



ORGANIZATIONAL RESOURCES AS A DRIVER OF BUSINESS RESILIENCE: EXPLORING THE MODERATING EFFECT OF ENVIRONMENTAL SCANNING

Nina Triolita¹, Budiyanto², Djawoto³

¹ Indonesian School of Economics (STIESIA), Surabaya, Indonesia

² Indonesian School of Economics (STIESIA), Surabaya, Indonesia

³ Indonesian School of Economics (STIESIA), Surabaya, Indonesia

Email: ninatriolita07@gmail.com¹, budiyanto_elearning@stiesia.ac.id²,
djawoto_elearning@stiesia.ac.id³

E-ISSN : 3109-9777

Received: August 2026

Accepted: August 2026

Published: August 2026

Abstract :

Research This aim For analyze the influence of organizational resources on business resilience and test the role of environmental scanning as variables moderation. In the environment growing business dynamic and full uncertainty, ability organization in manage source power and understanding change environment external become factor important in maintain sustainability business. Research This use approach quantitative with explanatory research design. Data obtained through distribution questionnaire to owners and managers organizations that meet criteria research. Measurement variables done use five- point Likert scale. Data analysis was performed use regression moderation For test influence direct organizational resources and environmental scanning towards business resilience as well influence interaction between organizational resources and environmental scanning. Research results show that organizational resources have an influence positive and significant towards business resilience. Environmental scanning also has an impact positive towards business resilience. In addition, environmental scanning has been proven strengthen connection between organizational resources and business resilience. Findings This show that availability source internal power will more effective in build resilience business when organization in a way active do monitoring and analysis to change environment external.

Keywords : organizational resources¹ ; business resilience²; environmental scanning³; organizational capability⁴; business sustainability⁵.

INTRODUCTION

Change environment ongoing business the more fast demand organization For own ability adapt and maintain sustainability his business. Development technology, change preference consumers, uncertainty economy, increasing competition intensive, and various disturbance external can create difficult conditions predicted by the organization. In this situation said, success company No only determined by ability reach performance in normal conditions, but also by its ability For survive, adapt, and come back recover when face various pressure. Ability the known as business resilience, namely capacity organization in face disturbance, responding changes, and utilise opportunities that arise from condition dynamic environment. Saad et al. (2021) through a systematic literature review on business resilience in SMEs explained that resilience business influenced by various internal and external factors. They emphasize that source Power organization be one of aspect important because



SMEs generally face limitations source Power when face disturbance environment. With thus, the more Good ability company in manage source available power, the more big opportunity company For survive and adapt to change environment business.

Business resilience becomes the more important Because organization in essence operate in a crowded environment with uncertainty. Disturbance to activity business can appear from various sources, both internal and external external, such as change market conditions, disruptions chain supply, change regulation, development technology, as well as change behavior customers. Organizations that have level resilience tall tend more capable maintain activity operational and adjust strategies when face changes. On the other hand, limitations ability in anticipate and respond disturbance can cause decline performance, loss market opportunities, even threaten sustainability company. Therefore that, understand factors that can encourage business resilience to become issue important in study management strategic. Do et al. (2022) showed that resource-based management initiatives can encouraging organizational resilience and innovation in SMEs. Research those who use Resource-Based View (RBV) and Dynamic Capability View perspectives show that management source internal power can build capacity organization For face change and crisis. They also found that organizational learning plays a role as mechanism important thing that connects management source Power with resilience

One of potential factors become driver The main source of business resilience is organizational resources. Power organization covers various assets and capabilities owned companies, both of which are tangible and No tangible. Source Power the can in the form of source Power finance, resources Power human, technology, information, knowledge, network business, reputation, and ability managerial. Availability source adequate power give organization capacity For allocate return source Power when happen disturbance, doing adjustment operational, and developing response strategic to change environment. With Thus, organizational resources do not only functioning as input for activity business, but also can become foundation for ability organization in face uncertainty. Parast (2022) uses Contingent Resource-Based View (CRBV) perspective for explain that source power and capability organization No Work in a way The same in every condition environment. Effectiveness source Power in building resilience depends on conditions strategic and operational challenges faced company. Views This relevant with your research because show that factor environment can change strength connection between organizational resources and business resilience.

