

Unifying Resilience Dimensions, Theoretical Perspectives and Evidence: A PRISMA-Guided Systematic and Bibliometric Review of Supply Chain Resilience and Organizational Performance

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Abstract - Supply chain resilience represents an organization's capability to anticipate, adapt and recover from disruptions while maintaining stable performance in an organization. The global supply network has been becoming more unpredictable in recent years due to trade shocks, pandemics and geopolitical tension. The impact of supply chain resilience on organizational performance across industries is examined in this study through a systematic assessment of literature with the focus on lessons applicable to emerging economies. Key elements of supply chain resilience include adoption of digital technology, agility, risk management culture, calibration, resilience and integration. The PRISMA framework and bibliometric mapping (VOS viewer) are used in the paper to synthesize 55 peer-reviewed studies. Findings reveal that supply chain resilience enhances organizational adaptability, competitiveness and recovery speed, while limited empirical research in developing contexts highlights a significant gap. In addition to providing strategic and managerial implications for creating resilient supply chains, this study contributes by combining several supply chain resilience elements into a single framework.

Keywords: Disruption, Organization Performance, Supply Chain Resilience, Systematic Literature Review

I. INTRODUCTION

The supply chain resilience (SCRES) concept started to get popularized in the early 2000s after the publication of the groundbreaking research done by ([Christopher & Peck, 2004](#); [Sheffi, 2007](#)). There are two main reasons for the increased interest in the resilience concept in the Supply Chain (SC) management field. The first reason is the complexity in modern SC due to the globalization of both procurement and distribution. The outsourcing of the suppliers has increased dependence on the suppliers and in times of disruption, such as climate change, having resilience capabilities is important. The second reason is the realization that traditional risk management techniques do not have the capability to ensure a more proactive business environment ([Pettit et al., 2013](#)). And for those reasons, researchers have started examining SCRES practices increasingly.

Research studies found that the firms with a resilient SC are better able to overcome challenges. [Al Naimi et al. \(2022\)](#) conducted a study that reveals that organizations engaged in resilience building strategies decreased their impact on operational performance by 30% during crises than that of non- resilient organizations. Often, resilience is due to proactive risk management practices such as diversification of suppliers and investment in technology facilities. One of the major shocks faced by the export industries of countries like Pakistan, Mongolia, Sri Lanka, Kyrgyzstan, Philippines are the removal of the Generalized System of Preferences (GSP+) tariff concession in the year 2010, due to human rights concerns ([Bandara & Naranpanawa, 2015](#)). GSP + was granted by the European Union, which enabled the export of over 7000 products without

taxes. However, firms that had better in-built resilient capabilities shifted their operations to countries such as Kenya and Ethiopia to retrieve the benefit of duty-free access to the US market under the African Growth and Opportunity Act (AGOA) ([AGOA, 2025](#)). In the year 2017, beneficiary countries recovered GSP+ status. But the majority of the closed bankrupt organizations haven't recovered from this disruptive situation till today ([Abeysekara et al., 2019](#)). Because they have not adopted resilience practices to face the uncertainties happening around the world.

In April 2025, the government of the United States introduced a series of reciprocal tariffs under the ruling of President Donald Trump to rectify alleged unfair trade practices. These export tariffs have impacted multiple nations worldwide, with Sri Lanka being among the top 10 countries affected by these tariffs ([DailyFT, 2025](#)). Thus, it will drastically reduce the competitiveness of developing countries such as Sri Lanka, Bangladesh exports in the international markets as they are now more expensive, resulting in lower demand and lower sales. In this case, resilience comes into play and the importance of adapting proper SCRES capabilities is emphasized. Therefore, this research will provide an understanding of how developing different SCRES capabilities would help organizations to respond to such external shocks bravely and enable organizations to maintain their performance levels despite what is happening in their internal and external environments. On the other hand, studies have also been conducted on SCRES, applying it to industries such as apparel, tea, automotive, agri-food and wine ([Stone & Rahimifard, 2018](#)), pharmaceuticals ([Zahiri et al., 2017](#)) and electric power ([Meerow & Baud, 2012](#); [Pettit, 2019](#)). And many other industries as well.

