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MEASURING THE ORGANIZATIONAL RESILIENCE OF ORGANIZATIONS IN THE REPUBLIC OF MOLDOVA THROUGH ABSORPTIVE, ADAPTIVE AND TRANSFORMATIVE CAPACITIES

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Abstract. The motivation for the study derives from the need to assess the level of resilience of organizations in the Republic of Moldova in the face of economic uncertainty and contemporary crises. The central hypothesis claims that organizational resilience is determined by the interaction between absorptive, adaptive and transformative capacities, and their balance reflects institutional maturity. The purpose of the research was to measure and compare these dimensions using the integrated organizational resilience questionnaire, applied to a sample of respondents from private companies, public institutions and NGOs. The methodology included descriptive statistical analysis, transformation of criterion means on a percentage scale (0–100). The results showed an average level of organizational resilience of 56.9, with close values for absorptive capacities 57.3, adaptive 58.0 and transformative 55.5. The conclusions highlight the need to strengthen transformative capacity and invest in innovation and digitalization, as premises for the maturation of organizational resilience in the post-crisis context.

Keywords: *organizational resilience, absorptive capacity, adaptive capacity, transformative capacity, change management, institutional sustainability, empirical evaluation, organizational maturity*

Rezumat. Motivația studiului derivă din necesitatea evaluării nivelului de reziliență al organizațiilor din Republica Moldova în fața incertitudinii economice și a crizelor contemporane. Ipoteza centrală susține că reziliența organizațională este determinată de interacțiunea dintre capacitățile de absorbție, adaptare și transformare, iar echilibrul acestora reflectă maturitatea instituțională. Scopul cercetării a fost măsurarea și compararea acestor dimensiuni utilizând chestionarul integrat de reziliență organizațională, aplicat unui eșantion de respondenți din companii private, instituții publice și ONG-uri. Metodologia a inclus analiza statistică descriptivă, transformarea mediilor criteriale pe o scală procentuală (0–100). Rezultatele au arătat un nivel mediu de reziliență organizațională de 56,9, cu valori apropiate pentru capacitățile de absorbție 57,3, adaptive 58,0 și transformative 55,5.

Concluziile evidențiază necesitatea consolidării capacității transformativă și a investițiilor în inovare și digitalizare, ca premise pentru maturizarea rezilienței organizaționale în contextul post-criză.

Cuvinte cheie: *reziliență organizațională, capacitate de absorbție, capacitate adaptivă, capacitate transformativă, managementul schimbării, sustenabilitate instituțională, evaluare empirică, maturitate organizațională.*

1. Introduction

Currently, we have various studies that describe, measure, present, analyze resilience as an economic, managerial, technical, political, functional characteristic, etc. This term has become increasingly popular since the moment when society collided with major shocks for which it was not quite prepared, and the capacity to resist them would be the meaning of the term resilience. For the study proposed by the authors, the particularities of the organizational management of entities in the Republic of Moldova to adapt, conform and transform resiliently to the action of shocks were studied, analyzed and discussed.

The most important studies on the subject of resilience are focused on measuring and assessing the capacity of organizations to withstand and adapt to shocks. The most important thing is to understand how an organization can not only withstand adverse events, but also adapt and thrive in the aftermath of them. We find such statements in several authors. Thus, we mention that Jenkins, B. M. in his study states that resilience assesses the capacity of a system to withstand and recover from disturbances, while maintaining its structure and function. The paper identifies potential failure paths, critical variables and their thresholds related to system failure. This assessment informs management interventions aimed at reducing vulnerability and improving recovery [1]. A more complex approach that describes circular resilience assessment tools in four steps is described in De Marchi, M., et al. [2]. The study conducted by this team of researchers constitutes a qualitative risk and vulnerability assessment of resilience factors. The paper also addresses the identification of appropriate strategies and a quantitative assessment of organizational performance after shocks. This multifaceted approach assesses a company's resilience before, during, and after crises, balancing qualitative and quantitative aspects between technical, social, and organizational dimensions. In the same vein, the research group Aradhya, S. G. B., et al. [3] also states measuring an organization's capacity to adapt and recover from adversity. They propose a comprehensive framework for measuring resilience, which should include conceptual clarity, operational definitions, assessment tools, and contextual considerations. The paper delineates and characterizes the 3 categories of resilience, such as individual, community, and systemic resilience. This multifaceted approach allows for a nuanced understanding of resilience as both a process and an outcome, enabling organizations to effectively assess and improve their resilience capabilities, the authors argue in the published study.

