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Digital Transformation and Sustainability in Global Risk Management

Reza Palalangan[1]

[1] Universitas Diponegoro, Semarang, Indonesia

Abstract

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This study examines the evolving paradigm of risk management in the context of global uncertainty by highlighting the integration of digital transformation, sustainability, and organizational resilience. Using a Systematic Literature Review approach, the research analyzes scientific publications from the last five years to identify key trends, conceptual challenges, and existing research gaps within adaptive risk governance frameworks. The findings reveal that digital transformation plays a critical role in enhancing predictive capability, operational efficiency, and strategic decision-making accuracy. Meanwhile, the implementation of sustainability principles strengthens the social and environmental dimensions of long-term risk management and enhances stakeholder trust. The interaction between technological innovation and organizational resilience generates a synergistic model that supports proactive risk management and innovation-driven competitiveness. Despite significant progress, the study underscores the need for a conceptual framework that integrates digital intelligence, sustainability principles, and adaptive governance to build resilient organizations capable of maintaining stability and performance amid global volatility.

1. Introduction

In recent years, global dynamics have shown an increasingly high level of uncertainty and complexity. Rapid technological change, environmental crises, economic disruptions, and geopolitical tensions have created conditions that demand a new approach to organizational risk governance. In this era, risks are no longer single or sectoral, but interconnected in a complex global system. Therefore, organizations in various sectors need to develop adaptive and sustainable risk management models to maintain stability and competitiveness amid increasing volatility (Gölgeci et al., 2020).

Digital transformation is one of the main forces driving a paradigm shift in risk management. Through the adoption of technologies such as artificial intelligence, big data analytics, and cloud-based systems, organizations are able to detect, measure, and respond to risks more quickly and accurately. According to Zhang et al. (2021), digital transformation not only plays a role in increasing operational efficiency, but also strengthens strategic resilience through improved predictive capabilities and adaptive responses to uncertainty. Digital technology helps organizations map risks more holistically and data-driven, making decisions more weighty and future-oriented.

In addition to digital transformation, sustainability is now an important component of modern risk management. A sustainability-oriented organization focuses not only on achieving financial gains, but also on the social and environmental impact of every business decision. Settembre-Blundo and González-Sánchez (2021) emphasize that a sustainability approach integrated into a risk

management system can create long-term flexibility and resilience, as it takes into account ecological, social, and economic risks simultaneously. This integration expands the definition of risk from just a threat to an opportunity to innovate and create new value for stakeholders.

In a broader context, the current literature shows that the concept of Enterprise Risk Management (ERM) has evolved into a strategic system that not only controls risk, but also supports data-driven decision-making and sustainability (Crovini et al., 2021). Through an integrated ERM framework, organizations can connect strategic objectives with dynamic risk maps so that they are better prepared for rapid external changes. This approach is also in line with the sustainable development agenda and corporate social responsibility that demands transparency and accountability in global risk management (Scherer and Voegtlin, 2020).

Furthermore, the success of modern risk management is highly dependent on organizational resilience. Resilience means not only the ability to survive shocks, but also the capacity to adapt and grow through learning from crises (Evenseth et al., 2022). Resilient organizations are able to turn pressure into innovation opportunities through continuous learning, knowledge-based management, and rapid structural adaptation. In this context, digitalization serves as an enabler that strengthens organizational learning systems through real-time analytics and cross-functional information sharing.

Although much progress has been made, the implementation of adaptive risk management systems still faces various obstacles. Putritamara et al. (2023) revealed that the digital divide and limited human resource capacity are significant obstacles,

especially for small and medium-sized organizations in developing countries. Many institutions do not yet have the technology infrastructure, organizational culture, or leadership to support the implementation of data-driven risk management. Another challenge also arises in ensuring that digital transformation does not sacrifice information security and ethical values in organizational governance.

Based on these conditions, this study aims to examine how the integration between digital transformation, sustainability, and organizational resilience can strengthen the effectiveness of risk management in the face of global uncertainty. Using the Systematic Literature Review (SLR) approach to the last five years of research, this study seeks to map relevant research trends, challenges, and gaps. This research is expected to make a theoretical contribution to the development of adaptive and practical risk management models for organizations that want to strengthen their governance and competitiveness in the era of disruption. Thus, risk management becomes not only a mitigation tool, but also a strategic foundation for creating sustainable value in the future (Shandilya et al., 2020; Alfiana et al., 2023).