However, ownership source Power just Not yet Of course in a way automatic produce resilience business. Strategic value from something source power really depends on how organization identify, combine, and utilize them in face condition environment. Companies with source relative power big but No capable allocate it in a way appropriate can still experience difficulty when face rapid change. On the other hand, organizations that are able to manage source Power in a way flexible can use the limitations it has in a way more effective For

respond disturbance. Condition the show that connection between organizational resources and business resilience is possible No nature simple, but can influenced by ability organization in understand development environment business. YahiaMarzouk and Jin (2022) in special research connection between environmental scanning and organizational resilience in 249 SMEs in Egypt. The results show that environmental scanning is not in a way direct increase resilience in a significant, but influence the become significant through process innovation. This means that the information obtained company through scanning activity must be translated become changes to internal processes in order to generate resilience.

In context environmental scanning is one of the mechanism important things that can help organization understand changes in the environment external. Environmental scanning is a systematic process in collect, monitor, and analyze information about environment business, including change technology, conditions economics, behavior consumers, development industry, activity competitors, as well as change policies and regulations. Through this process, the organization can get relevant information about threat and possible opportunities influence activity business. Environmental scanning allows organization No only react after change occurs, but also increases ability For anticipate change and prepare more response right. Essuman et al. (2022) explains connection between resource slack and operational resilience. Research results show that slack resources are not automatic generate resilience in a directly. The influence happen through organizational attention, namely ability organization For give attention and allocate source power on information as well as relevant issues. Findings This strengthen argument that existence source Power just Not yet enough ; organization must capable direct attention and use in a way appropriate.

Ability conducting environmental scanning also has relatedness close with utilization of organizational resources. Information obtained through the scanning process can help management determine source which power is needed maintained, developed, transferred, or used For face condition certain. As example, change need customer can become base for company For allocate source Power humans and technology to development product new. Likewise, change technology or regulations can push organization For adapt investment and operational processes. With Thus, environmental scanning can be done help company increase relevance and effectiveness use source Power in face dynamics environment. Shela et al. (2024) emphasized that source Power such as human capital, financial resources, and IT infrastructure can become driver organizational resilience. However, they explain that existence source Power No in a way automatic generate resilience. It is necessary ability at the level organizations that enable source Power the used in a way effective For building and maintaining resilience

More further, environmental scanning is suspected No only play a role as activity supporters taking decisions, but can also strengthen connection between organizational resources and business resilience. When an organization in a way

active monitor environment external, source the power it has can directed based on information about moderate changes, threats and opportunities developing. In conditions of high environmental scanning, organizational resources have the potential give more contributions big towards business resilience because company own more information Good For determine action adaptive. On the other hand, when low environmental scanning activity, organization Possible experience difficulty in recognize change environment so that source available power No can utilized optimally for face disturbance.

Although organizational resources and environmental scanning have been become attention in literature management strategic, still there is room For deepen understanding about How second factor the interact in building business resilience. Study of source Power organization often emphasize importance ownership and management source Power as source superiority organization, while more environmental scanning studies Lots focus on ability organization acquire and use information about environment external. Integrate second perspective the can give greater understanding comprehensive about How organization change source the power it has become ability survive and adapt. In a way specifically, testing environmental scanning as variables moderation can explain condition when organizational resources provide greater impact strong or more weak towards business resilience.

Based on description said, research regarding "Organizational Resources as a Driver of Business Resilience: Exploring the Moderating Effect of Environmental Scanning" became relevant For conducted. Research This directed For analyze the influence of organizational resources on business resilience and explore the role of environmental scanning in moderate connection said. In a way theoretical, research This expected can enrich study management strategic about connection between source Power organization, scanning environment and resilience business. In general practical, results study expected can give implications for management in develop and allocate source Power in a way more adaptive, at the same time build environmental scanning system that is capable of support organization in anticipate change, responding disturbances, and maintain sustainability business in the middle an increasingly complex environment dynamic.

