



CEO and Organisation Resilience in Dealing with Economic Disruption: A Systematic Review

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Date of Submission: 10-12-2022

Date of Acceptance: 24-12-2022

ABSTRACT: Many businesses are dealing with uncertainty and ambiguity because of COVID-19 related disruptions. Despite this, just a few businesses performed better during COVID-19. Leaders adapt business models to accommodate changing client surroundings and preferences. It exemplifies critical thinking, learning, adaptability, and flexible leadership. Innovative businesses should consider whether a crisis is useful. This study seeks e-resources and academic articles containing the keywords and research gaps in the definition and conceptualization of Chief Executive Officer (CEO), organisational resilience, and economic disruption in organisations. This study employs a systematic examination of publications divided into three academic internet databases, including Emerald, Science Direct, and Wiley, to build the foundation for a critical discourse on each study area. The research focuses on the relationship between organisational success and learning ability. This conclusion suggests investigating leadership learning capacity and performance in crisis scenarios, such as adopting new technologies. The impact of seniority on learning, including a comparison of CEO vs director learning ability, is discussed.

KEYWORDS: CEO, Organisation Resilience, Economic Disruption

I. INTRODUCTION

COVID-19 has resulted in lower production as a result of employee illness and death, business closures, supply chain disruptions, and a decline in tourism activities. Many businesses have been impacted by this pandemic. Many firms are dealing with uncertainty and ambiguity as a result of COVID-19-related disruptions. Despite this, just a few businesses performed better during COVID-19

(Gakanbham 2020). Businesses with similar products and services, for example, perform differently in the same markets and situations. It refers to food and beverage delivery businesses in the United States, such as Domino's and Pizza Hut. Both have similar components, as well as a labour market. Domino's Pizza's delivery method has changed as a result of COVID-19. In order to reduce COVID-19 hazards and boost client safety, the organization began to focus on contactless delivery, delivery boxes, and modified driver delivery procedures. As a result, Domino's Pizza is delivered to home-based employees who have no contact with customers.

Domino's Pizza may have determined that an alternative approach to the epidemic is preferable. They are concerned about the influence of the environment on business. Leaders modify business models to accommodate changing client surroundings and preferences. It exemplifies critical thinking, learning, adaptability, and flexible leadership. Domino's earnings and net income improved as a result of COVID-19. Bhattacharyya and Hanage (2022) investigated how businesses adapt to change and innovation. Interim CIOs aid with the digitization of company operations in order to accelerate and increase efficiency. Companies under crisis are unprepared, and organisational stress lowers output. During the crisis, Millar (2018) saw workers feeling apprehensive and tense. By reacting to employees' concerns, emotionally intelligent leaders reduce the emotional impact of the situation. COVID-19 makes it easier for businesses to locate leaders. As a result, innovative businesses were expected to find and develop future leaders (Byham, 1999; Manpower Group, 2011). A study found that present leadership qualities are out of date (Prastacos, 2010). Agility, flexibility, and quickness are essential (Petrie, 2011). Insinger et al.,



(2015) accepted the necessity for uniformity but questioned whether it was the same as in the past.

Companies should consider whether a crisis is advantageous.

II. LITERATURE REVIEW

Leadership Resilience

Resilience is the ability to adapt to adversity (Clough & Strycharczyk, 2015). There are numerous ways to define resilience. According to Arora and Sharma (2016), resilience is the ability to recover, respond positively, and adjust to change. The ability to overcome hardship, fury, and despair is referred to as resilience (Ledesma, 2014). Resilience "Positive self-esteem, resilience, strong adaptive skills, persistence, self-efficacy, optimism, strong social resources, adaptation, risk-taking, low fear of failure, and determination" are characteristics of individuals. Leaders shared their experiences in developing resilience, and the training increased confidence. Resilience is defined as a lack of strength and an incapacity to deal with hardship. Resilience allows for adaptation (Smith, 2017). It is possible to help each other's leadership and resilience. Leadership development adds to resilience, and leadership style influences collective resilience.

