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File size: 6.55M
Page count: 260
Word count: 82,036
Character count: 443,523
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CHAPTER 1

INTRODUCTION

1.1 Background of the study

1.1.1 Concept of the research

Organizations are increasingly vulnerable to threats from globally disruptive events, prompting increased attention towards studies on organizational resilience. The literature identifies numerous levers to enhance resilience, yet organizations still struggle to prepare for future disruptions (Koh et al., 2024). Disruption is a threat to business organizations, causes losses, and increases the cost of operation (Cortez and Johnston, 2020). Such incidents jeopardize the profitability and existence of firms due to their significant adverse effects (Shekarian et al., 2023). Businesses encounter crises, ranging from economic recessions and industrial disasters to calamities and worldwide pandemics. Disruptions create risk and uncertainty in business and have an unfavorable effect on their business performance (Eryarsoy et al., 2022). Recent events like the Panama Canal (Miller & Clayton, 2023) and the Ukraine crisis (Nugroho et al., 2024) again necessitate the need for more resilient logistics networks that can consistently adapt to geopolitical and environmental fluctuations. A global example is the COVID-19 pandemic, caused by the novel coronavirus (SARS-CoV-2), which has had far-reaching impacts on healthcare, the economy, education, businesses, and daily life (Finsterwalder & Kuppelwieser, 2020; Kabadayi et al., 2020).

There are two phases of disruption management in management: (i) proactive strategies and (ii) reactive strategies (Mitroff et al., 1987; Chowdhury and Quaddus, 2017). The first phase includes early detection of a crisis before its occurrence and being prepared for any unforeseen disruption by focusing on restructuring of the operations; and the second stage adopts some techniques to withstand the changing environment and then repair the after-effects of disruption for restoration of everything and to enhance adaptability in the business model if required (Zhao et al., 2019). In between these phases, organizations employ resources to establish and enhance continuous and adaptable response capabilities. Organizations must participate in an ongoing learning process to attain resilience (Eryarsoy

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