With a global approach to measuring resilience, the authors Kyzym, M. O., et al. address the scientific community in their work entitled *The Instruments for Assessing the Vulnerability and Resilience of Economies Around the World* [4]. The authors argue that assessing resilience involves assessing the capacity of an economy to adapt, recover and maintain stability in the face of shocks, identical to the phenomenon at the microeconomic level. The key criteria studied and assessed include adaptability, reliability, recovery speed, redundancy, flexibility and diversity. The authors state that methodological approaches to measuring key criteria can be classified based on the assessment objectives and time

intervals, using various methods, such as baseline conditions, threshold values, comparative assessment and recovery rate scores. However, despite the diversity of existing and proposed measurement tools, a comprehensive indicator is needed to effectively compare levels of resilience worldwide.

A recent study, which has made an important contribution, is presented by the team of authors who developed a new assessment method called CERA (Critical Entities Resilience Assessment) [5]. The research is related to the European regulatory framework on the resilience of critical entities, that is, those organizations that provide vital services to the population such as energy, transport, water or healthcare. The authors make direct reference to the European Union Directives on the Resilience of Critical Entities CER Directive - 2022/2557 [6]. This is a semi-quantitative method designed to allow critical entities to comprehensively self-assess their internal resilience. The CERA method stands out in that it assesses resilience on two essential dimensions, organizational resilience and infrastructure resilience, which are often treated separately by other tools. The results of the CERA assessment help critical entities identify specific vulnerabilities, based on which they can define and implement concrete measures with the establishment of service instructions and technical actions to increase their level of resilience.

Given that the most recent shocks to which organizations worldwide have been subjected are related to the fields of health and environment, studies in these fields have also contributed to the development of resilience assessment methods. In this context, resilience assessment according to Makhoul, N., & Argyroudou, S. involves the assessment of the capacity of cities, infrastructure and societies to withstand and recover from disasters [7]. The authors use various tools that incorporate modules for loss assessment, hazard identification, damage assessment and recovery planning. These tools aim to facilitate decision-making and increase preparedness against different hazards. The paper reviews existing resilience assessment tools, discussing their developments, limitations and future needs, highlighting the importance of supporting the functionality and operability of critical infrastructure during and after hazard events.

Tonga, C., et al. present a study with reference to healthcare organizations, focusing on the approach to resilience through the lens of three elements: mapping, capacity, and strategy [8]. The mapping would present the basic functions of the organization, capacity being based on the characteristics of resilience, and strategy being represented by those strategies for the period of resilience.

In the same field we also find the research of the authors Yu, P., et al., who talk about resilience assessment methods for hospitals, especially during earthquakes, to assess their ability to maintain medical and social services [9]. These methods are classified into indicator-based and functionality-based approaches. Performance measures for quantifying hospital functionality include availability, productivity, quality, and hybrid values. This assessment helps stakeholders and managers understand the resilience levels of hospitals, which is essential for designing new facilities and optimizing existing ones for better earthquake preparedness and response.

Approaching the subject of resilience at the organizational level, attributes the concept directly to enterprises, institutions and other forms of organization. In the view of several authors, organizational resilience represents the capacity of an entity to survive, adapt and thrive in the face of sudden changes or adversity. In other words, resilience is the ability to recover quickly or to adapt effectively to unfavorable situations or major and significant changes.

As a result of the studies, we have come to the conclusion that organizational resilience is the capacity of an organization to anticipate, absorb the impact and recover from a disruption or crisis, allowing it to achieve its objectives and emerge stronger from the respective experience. So, we concretize the three elements that we will evaluate through the qualitative method using a sample of respondents who are representatives of organizations in the Republic of Moldova and who will expose their own perceptions on the three elements resulting from the confrontation of the organizations they are part of with shocks. The analysis of these data will allow us to outline an opinion regarding the level of resilience of local organizations when confronting shocks.

2. Materials and Methods

The purpose of the study is to measure the level and identify the typology of organizational resilience of enterprises in the Republic of Moldova in relation to fundamental dimensions such as absorption, adaptation and transformation in the post-crisis period.