Organisation Resilience

Employees and leaders contribute to the company's or organization's resilience. The ability of a company to deal with adversity, innovate, and overcome obstacles is referred to as resilience. Open communication, personal growth, risk-taking, enough resources, and the ability to restructure are characteristics of resilient organisations (Ledesma, 2014). Individual and organisational resilience can increase employee health, engagement, and performance. Organizations, according to Kuntz, Naswall, and Malinen (2016), require resilience (development in low to moderate adverse conditions to provide capacity-building resources). Organizational resilience is required for adaptive resilience (effective response to physical adversity). The resilience of an organisation enables us to respond to crises both internally and internationally. Personal resilience grows as a result of skill development, stress management, and attitudes toward life's challenges. Adversity provides resilient people with the opportunity to grow and evolve. Positive emotions promote the development of both personal and social resources. Positive emotions help people cope with adversity, sadness, and stress. A substantial amount of research on organisational resilience focuses on programmes that improve resilience or resilience attributes. Force-based

leadership fosters engagement and supplier satisfaction, both of which are critical to resilience. Leadership must be consistent. Young workers in all areas must be resilient in order to advance in their careers. Many leaders face organisational, professional, social, and personal challenges (Dolan & Renaud, 1992).

Disruption and Integration

Because of the COVID-19 epidemic, businesses have been forced to reevaluate supply continuity. According to historical research, low-cost sectors or just-in-time manufacturing were particularly vulnerable to pandemic-related production. Uncertainty can cause contract deadlines to be extended and flexibility to be curtailed, resulting in a less competitive marketplace (Christopher & Lee, 2004). Significant costs have been incurred as a result of supply chain interruptions and shocks. Because these disruptions are inadvertent and external, mitigating measures like inventory and external collaborators/partners should be put in place. Contingency plans, once implemented, enable continuity and mitigation. Supply chain management integrates end-user and original supplier business processes to offer goods, services, and information to clients. Integration improves operational efficiency while also benefiting the supplier chain and the end user (Lambert and Cooper, 2000). Costs, quality, delivery, and agility have all been impacted by integration (Wiengarten & Longoni, 2015).

Supply chain integration reaction relies on demand forecasts, stock accuracy, and speedy movement (Kalyar, 2020). Suppliers and manufacturers profit from information sharing (Kim and Chai, 2017). When supply chain risk is not addressed, external integration lowers flexibility. Benefits, risks, consensus, and confidence should all be considered when making collaborative decisions with vendors and clients (Chaudhuri, Boer, & Taran, 2018). Integration is beneficial to businesses. Companies are transitioning away from fierce competition and toward information sharing. It simultaneously cuts costs while increasing output. To optimise the supply chain, internal vendors are encouraged to collaborate with consumers (Kalyar, Usta, & Shafique; 2020). Logistics chains must be modern and resilient following a pandemic. Risk



management is critical for a stable supply chain (Wagner & Neshat, 2012).

Leadership Challenges in Times of Crisis and Why Change is Needed

The complications complicate leadership. Strategic responsibility adds to the level of complexity. Complexity, changes in the competitive environment, new rules, and "rates of change, number of variables, and uncertainty connected with events and consequences" can all result from technological disruption (Barber, 1992). Leaders encounter increasingly difficult circumstances as theories and organisations grow. Complex adaptive systems have the capability of causing chaos. As a result, this is advantageous in times of crisis. Heifetz (2009) advocated for adaptable leadership in the face of instability. These techniques help to prevent freeze, panic, and disordered behaviour. Leaders may profit from the past as a result of the current issue (Heifetz, Heifetz, Grashow, & Linsky, 2009). They must be skilled at crisis management. Reducing complexity through the use of intelligence and agility Critical thinking assists leaders in dealing with complexity. Balcony leadership is becoming increasingly objective and critical (Heifetz et al., 1997). Reduce uncertainty in order to develop an adequate plan (Bennett and Lemoine, 2014; Saleh and Watson, 2017). Crisis leaders can lead, but many businesses are unprepared for COVID-19 due to weak threat detection and preventive procedures (Worley and Jules, 2020). Disruptions have had an impact on leadership, talent, design, organisational structure, planning, and innovation (Millar, 2018). Management must deal with sensitive clients at times of crises.