2. Literature Review

2.1. The Evolution of Risk Management in Global Uncertainty

The evolution of risk management over the past decade reflects a fundamental shift from reactive risk mitigation toward proactive, integrated, and sustainability-driven frameworks. Traditional models often emphasized post-event responses, but increasing global interdependencies have demanded continuous and predictive risk assessment mechanisms. As Alfiana et al. (2023) emphasize, global uncertainty

driven by economic volatility, environmental instability, and digital transformation requires multi-dimensional strategies that incorporate both social and environmental factors alongside financial considerations. Recent developments highlight how Enterprise Risk Management (ERM) frameworks have adapted to address deep uncertainty, emphasizing resilience, agility, and strategic foresight. Crovini et al. (2021) explain that ERM now functions not only as a compliance mechanism but also as a strategic enabler of decision-making, particularly within volatile sectors such as energy and manufacturing.

Moreover, sustainability principles have been embedded into corporate risk systems to align with global environmental goals, ensuring long-term viability under uncertain market conditions (Haywood, 2022). The transition toward adaptive and resilience-based management has been further reinforced by technological integration. Digital tools such as real-time analytics and AI-powered monitoring enable faster detection of emerging threats and strengthen organizational learning processes. As Grima et al. (2023) note, combining technology and strategic governance enhances risk visibility across global networks. Collectively, these studies illustrate a paradigm shift in risk management that unites resilience, sustainability, and innovation as the core elements of contemporary governance.

2.2. Digital Transformation, Sustainability, and Resilience Integration

The digital transformation era has significantly redefined how organizations manage risks and pursue sustainability objectives. Technological advancements such as blockchain, artificial intelligence, and big data have revolutionized risk identification, mitigation, and decision-making processes (Rauniyar et al., 2023).

These technologies provide predictive capabilities, enabling companies to anticipate disruptions before they escalate into crises. Moreover, the digital economy fosters interconnected ecosystems that necessitate continuous adaptation and transparency in operations (Rosário & Dias, 2023). Integrating sustainability within digital transformation strengthens corporate resilience by ensuring that economic, social, and environmental factors are jointly considered. According to Andersson et al. (2019), organizational resilience is not merely the ability to withstand disruptions but also to recover and evolve through innovation.

Consequently, sustainable digital risk management practices are designed to enhance operational continuity and stakeholder trust while contributing to the UN Sustainable Development Goals. Yun and Ülkü (2023) further argue that sustainable logistics and digital innovation improve risk governance, particularly in global supply chains vulnerable to environmental and geopolitical pressures. The synergy between resilience and sustainability transforms digital transformation from a technological process into a strategic imperative. By integrating predictive analytics, ESG frameworks, and adaptive learning systems, organizations can transition from risk avoidance to opportunity optimization. Ultimately, this convergence underscores that the future of risk management lies in the alignment between digital intelligence and sustainable governance, enabling firms to navigate volatility with foresight and confidence.

3. Method

This study uses the Systematic Literature Review (SLR) approach to comprehensively analyze the development of risk management concepts and practices in the context of global uncertainty, digital transformation, and organizational sustainability. The SLR approach was chosen because it is able to provide a comprehensive picture of existing research trends, empirical findings, and gaps, through a systematic, transparent, and replicative process. SLR also allows researchers to critically synthesize scientific evidence from a variety of trusted sources, resulting in an in-depth understanding of the relationship between risk, resilience, and digital innovation in the management of modern organizations.

The first step in the implementation of SLR is planning and determining inclusion criteria. The researchers determined that the articles used must have been published within the last five years, come from journals indexed by Google Scholar, and have direct relevance to the topics of risk management, global uncertainty, digital transformation, and sustainability. Articles that are conceptual, case studies, as well as quantitative and qualitative data-driven are all considered as long as they meet the main focus of the research.

The second stage is the process of identifying and collecting literature data. The search was conducted using a combination of keywords such as risk management, global uncertainty, digital transformation, resilience, and sustainability. The initial search results were then selected through two screening stages, namely a review of titles and abstracts to assess relevance, and a full reading of the text of the article to ensure methodological and substantial suitability. The third stage includes

data analysis and synthesis. Each article is analyzed to identify the main themes, the research methods used, and their results and contributions to the development of risk management theory and practice.