The research in question is based on several hypotheses in the context of establishing the capacity of organizational resilience for organizations in the Republic of Moldova represented by their absorptive capacity, adaptive capacity and transformative capacity. These three dimensions are interdependent and ensure the sustainability of organizations in their confrontation with the turbulent environment created by various external factors. It is considered that organizations that have resilience mechanisms to shocks that they have accumulated from experience can demonstrate a higher level of organizational resilience. Measuring each dimension of the complex index of organizational resilience created premises for several hypotheses, however, the main hypothesis is:

H There is a positive and significant interdependence between the absorptive, adaptive and transformative capacities of organizations, which together contribute to the formation of the global index of organizational resilience. In complementing the hypothesis, we state that the level of organizational resilience differs significantly depending on the size and type of organization, and organizations with previous experience in managing crisis situations obtain higher scores on the adaptive and transformative dimensions.

The hypothesis is tested on data collected from a sample of 150 respondents, representatives of 150 organizations from the territory of the Republic of Moldova who participated in a survey organized by the authors over a period of 3 months. The representativeness of the sample is validated by the control question through which 99% of respondents confirmed the organization's confrontation with shocks and the undertaking of resilient measures, as well as by the uniform distribution of the sizes of the organizations involved in this study. Interpreting the results and measuring the assessed dimensions as well as determining the average level of resilience for the segment of organizations involved in the study allows validating the hypotheses, as well as identifying the priority dimensions for strengthening organizational resilience in the analyzed context. The study will constitute a theoretical-applicative foundation for further research, but also for creating the premises for strengthening actions for maintaining and increasing organizational resilience.

The methodology used in this study is based on several tools for the achievement of each separate element. Data collection by questionnaire method, item formulation using the grouping method, item estimation by Likert scale, analysis of the collected database by statistical method, interpretation of the results by graphical methods.

The dimensions studied are: Absorptive capacity (A), Adaptive capacity (D), Transformative capacity (T). The calculation of the average value on each item of the evaluated dimensions will be done by the formula:

$$\bar{x} = \frac{\sum(f_j * j)}{N} \quad (1)$$

Where \bar{x} is the mean on each item

f_j is the number of ratings on each value

j is the rated value

N is the total number of values

The determination of the average value on each item will be determined by the arithmetic mean method. And the transformation of the size coefficient on the interval will be calculated according to the formula

$$Q_{RO} = \frac{(\Delta - 1)}{4} \quad (2)$$

The assessment of organizational resilience is structured in the requirements of the ISO 22316:2017 Security and resilience standard. Organizational resilience. Principles and attributes. The interpretation of the study results according to this standard is presented in Table 2. This represents the extent to which an organization is able to absorb the impact of changes expressed by adapting to the conditions of change, transforming internal phenomena and ensuring continuity capacity. According to the standard, there are no established numerical values but conceptual levels Q that would express low, medium and high capacity maturity for measuring and interpreting the level of organizational resilience in order to ensure the long-term sustainability of the organization. Therefore, the established conceptual levels Q are < 50 ; $50-74.9$; ≥ 75 according to the standard, which will allow the assessment and comparison of the level of resilience for the transposition of the established real facts.

Table 1

| Interpretation of results | |
|---------------------------------------|-------------------------|
| Q_{RO} or (0-100) | Resilience Level |
| < 50 | Low |
| 50-74,9 | Average |
| ≥ 75 | High |

Source: compiled by the author based on data from the ISO standard

The Q level < 50 tells us about a partial fulfillment of the requirements of the standard and in conclusion constitutes a low resilience. This value characterizes our organizational resilience with aspects of leadership, coordination of activities, learning characterized by reduced mechanisms, and adaptive culture, anticipation of phenomena and resources as uneven and poorly integrated.

To correspond to the stage of resilience included in the range $Q = 50-74.9$, according to the standard the organization fulfills a significant part of the attributes for which management processes are considered insufficiently consolidated. The estimation of organizational resilience processes characterized by the absorptive, adaptive and transformative attributes of the organization is considered as medium resilience. The value $Q \geq 75$ represents a high resilience and is characteristic of those organizations that demonstrate a capacity for

anticipating crises, a high adaptive and transformational reaction according to the conceptual requirements of the standard of operational continuity and strategic adaptability.

The results of the database analysis accumulated through the Google Forms platform will be used to interpret the data.