Although research in this resilience area has grown ([Abeysekara et al., 2019](#)), a closer examination of the literature revealed several critical gaps that warrant systematic investigation. First the most prior studies adopt a fragmented perspective by analyzing isolated factors like agility, digital technology and robustness without integrating them into a unified conceptual framework ([Zhou et al., 2022](#)). This lack of synthesis has produced scattered evidence and inconsistent interpretations of how different resilience capabilities jointly contribute to OP. And the second is the theoretical grounding of SCRES research, which remains underdeveloped. Although frameworks such as the Resource-Based View (RBV) and Dynamic Capabilities View (DCV) are frequently mentioned ([Barreto, 2009](#); [Teece et al., 1997](#)), the few studies explicitly connect these theories to explain the mechanisms through which resilience translates into sustained competitiveness and long-term performance in organizations. As a result of the field, it lacks a united understanding of SCRES as both a valuable resource and a transformative capability. And the last identified gap is that despite the rapid expansion of SCRES related to publications in recent years, there is limited systematic literature of global evidence through robust methods such as PRISMA and bibliometric analysis. The absence of such structured evaluation restricts scholars from identifying dominant themes, theoretical overlaps and emerging Boundaries in the field.

Therefore, this study aimed to address these gaps through a systematic literature review that consolidated fragmented research, integrated theoretical perspectives and mapped the intellectual structure of the SCRES and OP relationship. By employing both thematic and bibliometric approaches, this review provides a comprehensive system metric of how diverse resilience dimensions like flexibility, agility, collaboration, Risk management culture, integration and digital technology contribute to improved OP outcomes. Furthermore, it identifies the evolving trends, methodological limitations and further research direction that can guide both academic and managerial levels in strengthening SCRES for being competitive in the market with improving organization

performance.

A. Research Questions

- What is the impact of Supply chain resilience on Organizational performance?
- What do RBV and DCV theories explain about the relationship between Supply chain resilience and Organizational performance?
- What are the methodological patterns that are used to study supply chain resilience and organizational performance?

B. Research Objectives

- To find how supply chain resilience impacted on organizational performance.
- To explain the link between supply chain resilience and organizational performance using RBV and DCV theories.
- To examine methodological approaches and patterns used in supply chain resilience studies on organizational performance.

II. LITERATURE REVIEW

A. Theoretical underpinnings

1) Dynamic Capabilities Theory and Resource-Based View:

The Dynamic Capabilities View (DCV) provides a rich theoretical framework to explain how firms build, reconfigure and combine internal and external competences to respond to rapidly changing environments. As a development of the Resource-Based View (RBV), DCV emphasizes not just having valuable resources, but also the capability of the firm to modify and update such resources to sustain competitive advantage in dynamic contexts ([Barreto, 2009](#); [Eisenhardt & Martin, 2017](#); [Helfat, 2007](#); [Teece, 2014](#)). Dynamic capabilities enable organizations to sense opportunities and threats, respond to them by means of strategic action and recombine existing resources in order to maintain performance ([Eisenhardt & Martin, 2017](#); [Helfat, 2007](#); [Teece, 2014](#)).

For SCRES, DCV provides a strong theoretical framework for understanding how firms can construct adaptability, flexibility and agility in response to disruptions. Uncertainty expansion caused by events such as the COVID-19 pandemic, geopolitical conflicts and technology disruption has focused attention on dynamic capabilities that empower firms to reshape processes, re-engineer operating systems and improve responsiveness ([Wayland, 2021](#)). DCV can thereby clarify how firms sustain performance and competitiveness by sustaining expansion of SC capability alongside strategic adaptation to turbulence in their environment.

Therefore, the Resource-Based View (RBV), which was initially advanced by Wernerfelt (1984) and subsequently elaborated on by Barney (1991), represents a macro perspective of how firms can create competitive advantage and perpetuate such advantages on the basis of their internal resources and capabilities. RBV considers that VRIN (valuable, rare, imperfectly imitable and non-substitutable) firm-specific resources are the generators of superior performance ([Conner, 1991](#); [Peteraf, 1993](#)). These may be physical assets, i.e., technological and capital and non-physical assets,

i.e., knowledge, skills and organizational culture ([Castanias & Helfat, 1991](#); [Sahu et al., 2024](#)).

From an SC perspective, RBV highlights that firms possessing distinctive configurations of resources and capabilities are more likely to withstand disruptions, enhance operational efficiency and achieve resilience. Strategic alignment of innovation competences, technological resources, and human capital in the SC improves OP and long-term competitiveness ([Khanra et al., 2022](#)). However, RBV has been subjected to criticisms by academics as static because it primarily discusses the ownership of resources without looking at the continuous development and decomposition of resources in dynamic settings ([Barney et al., 2021](#)). This limitation has led to supplementing frameworks, such as the DCV, which extends the RBV by adding a dynamic aspect through an emphasis on how firms create and evolve their resource set in order to sustain long-term competitiveness ([Castanias & Helfat, 1991](#); [Helfat & Peteraf, 2003](#); [Sahu et al., 2024](#)).