Data from the literature is then coded and grouped into themes such as the evolution of risk management, digital transformation integration, organizational resilience, and sustainability. The results of this synthesis are used to highlight patterns of interconnectedness between concepts and identify areas that have not been explored much by previous research. The final stage is quality evaluation and reporting of results. Evaluations are conducted to ensure each source has methodological validity and significant scientific contributions. The results of this process are then compiled in the form of a structured narrative that displays the relationship between theories, empirical findings, and strategic recommendations for strengthening a global risk management system based on sustainability and digitalization.

4. Results

The results of the literature review show that risk management practices in the context of global uncertainty have undergone a fundamental transformation. The uncertainties faced by modern organizations are no longer singular, but systemic and interrelated between economic, technological, social, and environmental dimensions. According to Gölgeci et al. (2020), the current risk management approach demands cross-field integration through adaptive strategies that balance economic and sustainability interests. This shift marks a paradigm shift from a

defensive orientation to a proactive orientation aimed at building long-term resilience. The concept of risk itself has evolved from being perceived merely as a potential loss to becoming a catalyst for strategic adaptation and innovation. This transformation also indicates that modern risk management is not only reactive but also anticipatory, involving predictive mechanisms to detect early warning signs and enable timely organizational responses.

Digital transformation is one of the main driving factors for this change. Zhang et al. (2021) explain that digitalization is encouraging companies to adopt intelligent technologies such as artificial intelligence (AI), predictive analytics, and cloud-based systems to improve the accuracy of risk detection and organizational response. The use of big data analytics enables faster and more accurate evidence-based decision-making in volatile market conditions. Through this transformation, digitalization no longer functions merely as an operational support but becomes a strategic capability that strengthens organizational learning and knowledge management. Shandilya et al. (2020) added that a risk-based approach in digital innovation creates process efficiencies, improves supply chain resilience, and strengthens cross-functional collaboration at the global organizational level. This dynamic integration between technology and risk strategy allows organizations to reduce uncertainty by relying on real-time data, while also improving strategic agility and accountability in risk governance.

In this context, digital transformation also serves as a means to integrate sustainability practices into risk governance. Settembre-Blundo and González-Sánchez (2021) highlight that sustainability-based risk management systems place a

balance between economic efficiency and social responsibility as the main foundation. Thus, risk is not only seen as a threat, but also as an opportunity to create new value for stakeholders. By embedding sustainability principles, organizations develop a longer-term vision that includes social and environmental performance alongside financial stability. This approach is consistent with the recommendations of the Global Assessment Report on Disaster Risk Reduction (UNDRR, 2023) which emphasizes the importance of risk-informed sustainable development as a pillar for achieving the Sustainable Development Goals (SDGs). The literature consistently indicates that sustainability-oriented risk management promotes a culture of accountability and ethical decision-making, which helps companies maintain legitimacy and trust even in times of crisis.

In addition, the latest literature shows a strong relationship between Enterprise Risk Management (ERM) and organizational resilience. Crovini et al. (2021) emphasized that the implementation of ERM not only increases the effectiveness of internal controls, but also strengthens the organization's ability to deal with crises and make strategic decisions in the uncertain energy sector. In this case, ERM acts as a continuous learning system that enables organizations to adapt to external risks through dynamic monitoring mechanisms. This integration of learning and adaptation allows firms to systematically identify weak signals in their environments and take preemptive action before risks escalate. This is reinforced by the findings of Andersson et al. (2019) who show that organizational resilience has a positive correlation to long-term sustainability performance, especially in the context of global climate change. These studies collectively suggest that resilience

functions both as a process and an outcome whereby adaptive learning, strategic flexibility, and stakeholder engagement all contribute to the durability of enterprise performance.

Thematic analysis from the literature also shows that supply chain resilience is a vital component of global risk management strategies. Yun and Ülkü (2023) found that the implementation of digital-based sustainable logistics is able to reduce the vulnerability of the supply chain to geopolitical disturbances and natural disasters. Similarly, Rauniyar et al. (2023) affirm that blockchain technology strengthens transparency and information efficiency across the global supply chain ecosystem, thereby lowering the level of financial and operational risks. The combination of digitalization and sustainability principles results in a more resilient, adaptive, and environmentally friendly supply chain. This finding highlights the growing need for organizations to not only focus on internal risk mitigation but also to extend resilience practices across their external value networks. Integrating these systems can enhance traceability, reduce waste, and ensure business continuity even in conditions of global disruption such as pandemics, trade wars, or environmental crises.