3. Results and Discussion

In achieving the research objectives, the authors resorted to various theoretical and applied tools to select and correctly interpret the results, while special attention was paid to the representativeness and nuance of organizations at the national level in order to create a representative conclusion. When identifying specific factors to anticipate, respond to and adapt to shocks faced by organizations in the Republic of Moldova, two parallel directions were analyzed based on the constraints and economic realities in which they carry out their economic activity. Segmenting organizations by type is important in studying and measuring organizational resilience. Organizations from different fields of activity face different risks and shocks dependent on the internal environment of the organization such as supply chains, organizational culture, management and governance of financial resources, human resources. At the same time, we mention that external factors generate more risks and shocks to which organizations must adapt, among which the most frequent are price fluctuations, the technical-scientific revolution, political changes, public financing, foreign investments, regulations. Thus, we find the need to diversify the sample as much as possible depending on the type of organization with reference to the main viable sectors but also by the number of employees to ensure national representativeness. The size of the organization is an important variable on the one hand, being one of the international criteria for classifying enterprises, and on the other hand, a control variable that directly influences the organization's ability to be resilient. Thus, large organizations have sufficient financial resources and have a diversified human capital, which allows them to be more receptive to shocks and to more easily absorb the changes initiated. They have priority over medium and small ones in that they can afford investments in long-term adaptation solutions.

Small and medium-sized organizations are limited in resources, thus being even more vulnerable to shocks. For the Republic of Moldova, the segment of organizations in this category is particularly important because 90% of the organizations in the country are in this category. Therefore, one of the objectives of the study will be oriented towards identifying viable solutions to increase the level of organizational resilience for this category. Unlike large organizations that have greater adaptability to shocks, small organizations do not suffer from factors such as bureaucracy, complex processes and slow decision-making and have more chances to increase agility and flexibility to compensate for the lack of resources. The dominance of this segment of organizations in the survey results ensures a major representativeness and makes the results viable for an effective policy of the economy of the Republic of Moldova.

Analyzing the database collected to measure the organizational resilience of organizations in the Republic of Moldova, through respondents, it has the following characteristics. The research sample was made up of a representative number of respondents coming from organizations of different legal types and sizes, so as to reflect the structural diversity of the analyzed organizational environment.

According to the data illustrated in the first diagram, the majority of respondents 73.9% come from private companies, indicating a predominance of the business environment in the study. Public institutions hold a share of 20.9%, and non-governmental organizations

represent 5.2% of the total participants. This structure suggests a predominantly economic orientation of the research, but also a balanced representation of the public sector, which allows for useful comparisons on how different institutional entities manage resilience in contexts of uncertainty.

The data in the second diagram reveal a significant diversity in the size of the participating organizations: 27.8% of the organizations are microenterprises; 43.5% are small enterprises; 21.7% fall into the category of medium-sized enterprises; 7% represent large organizations, with over 250 employees. Thus, over 70% of the respondents come from small and microenterprises, which confirms that the study mainly reflects the resilience capacity in the SME sector, a segment extremely sensitive to risks and environmental changes. At the same time, the inclusion of large organizations and public institutions provides a useful comparative perspective in the analysis of differences in resilient maturity.

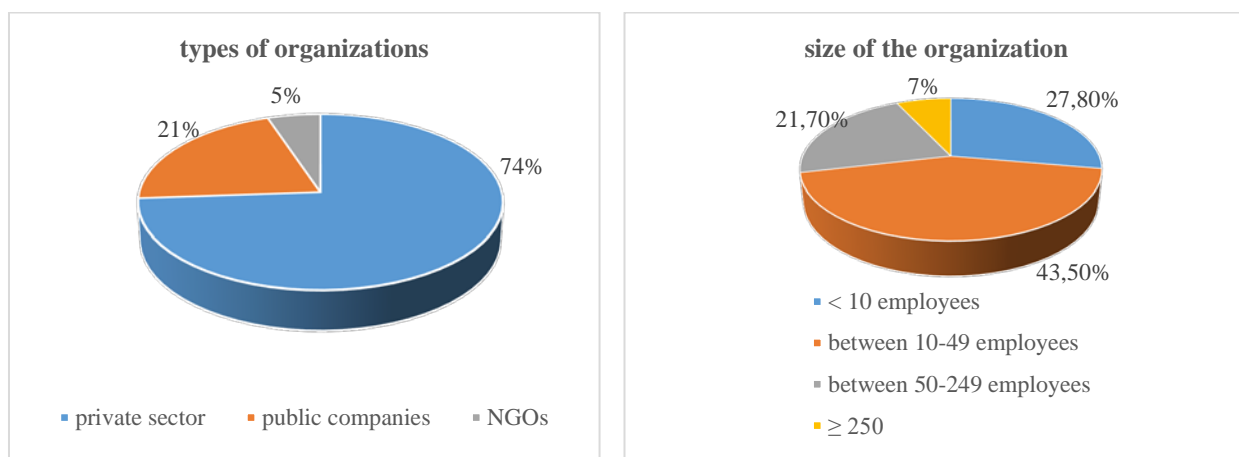


Figure 1. Sample characteristics.