B. Supply Chain Resilience

According to [Ponomarov and Holcomb \(2009\)](#) argues that resilience is a concept that is multidimensional and interdisciplinary, having been analyzed for a long time from various angles, for instance, developmental psychology and ecosystem research. Lately, it has received remarkable notice in the new areas like risk management and supply chain management. Even though the concept is widely used in different ways, the author points out that the meaning of resilience has been and still is inconsistent and at times directly opposed, because a single theory of resilience is still in the making and is being developed continuously.

SCRES is a firm's capability to anticipate, adapt and recover from disruptions through agile, ambidextrous and digitally integrated supply networks, which ensure continued performance in the face of uncertainty ([Jum'a et al., 2025](#)). Researchers discovered that organizations adopting resilience to get better operational outcomes, showing that resilience is a proactive approach to the long run rather than a reactive measure. As well as studies also show that SCRES helps improve business performance and customer satisfaction ([Atadoga et al., 2024](#)). In simply, SCRES is the ability to bounce back from disruptions.

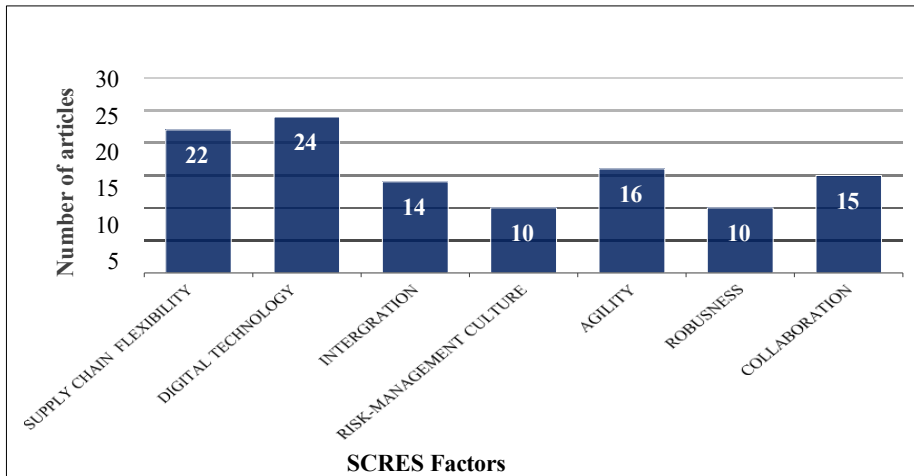
In recent years, resilience has been getting increasing attention from researchers, especially since some SC are becoming more and more sensitive these days, both in the global and industrial contexts ([Zheng, 2024](#)). Like today's world, affected by events such as the COVID-19 pandemic, geopolitical issues and natural disasters the resilience plays a crucial role for companies to reduce risks and maintain operations continuously without any delay ([Nayal et al., 2024](#)). According to [Siagian et al. \(2021\)](#) identifies proactive risk management is identified as one of the crucial activities for SCRES. Their research suggests that organizations should assess and take action to reduce potential risks before disruptions occur to reduce their negative effects.

In previous research, these factors have been identified in several ways as the time researchers change the way the examine these factors ([Parast et al., 2016](#)) at this, researchers have identified these kinds of measurements as antecedents, then as elements and in recent research, these are identified as dimensions as well as researchers suggest examining these as factors ([Zhao et al., 2023](#)). While each of these factors has gotten separate attention, there has been limited study that explores them along with a resilience framework. SCRES is a firm's ability to adapt and recover from any disruption. In this study, SCRES is identified as the independent variable, which

consists of various components.

This paper focuses on different ways of factors, antecedents and dimensions to measure the SCRES, such as SC flexibility, Risk management culture, agility, collaboration, robustness, DT and integration based on insights from recent research ([Juan et al., 2022](#); [Zhou et al., 2022](#)). While these build a solid foundation for SCRES, the way they are integrated and focused differs across industries and studies. These factors influence resilience, but research on specific acceptance's impact on OP remains limited.

Figure 1. Factors Frequency in SCRES Research



Source: Based on the Literature Authors' illustration.

The bar chart illustrates the total number of articles discussing the different contributors to SCRES. DT and SC Flexibility are the most studied contributors, while Risk Management Culture (RMC) and Robustness are the least studied. So, this is the status of the current variables used in previous literature.