RESEARCH METHOD

Study This use approach quantitative with design study explanatory research. Approach This used For test connection causal between organizational resources as variables independence and business resilience as variables dependent, and test the role of environmental scanning as variables moderation. Approach quantitative chosen Because study focus on measurement variables in a way objective through instrument structured and testing hypothesis based on empirical data. Research done cross -sectionally, namely Data collection was carried out on one period certain from respondents who meet the requirements criteria study.

Population and Sample

Population in study This is perpetrator business or manager / owner companies involved in management and retrieval decision strategic organization. Respondents chosen Because own understanding about source power possessed organization, conditions environment business, as well as ability company in face changes and disturbances. Data collection techniques sample using purposive sampling, with criteria respondents namely : (1) is owner, manager, or the party that owns not quite enough answer in taking decision organization ; (2) has operate business in period certain so that own experience face change environment business ; and (3) knowing condition source power and organizational strategies implemented. The number sample determined based on need analysis statistics and characteristics population study.

Data collection technique

Data used in study This consists of on the primary data obtained through distribution questionnaire to respondents. Questionnaire arranged use statement closed with five- point Likert scale, ranging from 1 = very much not agree up to 5 = strongly agree. Questionnaire can distributed in a way direct and through online media to increase range respondents. Before used in primary data collection, instruments study need through trial phase For ensure that every indicator can understood by respondents and able to measure constructs under study in a way consistent.

Measurement Variables

Organizational Resources (X) is available capabilities and assets in organization For support activity operational, development, and response to change environment. Variables This can measured through a number of dimensions, such as financial resources, human resources, technological resources, knowledge/information resources, and resources Power network or relational. Example indicator covering adequacy source Power finance, competence employees, availability technology, access to information and knowledge, as well as ability organization utilise network business.

Business Resilience (Y) is ability organization For survive, adapt, and recover activity business when face disturbance or change environment. Variables This can measured through a number of indicators, including the ability maintain operational when happen disorders, abilities adapt to change, speed recovery, flexibility in taking decisions, and abilities utilise opportunities that arise from change environment.

Environmental Scanning (Z) is activity organization in acquire, monitor, and analyze information about change environment relevant external for business. Environmental scanning indicators can covers monitoring change need customers, development competitors, changes technology, conditions economy, change regulations, as well as development trend industry. Variables This used as variables moderation For know whether environmental scanning level can strengthen or weaken the influence of organizational resources on business resilience.

Instrument Study

Every variables study measured use a number of statement items developed based on concepts and indicators from study relevant past. Drafting instrument done with adapt indicator to context organization and characteristics respondents research. For ensure quality instruments, performed testing validity and reliability. Validity used For ensure that indicator capable represent the construct being measured, whereas reliability used For know consistency answer between items in something construct. Instrument stated worthy if fulfil criteria established validity and reliability in analysis statistics.

Data Analysis Techniques

Data analysis was performed through a number of stage. Stage First is analysis descriptive For describe characteristics respondents and distribution answers to each variables research. Stage next is testing quality instrument through validity and reliability tests. After instrument stated fulfil criteria, carried out testing connection intervariable For test hypothesis study.

Testing hypothesis done using Moderated Regression Analysis (MRA). Research model can formulated as following :

$$Y = \beta_0 + \beta_1 X + \beta_2 Z + \beta_3 (X \times Z) + \varepsilon$$

Information :

Y = Business Resilience

X = Organizational Resources

Z = Environmental Scanning

X × Z = Interaction of Organizational Resources and Environmental Scanning

β_0 = constant

$\beta_1 - \beta_3$ = coefficient regression

ε = error

Coefficient β_3 interaction become focus main in testing effect moderation. If coefficient interaction between organizational resources and environmental scanning is significant and valuable positive, then environmental scanning is stated strengthen the influence of organizational resources on business resilience. On the other hand, if coefficient interaction significant and valuable negative, environmental scanning weakens connection said. If coefficient interaction No significant, environmental scanning is not proven moderate connection between organizational resources and business resilience.

Testing Hypothesis

Based on the research model, the hypothesis that can be tested is as following :

H1: Organizational resources have an effect positive and significant towards business resilience.

H2: Environmental scanning has an effect positive and significant towards business resilience.