Source: developed by the authors based on survey results.

Overall, the sample profile can characterize its representativeness and allows for the measurement of the organizational process, but also for testing hypotheses regarding the relationship between the type of organization, its size and the level of organizational resilience. This sample structure gives the study empirical relevance and comparative validity, allowing for the analysis of how different types of organizations manage the three fundamental dimensions of resilience – absorptive, adaptive and transformative.

By analyzing the results of the respondents' evaluation of the absorptive capacity of the organizations they belong to, we were able to build a table of estimated values from 1 to 5 interpreted from the lowest value to the highest.

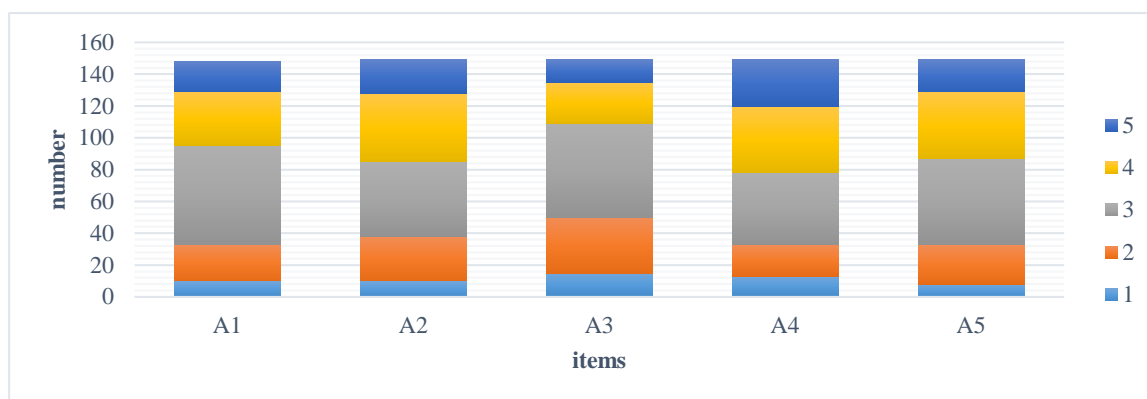


Figure 2. Distribution of the estimation of absorptive capacity items A1-A5.

Source: developed by the authors based on survey results.

We establish that this profile is determined by a moderate functionality of the reaction mechanisms and operational continuity, which is characteristic of an average level of resilience. This trend is built by the dominance of the appreciation value with a score of 3 out of 5 for all five items proposed for evaluation. This fact confirms the hypothesis that all organizations have basic structural elements for managing crisis situations, but it is found that these are not sufficient to strengthen the absorption capacity and the uniform application of resilience to all internal processes of the organization. Analyzing the absorption capacity items separately, we observe that on A1 there are still continuity plans within the organizations in the case of certain shocks. The weak position being defined by the poor financial preparation of the organizations to face the shocks being presented as a vulnerability by item A2. Respondents estimating the functioning of critical processes for item A3 led us to the conclusion that there is a fairly low level of operational security. This estimate is supported by fundamental theories that tell us that small and medium-sized organizations are more exposed to technological malfunctions and human resource fluctuations, which influence these processes in the case of external shocks. On the other hand, the existence of certain instructions regarding crisis situations and certain shocks that have previously existed suggests that most organizations are cautious in analyzing risks based on elements of certainty. This fact can also be attributed to the latest major manifestations of the shock created by the COVID 19 pandemic, to which organizations have already created several intervention procedures in this crisis situation. Regarding the evaluation of external support networks, we observe a balanced distribution between the award of scores from 3 to 5, indicating a developed collaborative capacity.

Overall, the structure of the results estimated by the respondents confirms that the organizations are in a relatively intermediate stage of absorptive resilience regarding the establishment of organizational resilience. This attests to the fact that the organizations draw attention to the mechanisms of functioning and reaction in case of the occurrence of shocks, but nevertheless they should not neglect the strengthening of protection against shocks and the implementation of plans at the departmental level for confronting certain crisis situations.