1) Supply Chain Flexibility: Supply chain flexibility (SCF) is defined as how an organization can respond to rapid changes in market conditions, disruption or consumer need. For the industries, this is critical because the demand can be volatile, with areas of inaccessibility of raw material or global disruption, as evidenced through the global pandemic of COVID-19, impacting the performance of SC considerably. [Chatterjee et al. \(2022\)](#) suggested that firms' flexibility enables them to maintain continuity by adjusting in real-time their production, sourcing and logistics. Businesses having flexible forms could adapt their business model more easily and react to disruptions to the variable demand in a crisis situation so as to minimize service disruptions ([Ivanov & Dolgui, 2020](#)). Flexibility is closely associated with agility and resilience and provides the basis for dynamic SC capabilities.

[Dubey et al. \(2021\)](#) argue that exponential data analytics enhances flexibility by increasing the speed of decision-making and visibility into supply chains, which enables quicker responses to uncertainties. The preceding assumption depends on the argument that flexible and adaptable SC can exploit opportunities and reduce threats quickly than inflexible systems. Moreover, flexibility in a SC is vital to the overall OP because it increases responsiveness, enhances competitiveness and instills long-term

organizational resilience.

2) Digital Technology: In the context of SC, it refers to the utilization of high-technology tools and advanced technological innovations in an organization, such as artificial intelligence (AI), blockchain technology, Internet of Things (IoT), cloud technologies and online platforms to enhance engagement. The use of these technologies and tools can, in the context of SC, allow organizations to be aware of real-time events, respond more quickly to make decisions, collaborate with suppliers and customers seamlessly and even automate tasks. Ultimately, this enables businesses to respond quickly to disruptions while continuing to operate uninterrupted ([Cui et al., 2023](#); [Zouari et al., 2020](#)). In simply DT means the use of new technology to make the SC more convenient. [Zhao et al. \(2023\)](#) explain that digitalization does mean more than simply supporting operations; it's linked to a company's capability to improve performance. Past researchers discovered that technologies like AI and blockchain can help businesses make more automated and transparent decisions, recover from disruption more quickly and decrease delays.

3) Integration: The process of integrating information and decision-making across the SC, including internal operations and external stakeholders, is known as SC management. Successful integration requires continuous information transfer, a coordinated level of planning, and collaboration among integrated consumers, all while improving the company's ability to see a broader picture and solve issues. [Li et al. \(2017\)](#) emphasize that integration in the SC can eliminate redundancies, increase visibility and help firms to improve management near the edges of supply and demand. Integration is important for all industries, as it incorporates manufacturers and distributors to ensure effective quality routing and management of inventory levels related to timely delivery. As noted by [Garrido- Moreno et al. \(2024\)](#), integrated SC are more robust because they can respond to issues faster, engage partners more effectively and more readily relocate resources in response to crises, as supported by the literature on supply chain management. Integration also promotes operational continuity and satisfaction of customers as it ensures consistent movements of products, services and information throughout the SC.

4) Risk management culture: Risk Management Culture (RMC) is being understood more and more as a vital enabler of SCRES and as a potential source of OP. A strong RMC is characterized by shared values, norms and behaviors that foster situational awareness and proactivity, particularly for the assessment of risk and mitigation, as well as it entails cross-functional collaboration and coordination, thereby enabling organizations to anticipate and deal with disruptions in a timely manner. Empirical evidence suggests that firms that incorporate RMC into their decision-making processes and SC practices are better able to communicate resilience to their customers and in so doing, attain better financial performance by utilizing resilience as a competitive advantage. [Chunsheng et al. \(2020\)](#) researchers also highlight the need to consider RMC as a dynamic capability, which suggests that the addition of advanced analytics will strengthen a firm's ability to sense, take advantage of and recover ties from shocks before, during and after the disruption. [Munir et al. \(2024\)](#) sector-specific research (e.g., agri-food SC) has shown that RMC is enhanced through effective knowledge management, that is, acquiring, assimilating, and applying risk intelligence to build resilience. [Ali et al. \(2021\)](#), some conceptual analyses view RMC as a component of organizational culture, with differing cultural archetypes, such as control-oriented and collaborative, influencing how firms

enact risk practices (e.g., control-oriented, collaborative), shaping how firms enact risk practices ([Whiteside & Dani, 2020](#)). It is important to note that researchers argue that "RMC is not enough by itself. Resilience and superior performance happen where cultural preparedness aligns with structural and operational strategies such as process re-engineering, contingency planning and supplier integration ([Hosseini Shekarabi et al., 2025](#)). Combined, these findings position RMC at the foundation of resilient SC, allowing firms to withstand volatility, recover quickly and still maintain long-term competitiveness.