Meanwhile, Putritamara et al. (2023) argue that digital resilience functions as a mediator between technological transformation and organizational resilience to economic crises. Through the adoption of a targeted digital transformation strategy, the company is able to maintain operational performance despite external shocks. Digital resilience, in this sense, represents the organization's capacity to absorb technological shocks, recover critical functions rapidly, and leverage technological

advances for sustained innovation. However, the main challenge found in the literature is the digital divide between large and small organizations. Many micro, small, and medium enterprises (MSMEs) do not have adequate resources to implement data-driven risk technologies, which have the potential to widen adaptive capacity inequality. This limitation reduces inclusivity in the global risk governance ecosystem, creating asymmetric resilience where larger corporations recover more rapidly than smaller entities.

Furthermore, the results of the analysis show that adaptive governance is an important element in the success of risk management transformation. Kaftan et al. (2023) emphasized that a strategic approach to risk governance that is responsive to global uncertainty allows organizations to increase competitiveness while strengthening corporate social responsibility. This adaptation demands visionary leadership and open communication to foster a culture of risk awareness across the organizational level. Leaders play a pivotal role in ensuring that risk governance remains transparent, ethical, and aligned with broader sustainability objectives. Adaptive governance also enables continuous feedback loops, where risk insights are systematically integrated into decision-making processes and organizational policies. By embedding learning structures within governance frameworks, organizations are better equipped to balance innovation with accountability in a rapidly evolving risk environment.

Research conducted by Evenseth et al. (2022) supports these findings by stating that organizational learning is the foundation for long-term resilience development. Through a continuous learning cycle, organizations can evaluate past

experiences to strengthen future decision-making systems. This learning model is in line with the concept of resilience engineering developed by Fung et al. (2022), which emphasizes the importance of the system's ability to structurally adapt to external pressures without losing core functionality. Learning-based resilience transforms the organization from a static risk-reactive system into a dynamic structure that continuously evolves in response to its external environment. This perspective underscores that resilience is not a fixed trait but an evolving capability built through cumulative experiences, reflection, and strategic alignment between human and technological systems.

In addition to the internal aspects of the organization, the literature also underscores the role of external collaboration and cross-sectoral partnerships in strengthening systemic resilience. Grima et al. (2023) identify that cooperation between business entities, government agencies, and research institutions expands global risk mitigation capacity through information exchange and technological innovation. This collaborative approach contributes to the formation of a risk ecosystem that is more transparent and responsive to dynamic change. In the context of global sustainability, this kind of synergy allows for the creation of governance that is more inclusive and adaptive to cross-border challenges. Such cooperation is especially critical for addressing transnational risks such as climate change, cybersecurity, and supply chain disruptions, where no single organization can act effectively in isolation.

Furthermore, some studies highlight that excessive digital transformation without good governance can pose new risks, such as cybersecurity and data privacy.

This is revealed by Grima et al. (2023), who warn that digital innovation must be accompanied by strict cyber mitigation policies and ethical awareness of the use of technology. Without adequate supervision, digitalization can actually increase an organization's vulnerability to non-physical risks such as data breaches and manipulation of information systems. Therefore, the balance between innovation and control is a key principle in the transformation of risk management in the digital era. Sustainable digital transformation requires governance frameworks that uphold data ethics, transparency, and accountability, ensuring that technological advancement remains a force for resilience rather than vulnerability.

The SLR analysis also found that most recent studies highlight the role of data analytics and artificial intelligence (AI) as a catalyst for increased risk prediction capabilities. Shandilya (2020) states that the application of machine learning-based algorithms assists organizations in anticipating future risk patterns, allowing for faster and more efficient responses. Thus, digitalization not only serves as a mitigation tool, but also as a strategic learning mechanism that strengthens global competitiveness. AI-driven analytics enables organizations to detect complex interactions among risk factors, predict emerging threats, and design scenario-based strategies that enhance preparedness. This digital intelligence redefines risk management from a reactive discipline into a proactive, knowledge-driven process that supports sustainable organizational growth.