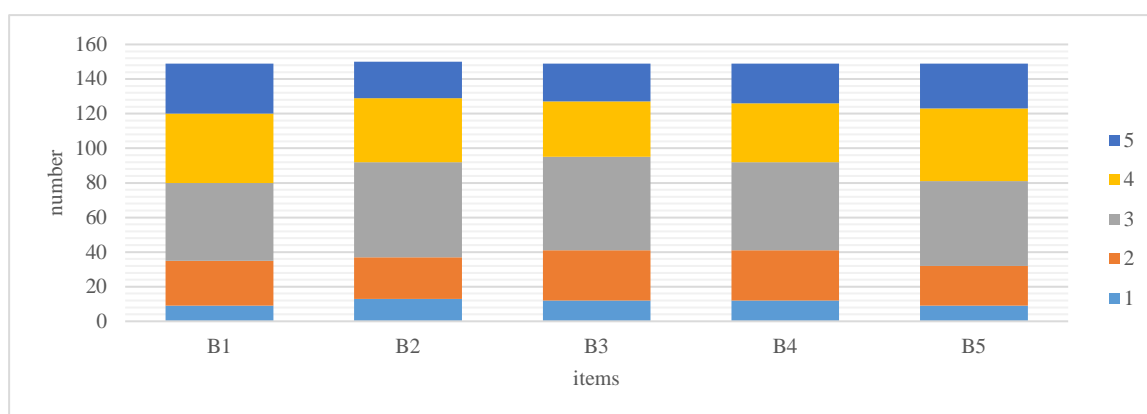


Figure 3. Distribution of the estimate of adaptive capacity items B1-B5.

Source: developed by the authors based on survey results.

Figure 3 presents the results of the respondents' assessment of the adaptive capacity of the organizations they belong to. This assessment leads us to the conclusion that the adaptive capacity has a moderate to high level, which denotes better abilities of organizations to learn to adjust and reorganize resources depending on the changes that occur in the internal and external environment. For the items in category B, the average score is 3

completed in equal proportions of 4 and 5, which indicates the presence of functional adaptive mechanisms within the organizations but uneven. The assessment of item B1 by respondents with the highest weight out of the 5 estimated, demonstrates that all organizations are aware of the danger of the presence of shocks, and from the lessons learned after successfully overcoming some of them, they implement post-crisis processes to ensure effective organizational resilience.

From the results of the assessment of the adaptation of processes to the external context, i.e. B2, the respondents feel a level of flexibility of the organizational management. However, there are premises for increasing operational maturity and strengthening the implementation of the conditions of the reference standard. Item B3 of the assessment appears as a relevant structure of the process of rapid reallocation of resources, thereby ensuring a reasonable capacity for internal mobility. At the same time, for small and medium-sized enterprises this constitutes a difficulty related to the limit of available resources. Organizations are open to periodic training of personnel for unforeseen situations, however, the frequency of personnel training is not sufficient to ensure a complete reaction by the members of the organization. For item B5, the respondents created a good image of the culture of learning and innovation, which denotes an organizational climate developed towards innovation and experimentation.

These two conditions constitute the main stage of confrontation of adaptation to transformation for organizations, and the positive estimate of this item leads to promising conclusions for organizational resilience for the analyzed enterprises from the Republic of Moldova participating in this questionnaire. Overall, items B1-B5 indicate an adaptive capacity with a medium to high value, marked by strengths focused on learning from previous crises in the organizational culture. This demonstrates to us that organizations from the Republic of Moldova are at an intermediate stage of maturity regarding organizational resilience, and the results of the study will strengthen the directions of increasing resilience to achieve a higher level of adaptability.

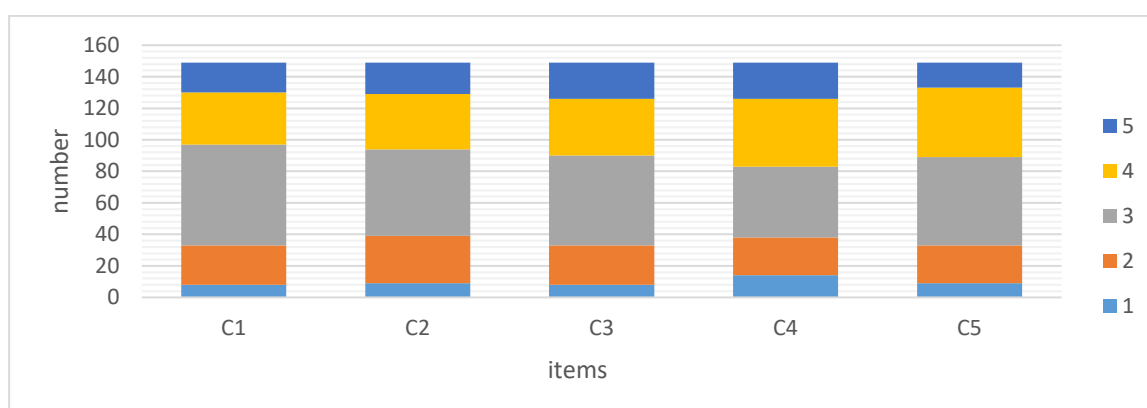


Figure 4. Distribution of the estimate of transformative capacity items C1-C5.

