and the results are presented in below Table. The meta-regression model constructed in this study was established and well fitted ($Q_{model} = 11.252, df = 3, p = 0.010$) and the moderating variable variation explained 34.5% of the effect size variation ($R^2 = 0.345$).

The year of publication has a positive moderating role in the effect size at a marginal significant level ($B = 0.029, p = 0.089$), that is, the correlation coefficient between organizational resilience and employee innovation behavior reported in recent years has an upward trend, which indicates that in current VUCA international environment, cumulative effect of organizational resilience on employee innovation behavior has become increasingly prominent. The gender ratio of sample had no significant moderating effect on the effect size ($B = -0.283, p = 0.229$), showing that there was no gender difference in predictive effect of organizational resilience on employee innovation behavior. Uncertainty avoidance has a significant negative moderating effect on effect size ($B = -0.006, p = 0.004$), that is, as the level of uncertainty avoidance in cultural background increases, the relations among employees' innovation behavior and organizational resilience shows a downward trend, which indicates that under cultural background with a low level of uncertainty avoidance, the correlation among employee's innovation behavior and organizational resilience is stronger.

Table 4. Meta-regression (maximum likelihood method)

	<i>B</i>	<i>S.E.</i>	<i>Z</i>	<i>p</i>	<i>Q_{model}</i>	<i>df</i>	<i>p</i>	<i>R²</i>
constant	-57.411	34.119	-1.684	0.092	11.252	3	0.010	0.345
Year of publication	0.029	0.016	1.707	0.089				
Male proportion	-0.283	0.236	-1.203	0.229				
Uncertainty avoidance	-0.006	0.002	-2.856	0.004				

4.5. Discussion

In this paper, a meta-analysis method was adopted to integrate relevant empirical research results, and based on a large sample, the correlation of organizational resilience and innovation behavior were tested. The results of calculating the average effect size showed a significant positive correlation among innovation behavior and organizational resilience. Through subgroup analysis, this study found that the type of measurement tool had no significant moderating effect on the relations among organizational resilience and innovation behavior. Moreover, the meta-regression results found that the moderating effect of the sample gender ratio was not significant either, showing that there was no significant difference in the type of measurement tools and gender differences in the positive effect of organizational resilience on innovation behavior.

Through meta-regression, this study also discovers that the correlation between innovation behavior and organizational resilience is on the rise, indicating that in the international environment with increasing VUCA, the positive effect of organizational resilience on innovation behavior was increasingly prominent. The expansion-construction theory of positive emotions emphasizes that positive emotions can expand the tendency of individual thoughts and actions and help individuals build long-term and lasting psychological resources, among which mental toughness is a more important psychological resource (Zhou et al., 2022). Organizational resilience can improve the physical and mental health of employees and their sense of self-realization. Further promote the production of positive emotional experience, creating a virtuous cycle for individuals. Previous studies have supported that employees in company with high levels of resilience mostly adopt the emotion regulation strategy of "release", while individuals in organizations with low levels of resilience mostly adopt the emotion regulation strategy of "cognitive attention", so employees in low levels of organizational resilience are more likely to be troubled by the adverse effects of negative emotions (Paoletti et al., 2023). Therefore, in the current external environment of surging uncertainties, employees' plans and projects are at risk of suspension and termination at any time, and unexpected situations occur frequently. Employees are often in a situation of high anxiety, which makes them more likely to accumulate negative emotions. However, a higher level of organizational resilience can help individuals effectively avoid the negative effects of high stress. This is because individuals with high organizational resilience can generate more positive emotional experiences, which can eliminate some negative emotions brought by stress, expand the scope of individual potential coping strategies, promote more adaptive coping behaviors, further promote the development of organizational resilience, and reduce the likelihood of anxiety and depression symptoms (Paoletti et al., 2023). Therefore, employees in higher organizational resilience can better adapt to the current external environment of surging uncertainty, effectively cope with innovation risks and challenges, and continue to generate and implement ideas.

This study also supports that there are significant cultural differences in the correlation between innovative behavior and organizational resilience, that is, uncertainty avoidance has a significant negative moderating effect on the correlation between organizational resilience and innovative behavior. This indicates that in a social environment with a high level of uncertainty avoidance, the correlation among innovative behavior and organizational resilience is low. The social information processing theory proposes that an individual's social environment provides a variety of information that affects his behavior and attitude, and an individual's interpretation of this information determines his subsequent behavior and attitude (Clore, Schwarz & Conway, 2014). In social environment of high uncertainty avoidance, individuals initially form their own judgment on the tolerance of uncertainty through observing others' aversion and avoidance of uncertainty and interacting with others. Therefore, employees in high uncertainty avoidance social environment are more afraid of innovation risks and uncertain results. Existing studies have found that in a social environment with a high level of uncertainty avoidance, even setting innovation performance incentives is not enough to help employees overcome their anxiety about innovation failure (Bukowski & Rudnicki, 2019). Herding and Mönch (2022) agree that individuals in a high-uncertainty and risk-free environment are

more inclined to choose stable and risk-free jobs, and assigning tasks with high innovation and challenge characteristics in such an environment may lead to individual conflict, even counterproductive behaviors, and avoidance of high-performance work practices. It includes organizational citizenship behavior, in-role performance and innovation behavior. Therefore, individuals with high uncertainty avoidance in social environment have low tolerance for uncertainty, which is not conducive to exploring their own positive psychological qualities to cope with innovation risks and challenges, and impeding the emergence of innovative behaviors.