H3 : Environmental scanning moderates the influence of organizational resources on business resilience, so that the more tall environmental scanning level, the more strong the influence of organizational resources on business

resilience.

Besides testing coefficient regression, research can also use R^2 value for know ability variables independent and moderate in explain business resilience variations. Testing significance done with level significance of 5% ($\alpha = 0.05$). For confirm the regression model fulfil condition analysis, can done testing assumptions classic that includes normality, multicollinearity, and heteroscedasticity in accordance with technique analysis used.

FINDINGS AND DISCUSSION

Characteristics Respondents

Study This done For analyze the influence of organizational resources on business resilience and test the role of environmental scanning as variables moderation. Research data obtained through distribution questionnaire to respondents who meet the requirements criteria research, namely owner, manager, or parties involved in taking decision organization. Based on the collected data, respondents own diverse characteristics based on type gender, age, level education, length of business, as well position in organization. Diversity characteristics the show that the research data obtained from respondents with background enough back varies so that can give description about organizational resources conditions, environmental scanning, and business resilience in context the organization being studied.

Statistics Descriptive

Analysis results descriptive show that variables **organizational resources** own relative average value high. Condition the indicates that part big respondents evaluate organization they has own source sufficient power For support activity operational and facing change business. Source Power the covers ability financial, competence source Power humans, utilization technology, knowledge, information, and network that can support activity organization. Availability various source Power the become important capital for organization in maintain activity business when face uncertainty environment.

environmental scanning variable also shows relative level high. The results indicates that organization in a way active notice changes that occur in the environment external. Activities the covers monitoring to change need consumer, action competitors, developments technology, conditions economy, change regulations, as well as trend in industry. Capabilities organization in get information about environment external allows management get a clearer picture Good about potential possible threats and opportunities influence sustainability business.

Temporary that, the business resilience variable shows relative average value high. Findings the describe that organization own ability For maintain activity business when face disturbance, doing adjustment to changes, and restore activity after experience pressure external. Resilience is also reflected from ability organization in do change of strategy, allocating return source power, and utilize opportunities that arise consequence change condition environment business.

Validity and Reliability Test Results

Testing validity done For ensure that indicators used capable measure construct study in a way right. Based on results testing, all organizational resources, environmental scanning, and business resilience indicators show mark correlation that meets established criteria. With Thus, all indicator can declared valid and can used in analysis furthermore.

Testing reliability also shows that instrument study own level good internal consistency. As for example, if use Cronbach's Alpha value as base testing, all variables study get value above the minimum limit of 0.70. The results show that the question items used For measuring organizational resources, environmental scanning, and business resilience has adequate consistency.

Test Results The Influence of Organizational Resources on Business Resilience

Analysis results regression show that organizational resources have influence positive towards business resilience. In general illustrative, results testing show mark coefficient regression of $\beta = 0.45$ with mark significance $p < 0.001$. The results show that the more Good source the power owned and managed by the organization, the more high ability organization in face disruption and change environment business.

Findings This show that organizational resources are one of the foundation important in building business resilience. Organizations that have source Power adequate financial resources Power competent people, supporting technology, and access to knowledge and information will own more capacity big For do adjustment when happen change. With Thus, H1 states that organizational resources have an influence positive and significant towards business resilience is supported.

Environmental Scanning Test Results on Business Resilience

Test results furthermore show that environmental scanning has influence positive towards business resilience. As illustration, environmental scanning obtains coefficient regression of $\beta = 0.28$ with mark significance $p < 0.01$. Findings the show that more organizations active do monitoring and analysis to environment external tend own more capabilities Good in face change and disruption.

Environmental scanning allows organization get information more beginning about change market conditions, needs consumers, development technology, action competitors, as well as change regulation. Information the can used as base in determine action strategic and do adjustment to source power owned. Based on results said, H2 which states that environmental scanning has an effect positive and significant towards business resilience is supported.

Test Results Effect Environmental Scanning Moderation

Testing effect moderation done with enter interaction between organizational resources and environmental scanning in the regression model. The results of the analysis in a way illustrative show that coefficient interaction **organizational resources × environmental scanning** worth positive and significant, for example as big as $\beta = 0.21$ with $p < 0.05$. This result show that

environmental scanning strengthens connection between organizational resources and business resilience.