5) Agility: Agility means a company's ability to quickly notice and respond to changes in the market, customers' needs or unexpected events ([Jum'a et al., 2025](#)). According to [Ul Akram et al. \(2024\)](#), agility helps businesses build and adjust their abilities to work more efficiently and effectively. And another researcher presents agility, the speed at which it counters the disruption ([Mubarik et al., 2021](#)). In simply, agility means an organization's ability to react to changes. Agile companies use real-time data, flexible production systems and adaptable logistics to reduce delays ([Siagian et al., 2021](#)). For example, during COVID-19, companies with agile SC could quickly change suppliers, reroute deliveries and adjust inventory levels. [Tarigan et al. \(2021\)](#) refer to a study of manufacturing companies in Indonesia and found that SC agility helps companies recover from disruptions and supports long-term success. Agility refers to a factor of a SC that enables its discreet and swift response to any changes in the market trends, customer demands and unexpected disasters ([Zhao et al., 2023](#)). On the other hand, researchers have found that agility demonstrates flexibility, allowing firms to respond to disturbances to recover in a minimum period. According to [Abeysekara et al. \(2019\)](#) in a dynamic business environment, an agile SC is fundamental in a bid to sustain competitiveness.

6) Robustness: Robustness refers to an SC's ability to maintain its planned performance levels despite facing disruptions ([Alvarenga et al., 2023](#)). While agility is about reacting quickly, robustness focuses on being strong and prepared, like having backup suppliers, extra stock or different sources ([Nakandala et al., 2024](#)). Unlike agility, which involves flexible adaptation, robustness emphasizes the structural and operational strength to endure disruptions without requiring significant changes in operations ([Ivanov & Dolgui, 2020](#); [Simchi-Levi et al., 2018](#)). [Shishodia et al. \(2021\)](#) emphasize that developing robustness in the SC network mitigates the risks.

In this study examine how to measure the factors impact on the SCRES, but sometimes the way organizations try to overcome disruptions is different for each, which is why this study decided to take the reactive and proactive factors (agility, robustness) to make the study more interesting.

7) Collaboration: Collaboration means working closely with suppliers, customers and logistics partners to share information and resources during disruptions ([Siagian et al., 2021](#)). Strong partnerships help with communication, solving problems together and sharing risks, which all improve resilience ([Pandanaoyana et al., 2021](#)).

For example, a study in Qatar's manufacturing industry found that collaboration greatly increased resilience through trust and teamwork ([Al Naimi et al., 2022](#); [Singh & Modgil, 2024](#)) found that new technologies like Digital Twin Technology (DTT) can make SCs more agile and resilient, but these benefits are fully realized only when there is strong collaboration among all stakeholders. This proves that collaboration is used as a factor that measures SCRES. As well as [Zhou et al. \(2022\)](#)

studied Chinese companies, found that collaboration with SC partners makes organizations more resilient from the inside.

C. Organizational Performance

Organizational Performance (OP) represents the extent to which a firm achieves various goal factors of a firm, such as financial profitability, operational efficiency, human expectable and long-term competitiveness ([Abeysekara et al., 2019](#)). There is a global body of empirical studies that consistently establishes a link between resilient SC and operational outcomes, as to ratio in study by [Agrawal et al. \(2023\)](#) found in the study that firms with high levels of flexibility and robustness restored service levels much faster than firms with low levels of those attributes, thereby preserving customer satisfaction and minimizing recovery costs. Specifically, [Agrawal et al. \(2023\)](#) research revealed that performance after a disruption is not simply a matter of speed, but rather the firm's ability. This finding is consistent in a study undertaken in Saudi Arabia by the authors, who referred to it as integrating DT that enhances the OP of organizations in the area of SC management ([Mashat et al., 2024](#)). In constraint, [Qazi et al. \(2022\)](#) the finding showed that two of these factors, customer relationship and SCRES, positively affect the OP. Thus, firms need to implement and concentrate more on customer relationships and SCRES practices when aiming to improve overall OP.

[Abeysekara et al. \(2019\)](#) found clear evidence that the components of SCRES positively affect organizational outcomes, framework to relate all factors of SCRES to the different constructs of organizational outcomes. This research analyzes the key components of SCRES and their impact on organizational outcomes. The article describes insights related to the operations of small and medium-sized companies that are operating with a limited resource base and the greater complexities related to complying with local regulations. Similarly, this research could help narrow the current gap between operational and strategic resilience outcomes and provide an integrated perspective for organizations navigating and recovering from disruption and uncertainty, particularly in global SC.