Characteristics of Executive Leadership /CEO

Senior management is the level at which individuals may coordinate and establish organisations. Employees working toward a similar goal, as well as communication that promotes work-sharing, are critical to success and vitality. Barnard (2002) distinguished management leadership in two ways. Senior management is responsible for the organization's upkeep and coordination. Barnard argues that leadership should include some sub-components. When subcomponents are adequately managed, they can help the organisation progress. Leaders define and carry out the organization's mandate. According to Barnard (2002), each level of the organisation operationalizes the stated purpose with more detailed objectives and tasks. Internal and interpersonal dynamics within senior management are important, according to Katz and Kahn (1978).

"Leadership emerges when individuals assume responsibility for their organisational structure or surroundings," (Katz & Kahn, 1978). Organizations are open resourced systems that believe adaptability is vital for business survival (Durkin, 1972; Scott and Davis, 2007). Marketing, sales, and research and development, all of which believe to be adaptation tools by Katz and Kahn (1978). According to Jacobs and Jaques (1991), the external environment and senior management are critical to institutional adaptability.

Transformational Leadership (TL) Theory

Burns (1978) is concerned with power, purpose, and the connection of leader and follower. According to Burns (1978), transformational leadership improves goal and need communication. Transformative leaders are driven by organisational goals rather than personal interests. Mentoring, according to Supermane (2019), is a metamorphosis for followers. A transformative leader motivates and guides people to create a secure atmosphere and share their expertise (Anselmann & Mulder, 2020). Transformative leaders help people realise their objectives and improve team performance (Anselmann & Mulder, 2020). Collaboration, creativity, invention, and problem-solving are all required for transformational leadership. Leader transformation fosters creativity, innovation, decision-making, cooperation, coaching, and mentorship (Jia, Liu, Chin, & Hu, 2018). Transformational leadership is concerned with the behaviour of its followers. Transformational leaders share the vision, mission, goals, and strategies of the organisation with their supporters, allowing them to participate in decision-making and day-to-day operations (Minai, Jauhari, Kumar, & Singh, 2020). Inspired followers, according to Minai et al., (2020), take ownership, innovate, exceed others, and think independently.

1. Transformational Leadership (TL) vs Transactional Leadership

Transformational leadership stimulates profitability. Success is inspired by transformational leadership. Transactional leaders are driven by the desire to reward and punish (Boamah & Tremblay, 2019). Transactional leadership is beneficial (Boamah & Tremblay, 2019). Transformational leaders go above and beyond. According to Addo and Dartey-Baah (2019), transactional management paid off. Long-term growth and performance are prioritised by transformational leadership, whereas incentives and punishments foster transactional leadership. Leaders



rely on their employees' creativity and ingenuity (Sperber & Linder, 2018). Collaboration and vision are fueled by transformational leadership (Sperber & Linder, 2018). Leadership is neither rewarding nor punishing (Palalic, 2020; Sperber & Linder, 2018). Transformational leadership helps followers reach their maximum potential (Palalic, 2020; Sperber & Linder, 2018). Talent and supporters are important to transformative leadership (Sperber & Linder, 2018). Transformational leadership, according to Feranita (2020), is about creative thinking. Leadership fosters creativity and innovation (Sperber and Linder, 2018). Sperber and Linder (2018) establish the foundation for transformational leadership. Management, according to Bass (1993), preserves the status quo by rewarding or frightening its supporters (Sperber & Linder, 2018). Leadership transformation has an impact on creativity and innovation (Sperber & Linder, 2018). Transformational leadership, according to Sperber and Linder (2018), produces new systems. They are looking for trust, loyalty, and respect (Palalic, 2020).

Leaders have overcompensated (Bednall et al., 2018; Boukamcha, 2019; Palalic, 2020). Penalties and prizes have no drive. Transformation leaders, according to Palalic and Muhammad 2020, prioritise subordinate growth. Transformational leadership had no effect on emotional engagement, ideal influence, intellectual stimulation, conditional reward, or outstanding management, according to Hassi (2019). Transaction leadership is undervalued because conditional rewards do not satisfy long-term goals. Transformational leadership, according to Jain and Duggal (2018), drives innovation. Transformational leaders propel the company's goals (Palalic, 2020). Transformative leadership has an impact on people's commitment, attitude, and behaviour.