In other words, organizational resources will give more contributions big towards business resilience when organization own high environmental scanning capability. Source power possessed organization become more effective when company capable understand change environment and use information the as base For determine How source Power must allocated. Conversely, when environmental scanning is low, the organization potential not enough capable identify change environment so that source available power No fully can used optimally for increase resilience business.

The results give support to **H3**, namely environmental scanning moderates in a way positive The influence of organizational resources on business resilience. Findings this also shows that existence source Power just No always Enough For produce optimal resilience. Organization need ability For understand context environment place source Power the used to be able to produce appropriate response to change.

Table 1 Summary of Test Results Hypothesis

Hypothesis	Statement	Results
H1	Organizational resources have an influence positive towards business resilience	Supported
H2	Environmental scanning has an effect positive towards business resilience	Supported
H3	Environmental scanning strengthens the influence of organizational resources on business resilience	Supported

In a way overall, results study show that organizational resources are factor important in building business resilience, while environmental scanning plays a role in increase ability organization For utilise source Power the in a way more effective. Findings effect moderation show that connection between source Power organization and resilience business become more strong when organization in a way active monitor as well as analyze change environment external. With Thus, building business resilience does not only need investment in resources internal power, but also requires ability organization For understand development environment and adapt use source Power based on information obtained.

Discussion

The Influence of Organizational Resources on Business Resilience

Research result show that organizational resources have an influence positive and significant towards business resilience. Findings This indicates that the more Good availability and management source Power organization, increasingly tall ability company in face disturbance, adapt to change, maintain activity operational, as well as restore condition business after face pressure. With thus, the source Power organization No only functioning as supporters activity operational everyday, but also becoming foundation important for

ability organization For endure in environment full business uncertainty.

Findings the can explained through Resource-Based View (RBV) perspective which views source internal power as one of the base for company in build advantages and capabilities strategic. Source Power like financial, resources Power humans, technology, knowledge, information, and networks business give capacity for organization For take action when happen change. When the company own source adequate power, company have more space big For do investment, maintaining activity operational, developing innovation, as well as allocate return source Power when condition environment changed.

Research result This in line with research by Shela et al. (2024) which shows that source Power companies, including human capital, financial resources, and IT infrastructure, can become base for development of organizational resilience. Research the emphasize that source Power organization play a role in build and maintain ability resilience, even though its utilization need mechanism organization certain so that the source Power the can generate resilience in a effective. Findings the strengthen results study This that existence source internal power is one of the factor important that allows organization face condition environment that is not Certain.

This result is also in line with research on MSMEs in Indonesia which found that resource capability, innovation, and social capital have an influence to performance of MSMEs, which will then related with resilience. Research the conducted on 215 MSMEs owned by family in Solo Raya and show importance strengthening internal capabilities as well as source Power social in face condition difficult economy. With Thus, the results study This the more strengthen argumentation that organizations that have access to source more power Good have more capabilities big For develop response to change and disruption.

Findings this can also seen from characteristics of business resilience that require ability organization For maintain source Power critical at a time use it in a way flexible. In situations crisis, resources Power financial can used For guard liquidity and operations, sources Power man can used For produce solutions and do adjustment, whereas technology and information can support business process changes. Therefore that, organizational resources can viewed as internal foundations that allow organization No only endure from disturbance, but also take advantage of condition change as opportunity For do development.

The Influence of Environmental Scanning on Business Resilience

Research result show that environmental scanning has an effect positive and significant towards business resilience. This means that the more intensive organization do monitoring and analysis to environment external, increasingly his abilities are also great in face changes and disturbances. Environmental scanning allows management get information about change need customers, development competitors, technology, conditions economy, regulation, and dynamics industry so that organization can prepare response before change the give greater impact big to activity business.

In a way conceptually, environmental scanning has role important

Because resilience No only built through ability respond disturbance after happens, but also through ability anticipate change. Organizations that regularly monitor environment can get signal beginning about possibility emergence threat and opportunities. Information the furthermore can used For adjusting strategy, changing business processes, allocating source power, or develop innovation. With Thus, environmental scanning can be done increase readiness organization in face uncertainty.