D. Supply Chain Resilience and Organizational Performance

In today's fast-changing world, companies are prone to face unexpected situations like natural disasters, political disturbance or global pandemics. These events can have a profound effect on business operations and service towards customers. Because of this, SCRES has attracted great importance. It is understood as the capacity of a company to survive such events and maintain its operations uninterrupted. According to [Ben Abdelaziz et al. \(2024\)](#), this kind of ability to bounce back and continue functioning effectively is strongly correlated with how well a company is performing overall or OP.

OP is the measurement of how well an OP is in achieving its goals. This includes areas like profit, speed of delivery, customer satisfaction and maintaining costs. An organization with a strong and resilient SC becomes less exposed. That resilience makes the company continue performing well even during challenging times, which means better performance ([Mehmood et al., 2025](#)).

A study done by [Abeysekara et al. \(2019\)](#) it was focused on Sri Lankan clothing companies. It proved that companies operating with agility, collaboration and long-term supplier relationships were faring much better with disruptions. The companies were able to control costs, ensure delivery time and ensure customers are impressed even in the face of problems. This shows a direct link between company performance and SCRES.

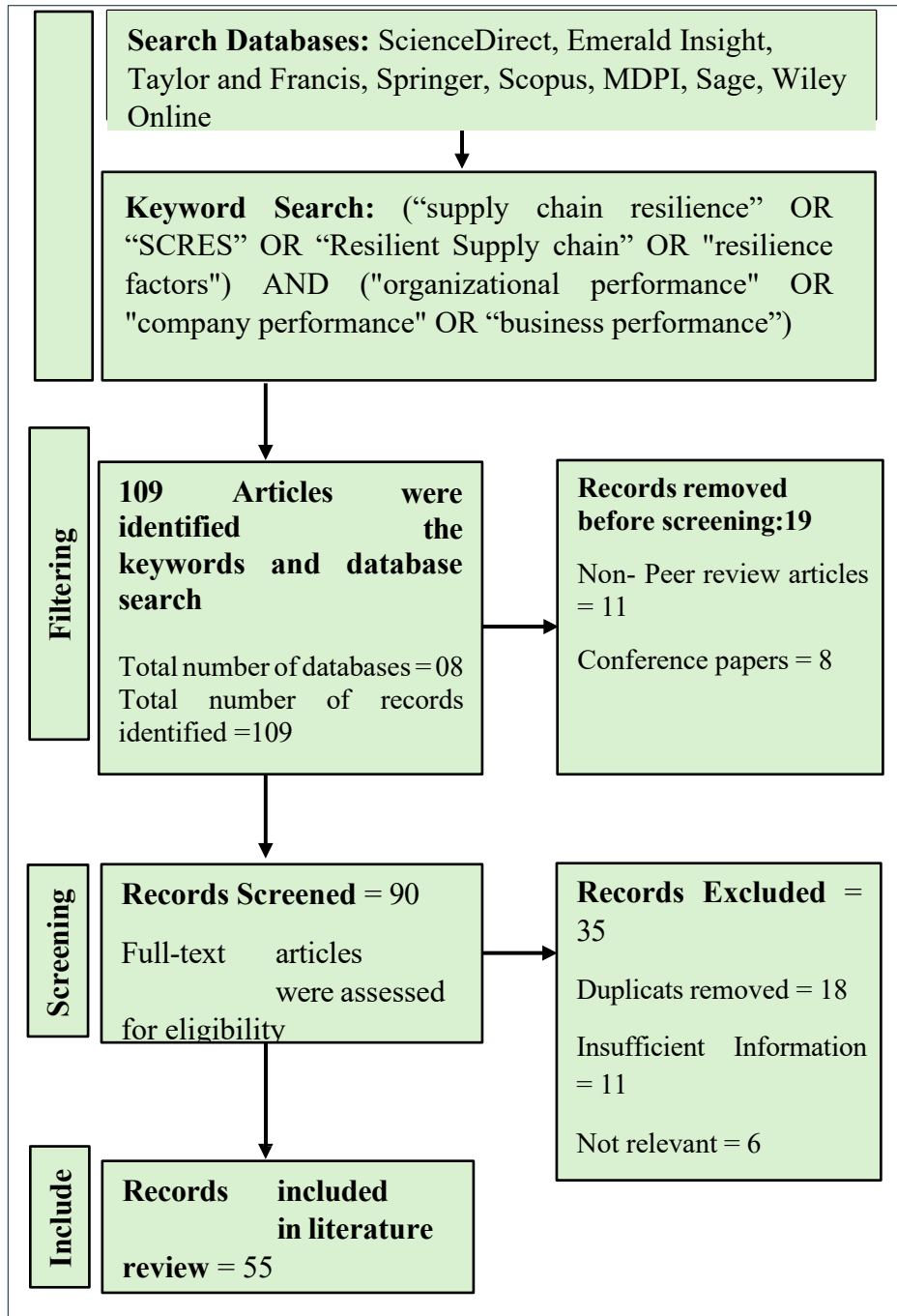
Another study by [Agrawal et al. \(2023\)](#) highlighted the importance of SC flexibility. The research showed that companies were able to adapt rapidly amid the COVID-19 pandemic and perform well. Firms that are able to manage volatile demand, produce alternative suppliers and continue production. This helped outperform other companies that could not adapt. For example, when there are material shortages and shipping delays, companies with good supplier relationships can find prompt solutions to these issues. According to [Singh et al. \(2024\)](#), these findings tend to lessen the impact on operations and keep performance in line with expectations.