2. Transformational leadership and innovation

Innovation helps companies stay ahead of the competition (Juhro et al., 2019). Design, prototype, and execution are all aspects of innovation. According to research, good leaders are innovative because they are creative. Innovative leaders are collaborative, actionable, self-assured, dependable, and risk-tolerant). Transformational leadership is forward-thinking and creative (Jain and Duggal, 2018). Transformational leadership is used by leaders to promote employee satisfaction and innovation. According to Azim, Fan, Uddin, Jilani, and Begum (2019), transformational leadership inspires subordinates to be creative and benefit consumers, suppliers, the community, and

employees. It is expected that business executives will promote innovation. Business executives should support creative thinking without dismissing it. Leaders must boost employees' confidence and competency. To stimulate exploration, Zuraik and Kelly (2019) propose new environmental concerns. Leaders and owners should produce transformative leaders to support innovation and performance. Transformative leadership is required for innovative approaches. Transformational leaders encourage innovative thinking. The CEO's vision promotes innovation. Transformational leadership and hospitality act as innovation catalysts. Transformational leadership, according to Phillips, Kang, Choi, and Solomon (2020), elevates followers' ambitions and fosters confidence. Transformational leadership motivates followers to be imaginative and proactive, encourages proactive teamwork, and decreases workplace hazards.

3. Transformational leadership Impact on Organizational Trust

A study shows that an organisation's leadership style affects employee retention. Transformational leadership has an impact on emotional engagement as well as employee effectiveness, loyalty, and intention to stay with the organisation. Transformational leaders motivate, support, inspire, and cultivate employee confidence through knowledge sharing and feedback. Transformational leadership involves subordinates in decision-making and instils confidence in their actions (Engelbrecht & Samuel, 2019; Knezovi&Drkic, 2021). Transformational leaders inspire colleagues intellectually, stimulate creativity, reinforce leadership and trust, and improve employee attitudes. A transformational leader, according to Palalic (2020), respects others, establishes trust among supporters in order to achieve organisational goals, and motivates them to fulfil their greatest potential.

Innovation

Companies reduce their costs during times of crisis. Companies, according to Lee (2004), frequently overlook agility, flexibility, and alignment. Customization may aid in meeting high demand (Lee, 2002). As the company continues to run, this trend will continue (Leflar & Siegel, 2013). Technology fuels invention (Soosay and Hyland, 2004). Domestic procurement encourages supplier innovation, whereas global procurement necessitates a strategy for intelligence sharing (Kim and Chai, 2017). Drive marketing feedback by innovating, thinking, and producing products or services. To



innovate during disruptions and technological advancements, employees must collaborate and be creative. Localized and demand-driven trends have an impact on innovation (Kalyar, 2020). More solutions have emerged as a result of the pandemic.

Innovation is driven by healthcare, local procurement, transparency, manufacturing, and environmental collaboration (Robles & Darke, 2020).

III. METHODOLOGY

This research is a systematic literature review highlighting CEO and organisational resilience and economic disruption in organization. A literature review is key in the hierarchy of scientific evidence-based knowledge generation. Tranfield et al. (2003) recommended five sequential stages as relevant to conducting a well-structured and evidence-informed literature review:

1. Planning the review
2. Identifying and evaluating studies
3. Extracting and synthesising data
4. Reporting descriptive findings
5. Utilising the findings to inform research

and practice

Stage 1:

Planning the review

The primary objective of this review is to ascertain the nature and scope of the research conducted on CEO and organisational resilience and economic disruption in organization.

Stage 2: Identifying and evaluating studies

This research aims to address the past phenomenon of the CEO and organisational resilience and economic disruption in organization.

Inclusion and exclusion criteria

Table 1 shows this research paper's inclusion and exclusion criteria for analysis.

Table 1: Inclusion and Exclusion Criteria

| Inclusion | Exclusion |
|-------------------|---|
| English | Non-English |
| Articles | Earlycite Articles, Book part, and case study |
| Research Articles | Non-Research Articles |

Search strategy

This systematic review uses relevant articles that are appropriate to the topic of this study and conducts article searching using big digital data from e-resources. This paper uses a digital library with data on management and business, including Emerald, Science Direct, and Wiley. No consensus states how many digital libraries can be used, and the last years of the data should be used in the systematic review study (Hadi, Tjahjono, El Qadri, et al., 2020). The search period covers from January 2022 to August 2022.