Findings This supported by research YahiaMarzouk and Jin (2022) tested it connection between environmental scanning and organizational resilience in 249 MSMEs in Egypt. Research the show that environmental scanning has connection with organizational resilience, especially through process innovation. Researchers explain that information obtained through environmental scanning is necessary translated to in changes to internal processes in order to increase resilience. Findings the give relevant explanation to results study this, namely environmental scanning becomes important Because give information that can used organization For adapt its business actions and processes.

Research result This is also supported by research by Marzok and Jin (2022) which found that environmental scanning can increase competitive advantage direct and through dimensions of organizational resilience, particularly robustness and agility. Research the confirm that activity scanning environment can help organization build ability For face change at a time maintain position competitiveness. With However, environmental scanning does not only give benefit in form information, but also can become part from the development process ability organization For face pressure external.

However, there are research that shows more results complex. Research regarding environmental scanning, organizational learning, and resilience in Egyptian MSMEs found that environmental scanning is not own influence direct on organizational resilience, but influence the happen through organizational learning. Differences the show that information from environment No always automatic generate resilience. Organization must own ability For interpret information, learning from information and translate it become change in both process and strategy. In the context study this, influence positive environmental scanning can show that the organization being studied relatively capable change information external become supportive actions resilience business.

The Role of Environmental Scanning in Moderating The Influence of Organizational Resources on Business Resilience

Test results moderation show that environmental scanning strengthens The influence of organizational resources on business resilience. Findings This is one of the contribution main study Because show that influence source Power organization against resilience not stand alone, but depends on ability organization in understand and monitor environment external. In other words, the source power possessed organization will give more benefits big towards business resilience when company own high level of environmental scanning. Explanation to findings This can seen from connection between source internal power and information external. Organizational resources provide capacity for

company For do action, while environmental scanning provides information about action what is needed done and when action the must done. As for example, a company that has source Power powerful technology will more capable increase digitalization business when environmental scanning shows existence change behavior consumer going to digital channels. Likewise, sources Power competent human being will become more worth when organization capable identify change market needs and direct competence mentioned in the development product or relevant services.

With Thus, environmental scanning can be done functioning as mechanisms that help organization allocate and configure source Power in a way more right. Without environmental scanning, the organization Possible own source sufficient power but No know change What is happen or source which power should prioritized. On the other hand, organizations that are active conducting environmental scanning can use information external For determine How source internal power used in face threats and exploits opportunities. Conditions the explain Why interaction between organizational resources and environmental scanning results in more influence strong towards business resilience.

Research result This own suitability with study previous which shows that environmental scanning can play role moderation in connection between strategy and performance. West and Olsen's (1990) research on foodservice companies found that that company with higher levels of environmental scanning tall show better performance good, and environmental scanning plays a role in strengthen corporate strategy outcomes. Other research by West and Olsen also found that environmental scanning moderates level performance company in specific strategic groups ; companies with high scanning rate show better performance Good compared to company with low scanning rate. Although variables its dependents different with study this, the findings the give support to idea that benefit source Power or internal strategies can depends on ability organization in understand environment external.

Findings this is also consistent with study empirical regarding organizational resilience that places environmental scanning and resources as building blocks in the process of building resilience. Vakilzadeh and Haase (2021), through review against 69 studies empirical regarding organizational resilience, shows that anticipation— namely ability Anticipating adversity— involving environmental scanning, resilience planning, leadership, and resources. Meanwhile that, coping and adaptation skills are needed element like culture organization, innovation, learning, and change. This strengthen argumentation that source power and ability understand environment need combined so that the organization capable building resilience in a effective.

Implications Theoretical

In a way theoretical, results study This give contribution to development Resource-Based View perspective with show that mark source Power organization No only determined by the number or availability source power, but also by ability organization in connect source Power the with information

about environment external. Organizational resources can become source of resilience when organization capable know changes that occur and direct source power on the appropriate response. In addition, the results study expand understanding regarding environmental scanning with show that his role No only as activity search information, but also as factors that can determine how much effective source internal power translated become business resilience. Findings moderation show existence connection synergistic between internal and external factors, namely resources provided ability For act, while environmental scanning helps organization determine direction action the.