Also noted that the firms were able to respond better to the new environment, thus being able to continue their businesses and meet customers' orders and build resilience, which leads to improved performance over the long term ([Holgado & Niess, 2023](#)). Therefore, companies that undertook long-term SC changes, such as bringing production back home or simplifying inventory systems, had ongoing performance improvements even when the initial problem had been fixed. These companies' long-term efforts stabilized and led them to become successful.

According to [Qazi et al. \(2022\)](#) found that SCRES has a significantly positive impact on OP. This status has been confirmed by a few other authors, according to [Cao et al. \(2024\)](#), SCRES is positively associated with firm performance and also the author [Siagian et al. \(2021\)](#) mentioned that, SCRES influences the business performance, and finally according to ([Darabi, 2023](#); [Pu et al., 2023](#)), as well prove that Resilience SC has a positive effect on firm performance, With all these evidence from past literatures it prove that there is a considerable relationship between SCRES and OP.

III. METHODOLOGY

Figure 2. Literature Search Flow Diagram

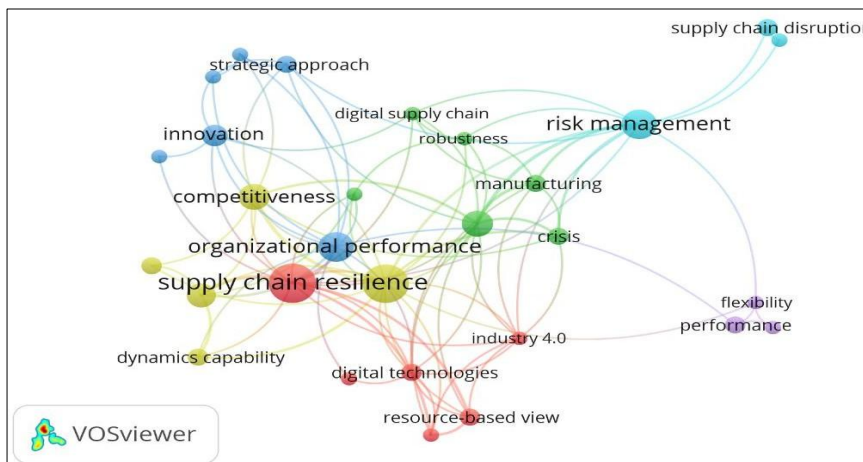


Source – Authors’ illustration

The systematic process of identifying, screening, and selecting studies for the review was illustrated in the PRISMA flow diagram shown in Figure 2. The search was conducted in 8 major databases such as ScienceDirect, Emerald Insight, Taylor & Francis, Springer, Scopus, MDPI (sustainability Q1 journal), sage, Wiley online covering the years 2010 to 2025. The literature relevant to the study was collected using Boolean keyword phrases like (“supply chain resilience” OR “resilient supply chain” OR “resilience factors”) AND (“organizational performance” OR “company performance” OR “business performance”). This search resulted in a total of 109 articles. Throughout screening, 19 records were discarded due to lack of peer-review (11) or conference papers (8). The rest 90 articles were evaluated by means of title and abstract review, after which 35 papers were rejected for duplication (18), inadequate methodological information (11) or no relevance (6). As a result, 55 peer-reviewed journal articles that were of sufficient quality and relevance were kept for the final analysis.

A. Keywords search

Figure 3. Co-occurrence network of author keywords related to SCRES and OP
Source – Authors’ illustration



The above Figure 3 shows the co-occurrence network of author keywords built in the VOS viewer software based on the analysis of keywords performed to build the systematic literature review on the topic of SCRES and OP. This visualization determines the conceptual framework of the research area in which important themes are correlated with each other throughout literature.