Hofstede et al. (2010) listed the scores of uncertainty avoidance index of 76 countries and divided them into comparative groups: Latin America, Latin speaking Europe and Mediterranean countries and regions have high scores of uncertainty avoidance index, as do Japan (92 points) and South Korea (85 points) (cited from Broderick, 2013). Some German-speaking nations, such as Germany, Austria, and Switzerland, scored above average. At the lower end of spectrum are the Nordic countries and the Netherlands (from 59 in Finland to 23 in Denmark) and all Asian nations and regions except Japan and South Korea (of which China scores 30 on the Uncertainty Avoidance Index). Meanwhile, a study based on a comparison between Germany (65 points) and the United Kingdom (35 points) found that even though the two countries are very similar in other aspects such as geographical location, there are still large cultural differences in uncertainty avoidance. Hofstede's (2021) Cultural comparison report compares and analyzes the uncertainty avoidance scores of China, Japan and the United Kingdom and finds that the uncertainty avoidance score of Japan is relatively high, reaching 92 points, indicating that Japanese society tends to seek to avoid ambiguity (cited from Yi, 2021). People are not easy to accept change and are very sensitive to risks, and have a low tolerance for deviating behaviors and ideas, and people emotionally need strict and detailed rules, laws, policies and regulations to avoid uncertainty. On the other hand, the scores of uncertainty avoidance in the UK and China are both low, 35 and 30 respectively, indicating that the British and Chinese societies are very adaptable to ambiguity and have a high tolerance for uncertainty. People accept that plans are changed at short notice and are good at improvising.

Consistent with previous studies, this study provides evidence of a significant positive correlation between organizational resilience and employee innovation behavior. Previous studies have supported that high-resilience organizations have an open organizational learning atmosphere and environmental vitality, which is a good innovation platform (Zhang et al., 2024). Based on the analysis from the perspective of resource conservation theory, organizations encourage flexible practices, and employees can easily seek information or help within the organization and make innovation attempts. Promote active learning among employees, thereby improving the generation and sharing of ideas within the organization. The current VUCA environment contains variability, uncertainty, complexity and ambiguity, which make it difficult for employees to innovate, such as lack of innovation direction, lack of organizational support and resource support. Based on the analysis from the perspective of social information processing theory, enterprises with high organizational resilience have the ability to guide and agility, and the ability to guide means that enterprises can form a positive and constructive conceptual orientation within enterprises by decentralizing power, establishing accountability system, and establishing core values and visions of enterprises. This kind of orientation can help enterprises to understand the development trend of technology, society and culture, predict the change of consumer demand, form a strategic innovation orientation based on the analysis of consumer demand change, and then lead the upgrading of consumer demand through continuous innovation (Teixeira & Werther, 2013). Therefore, enterprises with high organizational resilience can better explore market demand, anticipate changes in the consumer market, and provide direction for employee innovation. Agility refers to the ability of enterprises to take counter-intuitive actions and adopt unconventional solutions (Tallon, 2008). Therefore, in enterprises with high organizational resilience, unconventional innovative solutions proposed by employees are more likely to be adopted, which is conducive to promoting the development and generation of employees' innovative behaviors. Moreover, access to the resources needed to implement innovation is a necessary guarantee for the success of employees' innovation

behavior (Scott & Bruce, 1994). Enterprises with high organizational resilience can still ensure the supply of resources for individual innovation in crisis, including buffer resources and alternative resources, and enterprises with high organizational resilience have sufficient trust relationships among employees. Resource sharing can be achieved to a certain extent, and new resource networks can be quickly established in the case of crisis and supply chain disruption (Brandon-Jones et al., 2014).

5. CONCLUSION

This paper has explored how organizational resilience influences employee innovation behavior in a VUCA environment. To test the relationship among employees' mental resilience and innovation behavior, this study used a meta-analysis to conduct a quantitative review of existing literature. Consistent with previous studies, this study found a significant positive correlation among organizational resilience and employee innovation behavior. Based on the analysis from the perspective of resource conservation theory, when organizations encourage flexible practices, employees can easily seek information or help within the organization and make innovation attempts. The findings indicate that uncertainty avoidance has a significant negative moderating effect on the correlation between organizational resilience and innovative behavior. This indicates that in a social environment with a high level of uncertainty avoidance, the correlation among innovative behavior and organizational resilience is low. This study also indicates that there was no significant difference in the type of measurement tools and gender differences in the positive effect of organizational resilience on innovation behavior. Through meta-regression, this study also found that the correlation among innovation behavior and organizational resilience was on the rise, indicating that in the international environment with increasing VUCA, the positive effect of organizational resilience on innovation behavior was increasingly prominent. This research has contributed to existing literature by elucidating the intricate dynamics among employee innovation behavior and organizational resilience within a VUCA environment.

By integrating resource protection theory and social information processing theory, this research provides a theoretical framework that highlights the significance of resilience in fostering an innovative work culture. Additionally, the findings offer practical implications for organizational leaders and policymakers, emphasizing the significance of developing resilience at both employee and organizational levels to navigate the challenges posed by an unpredictable market landscape. Although the research in this paper has achieved certain results, it is mainly based on secondary data. If there is an opportunity in the future, it can use first-hand primary data as a supplement. For implications, in current international environment of increasing variability, uncertainty, complexity and fuzziness (VUCA), international companies should give full play to its cultural advantages and build an adaptive society of variability, uncertainty, complexity and fuzziness. In addition, enterprises can effectively build resilience, and can further influence the attitudes and behaviors of their employees through resilience-oriented HRM practices.

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