Stage 3: Extracting and synthesising data

discovered. This figure dropped to 7251 when using "CEO resilience and organisational resilience".

Papers were collected from three major databases: Emerald, Science Direct, and Wiley.

Results

Stage 4 and 5:

Stages 4 and 5 of Tranfield are combine and presented in this section. The results of recapitulation of inclusions and exclusions articles in this systematic review using Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) developed by Moher, Liberati, Tetzlaff, Altman, and The PRISMA Group (Moher et al., 2009). Table 2 shows the results based on all the sources and groups of keywords mentioned above. When "CEO resilience" is use, 9893 articles were

When it used the keywords "CEO resilience and organisational resilience and strategic management",



“CEO resilience and organisational resilience and strategic management and economic disruption”; 5994 and 2167 articles were produced accordingly. Following the careful selection based on the

inclusion and exclusion criteria, ten (10) papers about “CEO resilience and organisational resilience and strategic management and economic disruption and pandemic” were identified.

Table 2: Search Strategy

| Database Online | Keyword Combination Used | | | | |
|-----------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | CEO Resilience | CEO Resilience | CEO Resilience | CEO Resilience | CEO Resilience |
| | | AND | AND | AND | AND |
| | | Organisational Resilience | Organisational Resilience | Organisational Resilience | Organisational Resilience |
| | | | AND | AND | AND |
| | | | Strategic Management | Strategic Management | Strategic Management |
| | | | | AND | AND |
| | | | | Economic Disruption | Economic Disruption |
| | | | | | AND |
| | | | | | pandemic |
| Emerald | 2000 | 2,000 | 2,000 | 542 | 1 |
| Science Direct | 2975 | 2,301 | 1,429 | 547 | 7 |
| Wiley | 4918 | 2950 | 2565 | 1078 | 2 |
| TOTAL | 9893 | 7251 | 5994 | 2167 | 10 |

This research further analysed the ten papers to gain some insights. Hence, ten (10) papers were included in this analysis, as shown in Table 3.

Table 3: Fraction of Papers by a Combination of Keywords

| No. | Title | Authors | Finding /Theme |
|-----|---|--|--|
| 1 | Regenerative Tourism: The Challenge of Transformative Leadership. | Cave, Dredge, van'tHullenaar, Waddilove, Lebski, Mathieu, & Zanet, (2022). | Transformational leadership is based on a strong moral position, self-awareness, collaboration, and collective action. |



| | | | |
|---|--|--|--|
| 2 | Supplier resilience under the COVID-19 crisis in the apparel global value chain (GVC): The role of GVC governance and supplier upgrading | Choksy, Ayaz, Al-Tabbaa, & Parast, (2022). | These vendors have employed decks, shocks, and floats for two levels of resilience (robustness and response). Governance of the global value chain and supplier upgrade practices influenced supplier resilience strategies prior to the crisis. |
| 3 | Competition in business Ecosystems: The key role of absorptive capacity and supply chain agility | Riquelme-Medina, Stevenson, Barrales-Molina, & Llorens-Montes, (2022). | Knowledge sharing improves supply chain adoption, agility, and performance. |
| 4 | Collaboration, feedback, and performance: Supply chain insights from service-dominant logic | Hall, Richey & Patil, (2022). | Collaboration and engagement with partners improve collaborative value creation processes, which leads to strategic benefits. |
| 5 | Digital transformation during a pandemic: Stretching the organisational elasticity | Reuschl, Deist, & Maalaoui, (2022). | The adaptability of a business to environmental changes. Organisational flexibility allows for short-term adjustments before returning to normal business operations. Stretch length is determined by flexibility. |
| 6 | Understanding organisational resilience in a platform-based sharing business: The role of absorptive capacity | Yuan, Luo, Liu, & Yu (2022). | The findings show that the ability to absorb permanently facilitates three stages of cyclical resilience: early change, vulnerability minimisation, and resource exploitation, and the winners win. |
| 7 | Reimagining global food value chains through effective resilience to COVID-19 shocks and similar future events: A dynamic capability perspective | Ali, Arslan, Chowdhury, Khan, & Tarba, (2022). | Companies are becoming more resilient due to their domestic and global value chain partners. Excessive outsourcing could be fatal in unexpected and prolonged global shocks. To compete, businesses must balance domestic and global partners. |
| 8 | Building organisational resilience and innovation through resource-based management initiatives, organisational learning, and environmental dynamism | Do, Budhwar, Shipton, Nguyen, & Nguyen, (2022). | Environmental self-awareness contributes to organisational learning and resiliency/innovation. |