From the overall findings of the literature, it can be concluded that the integration between digital transformation, sustainability, and organizational resilience has become a key paradigm in modern risk management. However, several

challenges still arise, especially related to resource gaps, organizational resistance to change, and the unpreparedness of national policies in supporting inclusive digital transformation. Going forward, organizations will need to adopt an evidence-based approach and multi-stakeholder collaboration to build an adaptive, inclusive, and long-term-oriented risk management system. An integrative model that combines technology, sustainability, and organizational learning is seen as a new direction for sustainable global risk governance. The convergence of these three dimensions represents a holistic evolution in how organizations perceive, anticipate, and transform risks moving from merely surviving uncertainty to thriving through resilience, innovation, and shared responsibility.

5. Discussion

The results show that the risk management paradigm has shifted from a reactive approach to a proactive model that integrates the digital dimension, sustainability, and resilience of the organization. This shift represents a logical evolution towards the increasing complexity of global risks that arise due to the interaction between technological change, economic instability, and environmental pressures. According to Alfiana et al. (2023), the success of modern risk management depends on the ability of organizations to balance short-term and long-term interests through the integration of sustainability-oriented strategies. One of the important contributions of this research is the identification of the role of digital transformation as a key driver of efficiency and risk prediction. Digitalization allows the use of technologies such as artificial intelligence and big data analytics to detect

anomalies, monitor trends, and predict potential operational disruptions (Zhang et al., 2021). However, the implementation of such technology must be accompanied by strong risk governance so that innovation does not pose new threats such as cyber vulnerability and data misuse (Rosário & Dias, 2023). The balance between innovation and oversight is a fundamental challenge that requires ethics-based leadership and transparent organizational policies.

The relationship between sustainability and resilience is also a central theme in the literature. Andersson et al. (2019) affirm that organizations that invest in sustainability practices tend to have higher levels of resilience because they apply the principles of prudence and continuous learning. The integration of environmental, social, and economic goals expands an organization's capacity to adapt to external pressures, such as climate change and geopolitical crises. Settembre-Blundo and González-Sánchez (2021) add that sustainability-based risk management systems help organizations not only survive crises but also grow through green innovations of strategic value. In addition, adaptive governance is proving to be an important element that bridges the relationship between digital transformation and sustainability. Kaftan et al. (2023) shows that adaptive governance allows for flexible, data-driven, and collaborative decision-making, which ultimately improves the organization's capabilities to adapt to global changes. In this context, the role of leadership is a decisive factor because visionary leaders can direct organizations to instill risk awareness across structural layers (Evenseth et al., 2022).

However, the findings also show that there are still digital gaps and institutional weaknesses in various organizations, especially in the MSME sector and

public institutions in developing countries. Lack of investment in technological infrastructure, digital skills, and organizational learning leads to low adaptive capacity to global risks (Putritamara et al., 2023). Therefore, collaborative strategies between sectors need to be strengthened to encourage equitable distribution of digital risk management capabilities. Thus, the integration between digital transformation, sustainability, and adaptive governance is not only a technical need, but also a strategic paradigm in dealing with global uncertainty. Future risk management models need to be directed at the establishment of a collaborative risk ecosystem that encourages data exchange, cross-sector innovation, and ethical strengthening in the use of technology. Through a learning- and collaboration-oriented approach, organizations can build systemic resilience that is not only reactive to crises, but also proactive in creating sustainability value in an era of disruption.

6. Conclusion

This research confirms that risk management in an era of global uncertainty is no longer adequate if it only focuses on traditional control and mitigation aspects. Changing global dynamics demand the emergence of a new approach that integrates digital transformation, sustainability, and organizational resilience as a strategic unit. Digital transformation has been proven to accelerate the process of identifying, analyzing, and responding to risks through the application of technologies such as artificial intelligence, big data analytics, cloud-based systems, and business process automation. This integration allows for faster, data-driven, and predictive decision-making. Meanwhile, the application of sustainability principles encourages

organizations to adopt long-term, value-based decision-making, thereby increasing social responsibility while strengthening stakeholder trust.

This approach helps organizations create a balance between economic efficiency and environmental impact. On the other hand, the implementation of adaptive risk governance opens up opportunities for wider collaboration and high flexibility in the face of global volatility. However, gaps in human resources, digital infrastructure, and organizational cultural readiness are still major obstacles. Therefore, the success of modern risk management systems relies heavily on a combination of technological innovation, visionary leadership, and continuous learning. The results of this study emphasize the importance of developing an integrative framework that integrates technological, social, and environmental dimensions in adaptive, inclusive, and sustainable global risk governance.

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