Source: developed by the authors based on survey results.

The results related to transformative capacity, which represents the third characteristic of organizational resilience estimated by the respondents co-opted to the questionnaire, indicate a moderate to medium level of the organization's abilities to initiate and implement structural changes, strategic investments and innovation processes. This result is expected, due to the small and medium-sized enterprise segment, predominantly of the national economy, which is less characterized by strategic investments and receptivity to innovation processes, although the government has established strategic objectives for supporting and

developing innovations for this segment of enterprises, including concrete support measures. The distribution of responses regarding the estimation of these items is the value 3, which represents a middle value and characterizes the transformative capacity as one at the early stage.

From the detailed analysis of each item, it is found that C1 represents a presence of changes in some organizations, but not at the level of transformation but at the level of structural change. However, changes cause some risks, and organizations are not prepared to face several risks simultaneously. Estimating item C2, respondents marked a moderate level of digitalization and modernization to face certain substantial transformations of the organizational process. The result is explained by financial constraints and the reduced capacity for adoption of technologies by the small and medium-sized enterprise segment. Adaptation of organizational policies and values indicates a capacity of organizations to adapt to the needs created by certain global crises through operational processes and not with long-term strategic objectives. Item C4 is one of the strongest of the transformative capacity, which is focused on intersectoral partnerships. Developing collaboration with the external environment is a major opportunity to withstand certain shocks, while also ensuring an important component of organizational resilience, also defined by some international organizations as a primary objective for confronting external shocks. However, C5 expresses the lack of tools for organizations to create vulnerability analysis mechanisms, although they are aware of their importance.

From the analysis of the three elements of organizational resilience formation, we find that most organizations in the Republic of Moldova are at the emerging stage of transformation with certain characteristics oriented towards the formation of strategies oriented towards strengthening resilience. These results clearly point us to the need to strengthen organizational processes to stimulate innovations, investments in new technologies and the development of strategic analysis mechanisms.

Using the results of the estimates with values for each item that corresponds to an element of the organizational resilience characteristic, we apply the calculation formula to determine the average value for items and areas of influence. The calculated values are presented in Table 1.

Table 2

Calculation of the average value on items and domains of organizational resilience

| Items (A) | \bar{x}_A | Items (D) | \bar{x}_D | Items (T) | \bar{x}_T |
|------------------|-------------|------------------|-------------|------------------|-------------|
| A1 | 3,22 | D1 | 3,47 | T1 | 3,18 |
| A2 | 3,35 | D2 | 3,22 | T2 | 3,20 |
| A3 | 2,95 | D3 | 3,20 | T3 | 3,32 |
| A4 | 3,61 | D4 | 3,22 | T4 | 3,24 |
| A5 | 3,30 | D5 | 3,47 | T5 | 3,16 |
| $\bar{\Delta}_A$ | 3,29 | $\bar{\Delta}_D$ | 3,32 | $\bar{\Delta}_T$ | 3,22 |

Source: made by the authors based on the interpretation of the results of the accumulated database.

The data presented in the table indicate a relatively balanced distribution of the mean scores for the three dimensions of organizational resilience, ranging between 3.22 and 3.32 on the Likert scale with values between 1–5. The highest mean value is recorded for the adaptive capacity $\bar{x}_D = 3.32$, which suggests that organizations demonstrate a moderately developed ability to learn and continuously adjust to changes. This is followed by the absorptive capacity $\bar{x}_A = 3.29$, which reflects a good reaction to shocks and the existence of

continuity mechanisms, but still insufficiently consolidated. The lowest value is observed for the transformative capacity $\bar{x}_T = 3.22$, signaling that innovation and structural change are processes at an early stage.