| | | | |
|----|---|---|---|
| 9 | Covid-19 pandemic and consumer-employee-organisation well-being: A dynamic capability theory approach | Nayal, Pandey, & Paul, (2022). | Due to the pandemic, consumers purchase locally sourced, sustainable, and hygienic products. Manufacturers would need to adapt to changing customer preferences. |
| 10 | An impact study of COVID-19 on six different industries: Automobile, energy and power, agriculture, education, travel and tourism, and consumer electronics | Nayak, Mishra, Naik, Swapnarekha, Cengiz, & Shanmuganathan, (2022). | Pandemic preparedness measures have been implemented in all countries. Containment has been critical in slowing the spread of the disease, but it has disrupted key value chains. The pandemic is an economic disaster. |

IV. DISCUSSION

Leadership is in charge of crisis management. The study investigated if particular leadership characteristics were effective during a crisis. There has been an emphasis on crisis management and succession planning (Bennett and Lemoine, 2014). According to study, personal leadership abilities boost the effectiveness of an organisation during a crisis. COVID-19 emphasised business difficulties relating to the crisis (Worley & Jules, 2020). In times of crisis, unprepared leadership freezes, jeopardising organisational performance (Colvin & Ashman, 2010). After conventional leadership paradigms fell out of favour, competency-based leadership methods gained popularity. According to Antonakis (2021), charismatic leadership has the capacity to tackle COVID-19 issues.

Relationships between Leadership and Learning Capability in Crisis Situations

According to the findings of the study, leadership abilities drive competition. The study concentrated on iterative workplace learning, in which employees try out new ways, receive feedback, and change. The psychologist emphasised the significance of psychological safety in allowing team members to make errors and get feedback. Leaders must execute their tasks effectively. The crisis serves as a stimulus for growth. The importance of disaster preparation was emphasised. The study, for example, emphasised the physical experiment. Senge (1990) advocated learning organisation. Jha (2022) ascribed IT leaders' failure to poor crisis management

and recommended quick learning in a crisis. According to Serrat (2009), transition management is required in a learning organisation. Jha (2022) encouraged leaders to place a premium on learning and to direct organisational learning.

Identifying Opportunities in the Face of Crisis

This perspective is consistent with Johansen (2018), who defined the crisis as "under threat but ripe for an opportunity" (Johansen 2018). To withstand a crisis and capitalise on possible commodities and services, Johansen (2018) suggested scenario planning. The study emphasised the potential of the leadership to turn threats into opportunities. "There is an opportunity to earn money" during times of crises. Employees could take advantage of the fast shifting crisis, according to the study, by proactively experimenting with new product development concepts. Then, match development resources with the acceleration in market changes caused by the crisis. Schoemaker and Day (2021) have examined businesses that took advantage of opportunities during the COVID-19 pandemic. The study discovered that alert businesses perform well during times of crisis because they recognise "embryonic opportunities" that others do not. Mastercard and its CEO, Ajay Banga, were discussed by the academics. Banga's leadership style has transformed the workplace culture into one of attentiveness and attention on opportunities.