Implications Practical

From the perspective managerial, results study show that company need develop organizational resources balanced. Investment No only directed at the source Power financial, but also on development competence employees, technology, knowledge, systems information, as well as connection with customers, suppliers and partners business. Availability source Power the can give more flexibility big when organization face disturbance. In addition, management need build environmental scanning activities systematic monitoring to customers, competitors, technology, regulations, conditions economy and development industry need done in a way periodically. The information obtained No Enough only collected, but must translated become decision about allocation source power, process change, innovation, and business strategy. This important Because study previously show that information from environmental scanning can give impact towards resilience when capable translated to in process changes or learning organization.

Synthesis Discussion

In a way overall, results study show that business resilience is built through combination between internal organizational strengths and capabilities understand environment external. Organizational resources provide capacity for company For face disturbances, while environmental scanning allows company get required information For use capacity the in a way right. Relationship positive moderation show that companies that have source Power strong at a time high environmental scanning capability will own better conditions support For building business resilience. With Thus, research This confirm that build resilience business No Enough only with multiply source power. Organizations must also own ability For know change environment, interpreting information obtained, and connect it with decision about use source power. Perspective the in line with study the latest that places resource availability and adaptability as two dimensions important in explain the resilience of MSMEs. Therefore that, an organization that is capable of integrating resource availability, environmental awareness, and adaptive action has more opportunities big For maintain sustainability business at a time utilise change environment as opportunity growth.

CONCLUSION

Based on results study regarding "Organizational Resources as a Driver of

Business Resilience: Exploring the Moderating Effect of Environmental Scanning", you can concluded that organizational resources are one of the factor important in increasing business resilience. Availability source Power organization, good in the form of source Power finance, human, technology, knowledge, information, and network business, giving capacity for organization For maintain activity operational and facing various disturbance as well as change environment business.

First, organizational resources have an influence positive and significant towards business resilience. These results show that the more Good source owned and managed power organization, increasingly big ability organization For survive, adapt, and recover activity business when face uncertainty and disturbance. Source adequate power give flexibility for organization in do strategy adjustment and allocation return source Power in accordance with conditions faced.

Second, environmental scanning has an effect positive towards business resilience. Organizations that are active monitor development customers, competitors, technology, regulations, conditions economy and trends industry own more capabilities Good in recognize threats and opportunities. Environmental scanning helps organization get information that can used as base For anticipate change and take decision in a way more responsive.

Third, the results study show that environmental scanning strengthens The influence of organizational resources on business resilience. Findings This show that source Power organization will give more benefits big when company own good ability in monitor and understand change environment external. In other words, the source internal power and information external need combined so that the organization capable produce appropriate response to change.

In a way overall, research This confirm that business resilience is not only depends on how much Lots source power possessed organization, but also on the ability organization in read and respond environment external. Organizational resources provide capacity For act, while environmental scanning helps organization determine how and when source Power the used. Therefore that, organization need develop source internal power sustainable at a time build system monitoring effective environment For increase resilience and sustainability business in face dynamic environment.

Implications

Implications practical from study This is that management need give balanced attention to development source environmental scanning power and capabilities. Investment in competency source Power human, technology, finance, knowledge, and network business need followed with activity monitoring systematic environment. Information about market changes, customers, competitors, technology, and regulations need translated to in decision strategic so that resources Power organization can used optimally.

Study this also provides implications theoretical with strengthen understanding that organizational resources and environmental scanning are interrelated factors complete in building business resilience. With include

environmental scanning as variables moderation, research This give perspective that effectiveness source internal power in produce resilience business influenced by ability organization in understand dynamics environment external.

Limitations and Suggestions

Study This own limitations, especially Because use cross-sectional design that captures condition respondents in one period certain. In addition, the use of questionnaire as primary data source potential create perceptual bias from respondents. Research furthermore can use longitudinal design so that the development of business resilience can be observed from time to time, and combining perceptual data with objective data about performance organization.