Table 3

| Integrated assessment of organizational resilience | | | | |
|---|-----------------------|--|---|---|
| Size | Q_{RO} | Organizational Resilience Level | Main meaning according to ISO 22316:2017 | Recommended measures |
| Absorptive capacity | 57,3 | Average | Resilience and resilience | Annual BCP review, crisis simulations, IT plan testing |
| Adaptive capacity | 58,0 | Average | Continuous learning and adjustment | Creating an internal learning and experience exchange platform |
| Transformative capacity | 55,5 | Average | Systemic reform and innovation | Introducing a "Strategic Innovation Committee" and annual transformation report |
| \bar{Q}_{RO} | 56,9 | Average | | Strengthening the components of continuous learning, digitalization and strategic innovation can contribute to the transition to a high level of resilience, according to international standards |

Source: made by the authors.

Overall, the results highlight an average level of organizational resilience, with a positive tendency towards adaptability, but with the need to strengthen the transformative dimension in order to achieve a higher degree of resilient maturity.

To interpret the data, an analysis of the size coefficient by interval was performed for each dimension (A), (D), (T) and the level of resilience was determined in accordance with the norms established for each type.

The hypothesis mentioned at the beginning of the study was tested by analyzing the data collected from the questionnaire applied to an eligible sample of 150 respondents with pronounced characteristics of the business environment representing small and medium-sized enterprises. The integrated organizational resilience estimate QRO demonstrated an average result of absorptive, adaptive and transformative capacity of the organizations participating in the study. The interpretation of the statistical results allows partial validation of the hypotheses and the identification of priority dimensions for strengthening organizational resilience in the analyzed context.

This study becomes a component part of the multiple research conducted by the authors who studied various phenomena related to the resilient management of the Moldovan community. Such studies complementary to our research, but with an impact on organizations, we mention the study conducted by Spătaru T.[10] conducted in 2024 in the Republic of Moldova, using focus groups and in-depth interviews to explore managers' perceptions of community risk management and resilience strategies. We consider important certain studies of resilience estimation conducted in areas of the national economy and which constitute factors of influence or creation of certain risks for organizations in the Republic of Moldova. Thus, Ungur C.[11] conducted a study estimating the insurance market through which he analyzed the aggregate indicators of the market through which he argued its

absorption capacity in shock conditions. Another study by Stratan A., et al. [12] focuses on assessing resilience in agri-food security, highlighting the need to adapt to vulnerabilities in the agricultural sector in the Republic of Moldova. The study by Șavga L. [13] highlights the need for reorganization, digitalization and investments in strengthening the capacities of cooperatives and emphasizes the importance of aligning cooperative policies with EU practices to ensure competitiveness and long-term sustainability. The author Copăceană C. [14] presented the results of a study on financial sustainability in the health system in the Republic of Moldova, in the post-crisis context, for which she considers that the problem of resource allocation is not unique to this sector, but also a problem of resilience and strategic adaptation capacity. A study that confirms the research hypothesis is reflected in the approach of the authors Timuș A., Ulinici A., [15] who state in a study that companies that adopt sustainable and resource-efficient practices strengthen their resilience, becoming less vulnerable to market fluctuations and strict regulations on carbon emissions. Other studies such as the one conducted by a group of researchers Popa V. et al. [16] identify other adaptive factors for the organizational management of enterprises in the Republic of Moldova, such as resistance to vulnerabilities regarding the provision of energy resources, which increases the need to use technologies and innovations to adapt organizations to these shocks.

4. Conclusions

The research has a descriptive-analytical and explanatory nature, being based on the sociological survey method, with a quantitative approach using a 5-point Likert scale and complemented by a qualitative interpretation of the results to identify the level of organizational resilience. The selection of respondents targeted organizational diversity according to the size, field and type of organization to ensure the relevance of the application of the recommendations resulting from determining the average organizational resilience level. The evaluation model used by the authors according to the selected methodology was established based on the ISO 22316:2017 Security and resilience standard. Organizational resilience [17]. Principles and attributes, for assessing the resilience novel, which can be adapted to the economic and institutional context of the Republic of Moldova. The results indicated an average global level of organizational resilience with a value of 56,9 was determined by the three absorptive, adaptive and transformative dimensions with close integrated values. These values place the participating organizations in the “consolidable resilience” category, which reflects an intermediate maturity stage, characterized by developed reaction and adaptation mechanisms, but a still incipient structural transformation. At the same time, we mention the limited nature of the research due to the relatively small sample size and the self-evaluative nature of the responses. However, these limitations do not affect the validity of the descriptive and interpretative conclusions, but provide directions for further research.

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