CEO Learning Capabilities

The capacity to learn was almost equally essential to CEOs, demonstrating that leaders value learning. Edmondson and Saxberg (2017) talk about CEO continuous learning. According to the study, corporate leaders should be rapid learners. Machine learning, robotics, and advanced algorithms are examples of new technologies that may have an impact on businesses and must be understood. Edmondson and Saxberg (2017) concur with Antonacopoulou and Bento (2018) and Senge (1990) that enterprises must become learning organisations. The CEO of one of Southeast Asia's leading banks, Gupta (2021), emphasised the necessity of understanding organisational cultures. It can be tough for a major bank to remain flexible and dynamic, but Gupta (2021) believes it is vital, especially in the era of "agile chaos" (Gupta 2021). According to Gupta (2021), learning cultures contribute to improved corporate outcomes. When firms are threatened by instability and change, ongoing training has always been vital. Stokel-Walker (2020) met with Shopify CEO Tobias Lutke to discuss flexibility and transformation. 'The most flexible brands are likely to survive,' Stokel-Walker added (2020). CEOs, according to Stokel-Walker (2020), must prioritise learning.

Impacts of Stress on Productivity during Crisis

Crisis and unpreparedness may increase organisational stress, resulting in complexity, confusion, and unpredictability. Millar (2018) suggests that employees affected by the crisis risk stress and anxiety. The researchers discovered that empathy with employees and the response to their concerns helped reduce the emotional impact of the crisis. Stress reduces people's and organisations' performance. Stress causes fatigue and adrenaline surges. It is a distraction. Anxiety about future stress suffocates creativity and new ideas. Anger undermines a cooperative relationship. The turnover decreased as unsatisfied employees looked for less stressful jobs. Delays occur because of insomnia caused by stress. Stress leads to peer conflict and other negative behaviours, resulting in reduced business productivity. Anxiety, stress, withdrawal, and lack of enthusiasm all act as barriers to work. This study looks at learning capacity and the impact of stress on individual and organisational productivity. It is, therefore, interesting to examine the impact that stress and fear have on the ability to learn. Excessive stress causes fear and hinders learning. Many educated leaders need to re-learn to learn. Leaders may not need to know everything. Learning connects old and new subjects. Learning brings less disagreement. Familiarity makes people less insecure and afraid.

V. CONCLUSION

The study focuses on the relationship between learning capacity and organisational performance. This conclusion suggests exploring leadership learning capacity and performance in crises. Include how learning contributes to performance and operational situations, such as introducing new technologies. Companies where learning is particularly beneficial, as well as the impact of seniority on learning, including a comparison of CEO vs director learning ability.

Collaboration and Integration

The synergistic nature of the industry aided during the disruption. This has an indirect impact on the supply chain (Jüttner, 2005). Investment in the business-to-business ecosystem provides benefits, but it also reveals a lack of teamwork among manufacturers and industry associations (Teece, 2007). Transparency, according to Christopher and Lee (2004), means trust. The guarantee of probable delays shows that the corporation is confident in the

orders and its capacity to fulfil them (Christopher & Lee, 2004). Information exchange, according to Kim and Chai (2017), improves performance and promotes integration. According to Pagell (2004), incentive and communication systems are complementary..

Risk Management

Companies were bracing themselves for interruptions. Teece (2014) is a proponent of on-the-job training. According to Lee (2002), production must be responsive to changes in this activity in order to be effective, such as D Closet's "differentiated product" with less "emphasis on quantity and more developing any customer need." In order to prevent vendor delays, the business began "internal production." Manufacturers have shifted from physical to internet outlets, with post-pandemic options available online (McKenzie, 2020). Stock accumulation was a solid strategy prior to price changes, especially for Riopelle, who used it earlier and achieved results. According to



Polyviou, Leiper acknowledged the human component when "teamwork and mutual help" facilitated the process (2020). Large organisations, according to Polyviou (2020), should recognise how small organisations generate resilience through people.

Innovation as an Opportunity

Companies are cutting expenses and providing new services or goods in reaction to the pandemic as a result of the uncertainty (Lee, 2002). Therefore, this study gives support to the arguments of Archibugi, Filippetti, and Frenz (2013) and Chisholm-Burns (2010) that

innovation helps businesses remain competitive. Product innovation and market exposure grew, but the underlying business strategy remained the same. According to Lee (2002), firms should incorporate additional features to help them compete.

ACKNOWLEDGEMENT

We want to thank the Universiti Sains Islam Malaysia (USIM) and the Universitas Muhammadiyah Semarang (UNIMUS), Indonesia, for this research collaboration.

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