In order to build the map, bibliographic data were exported from ScienceDirect, Emerald Insight, Taylor and Francis, Springer, MDPI (sustainability journal) databases, which contained the keywords of the selected journal articles as per the inclusion criteria of the review. The data were handled in the VOS viewer, which utilizes the cooccurrence analysis as the frequency of specific keywords that appear in the same publications. The frequency of the occurrence of a keyword is indicated by the size of each node. The minimal threshold of occurrence of 5 was used, and only those keywords that were used at least 5 times throughout the data set were considered so that they were statistically reliable, and it also allowed an emphasis on the most impactful ones, whereas the weightiness of the association between terms is reflected by the thickness of connecting

lines.

The four clusters demonstrate the connection between SCRES and organization performance outcomes. The red cluster which is based on supply chain resilience, digital technologies, industry 4.0 and Resource-Based View (RBV), underlines the role of technological innovations and firm-specific resources in enhancing resilience potential, which sustains performance. The blue cluster with OP, competitiveness and innovation as its anchor is in line with the Dynamic Capabilities View (DCV) that underlines the capability of a firm to sense, adopt and reconfigure the resources as a result of environmental turbulence. The green cluster which connects with risk management, crisis, manufacturing and robustness is a representation of operational resilience strategies that safeguard continuity into disruption. Lastly, the purple cluster that links flexibility and performance depict the aspect of adaptive response which converts resilience into quantifiable results. Overall, the map suggests that resilience operates at multiple levels like operational, strategic and organizational levels which connect the internal resource perspective of the RBV and the adaptive and reconfiguration process of the DCV. The co-occurrence network. Therefore, it offers conceptual clarity and a theoretical basis to the comprehension of the role of SCRES in OP.

IV. CONTRIBUTION OF THE STUDY

A. Findings for Practical and Managerial Implications

The research results point out that SCRES is not just a shielding system but a strategic ability that directly uplifts organizational productivity. Therefore, the managers should consider resilience as a long-term investment and a primary source of the competitive edge. Out of the factors that were pointed out, SC flexibility, risk management culture, agility, collaboration, robustness, integration and digital technology, it was agility and digitalization that were the most decisive under the 'disruptions' period. The companies are suggested to pour their money into digital technologies like AI, IoT and blockchain to enhance the supply chain's visibility and real-time decision-making. Developing a robust risk management culture (RMC) is also very important, as it ensures proactive risk assessment, cross-department communication and readiness before crises occur. Besides this, the company's collaboration and integration with suppliers and logistics partners will help them in sharing information, co-creating contingency plans and collectively sustaining their operations. In such a case where the firm's resources are limited, like in the case of emerging economies, the managers have to strategically combine the two flexibility and strength by varying the sourcing strategies and ensuring that there is a reserved capacity that is flexible and is enabled by training and digital skills upgrading among the staff. The policymakers, on the other hand, should be the ones who furnish the digital transformation and collaborative innovation programs that comprise the overall resilience of the national and regional SC.

B. Findings for Academic and Theoretical Contributions

The research presented here has made a notable impact on the theoretical aspect of SCRES literature by merging the Resource-Based View (RBV) and the Dynamic Capabilities View (DCV) to illustrate the transition of resilience through the firm's precious resources to the dynamic, capability-enhancing abilities. The research, therefore, not only highlights the possible confusion in existing literature but also presents a unified model that relates seven resilience factors to OP, thus providing a deeper understanding

than previous studies which considered the variables in isolation. In addition, it is a contribution in the sense that it extends the applicability of SCRES theory to the emerging economies such as Sri Lanka where resource scarcity and disruptive events often play a significant role in resilience building. Overall, the research presents SCRES as an active mediator between operational flexibility and competitive advantage, thereby providing both the academic and business sectors with clear routes to becoming resilient and excellent organizations.

V. CONCLUSION

This research highlights that SCRES is a strategic ability, which is critical and improves OP based on Digital transformation, collaboration, flexibility, agility, robustness and responsive risk management. Using results of 55 peer-reviewed research studies synthesized by the PRISMA framework and bibliometric mapping, the study shows that resilience does not just reduce disruptions but also enhance long-term competitiveness as well. The review also incorporates theoretical insights of the Resource-Based View (RBV) and the Dynamic Capabilities View, demonstrating how the interaction between internal resources and adaptive capabilities helps to maintain performance in the uncertain environment. Nonetheless, the analysis also shows some critical gaps such as a lack of empirical attention to developing economies and the necessity to conduct longitudinal and industry-specific studies. Digital transformation, collaboration, flexibility, agility, robustness and risk-aware culture are important avenues to enhancing SCRES, an essential way to sustain the growth of an organization.

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