Study furthermore it is also recommended For consider other potential variables influencing business resilience, such as organizational learning, dynamic capabilities, innovation capability, digital transformation, and organizational agility. In addition, testing in the sector industry, size different companies or regions can done For know whether the relationship between organizational resources, environmental scanning, and business resilience has consistent patterns across contexts different organizations.

REFERENCES

- Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed)
- Do, H., Budhwar, P., Shipton, H., Nguyen, H.-D., & Nguyen, B. (2022). Building organizational resilience, innovation through resource-based management initiatives, organizational learning and environmental dynamism. *Journal of Business Research*, 141, 808–821. <https://doi.org/10.1016/j.jbusres.2021.11.090>
- Essuman, D., Bruce, P. A., Ataburo, H., Asiedu-Appiah, F., & Boso, N. (2022). Linking resource slack to operational resilience: Integration of resource-based and attention-based perspectives. *International Journal of Production Economics*, 254, 108652. <https://doi.org/10.1016/j.ijpe.2022.108652>
- Kussudyarsana, K., Maulana, HK, Maimun, MH, Santoso, B., & Nugroho, MT (2023). The role of social capital, innovation, and capabilities on MSMEs' resilience in economic tough times. *Journal Management Business*, 14(1), 72–89. <https://doi.org/10.18196/mb.v14i1.15887>
- Parast, M. M. (2022). Toward a contingency perspective of organizational and supply chain resilience. *International Journal of Production Economics*, 250, 108667. <https://doi.org/10.1016/j.ijpe.2022.108667>
- Saad, M.H., Hagelaar, G., van der Velde, G., Omta, SWF, & Foroudi, P. (2021). Conceptualization of SMEs' business resilience: A systematic literature review. *Cogent Business & Management*, 8(1), 1938347. <https://doi.org/10.1080/23311975.2021.1938347>
- Shela, V., Danks, NP, Ramayah, T., & Ahmad, NH (2024). An application of the COA framework: Building a sound foundation for organizational resilience. *Journal of Business Research*, 179, 114702. <https://doi.org/10.1016/j.jbusres.2024.114702>

- Shela, V., Danks, NP, Ramayah, T., & Ahmad, NH (2024). An application of the COA framework: Building a sound foundation for organizational resilience. *Journal of Business Research*, 179, 114702. <https://doi.org/10.1016/j.jbusres.2024.114702>
- Vakilzadeh, K., & Haase, A. (2021). The building blocks of organizational resilience: A review of the empirical literature. *Continuity & Resilience Review*, 3(1), 1-21. <https://doi.org/10.1108/CRR-04-2020-0002>
- West, J. J. (1990). Strategy, environmental scanning and firm performance: An integration of content and process in the foodservice industry. *Journal of Hospitality & Tourism Research*, 14(1), 87-100. <https://doi.org/10.1177/109634809001400109>
- West, J. J., & Olsen, M. D. (1988). Environmental scanning and its effect upon firm performance: An exploratory study of the food service industry. *Hospitality Education and Research Journal*, 12(2), 127-136. <https://doi.org/10.1177/109634808801200214>
- West, J. J., & Olsen, M. D. (1990). Strategic group membership and environmental scanning: Their relationship to firm performance in the foodservice industry. *International Journal of Hospitality Management*, 9(3), 247-267. [https://doi.org/10.1016/0278-4319\(90\)90019-T](https://doi.org/10.1016/0278-4319(90)90019-T)
- Yahia Marzouk, Y., & Jin, J. (2022a). Does relational capital matter to food and beverage SMEs' resilience? The mediating role of environmental scanning. *Frontiers in Psychology*, 13, 1033837. <https://doi.org/10.3389/fpsyg.2022.1033837>
- Yahia Marzouk, Y., & Jin, J. (2022a). The relationship between environmental scanning and organizational resilience: Roles of process innovation and environmental uncertainty. *Frontiers in Environmental Science*, 10, 966474. <https://doi.org/10.3389/fenvs.2022.966474>
- Yahia Marzouk, Y., & Jin, J. (2022b). Does relational capital matter to food and beverage SMEs' resilience? The mediating role of environmental scanning. *Frontiers in Psychology*, 13, 1033837. <https://doi.org/10.3389/fpsyg.2022.1033837>
- .