

**INTERNATIONAL JOURNAL
OF ENTREPRENEURSHIP AND
MANAGEMENT PRACTICES
(IJEMP)**www.gaexcellence.com/ijemp**POST-PANDEMIC MANAGEMENT: AN INTEGRATIVE
FRAMEWORK OF DYNAMIC CAPABILITIES,
RESILIENCE, AND HUMAN-CENTRIC DIGITAL
TRANSFORMATION**Mohammad Khairuddin Majidillah^{1*}, Mohd Asyraf Abdul Rahman², Muhd Bazli Hashim³¹Centre for Islamic, General and Language Studies, Universiti Poly-Tech Malaysia khairuddin@uptm.edu.my <https://orcid.org/0009-0001-4115-3674>²Centre for Islamic, General and Language Studies, Universiti Poly-Tech Malaysia asyralph@uptm.edu.my <https://orcid.org/0009-0006-8777-7278>³Centre for Islamic, General and Language Studies, Universiti Poly-Tech Malaysia bazli@uptm.edu.my <https://orcid.org/0009-0002-2465-5362>

*Corresponding Author

Article Info:**Article history:**

Received date: 15.07.2026

Revised date: 30.07.2026

Accepted date: 03.09.2026

Published date: 17.09.2026

To cite this document:

Majidillah, M. K., Rahman, M. A. A., & Hashim, M. B. (2026). Post-Pandemic Management: An Integrative Framework Of Dynamic Capabilities, Resilience, And Human-Centric Digital Transformation. *International Journal of Entrepreneurship and Management Practices*, 9(35), 429-439.

Abstract:

The COVID-19 pandemic has accelerated the phenomenon of organisational change. Yet, the post-pandemic management scholarship remains fragmented in terms of the integration of resilience, digital transformation, and human-centric approaches. The existing literature has tended to focus on short-term solutions to crises, revealing a major lack in the development of long-term, adaptive management models to assure sustainable performance and manage uncertainty. This conceptual paper suggests an integrated paradigm for post-pandemic management, based on the theories of dynamic capabilities, organisational resilience and socio-technical systems. The main point is that organisations must go beyond reactive measures by aligning three key dimensions: adaptive resilience, digital capabilities creation, and employee-centered management practices. While past research has looked at these aspects individually, this paper argues that their synergistic interdependence forms a higher-order competence necessary for managing post-pandemic volatility. Conceptually, the paper proposes a triadic integrative model that conceptualises resilience as an embedded dynamic capability in digitally enabled and human-centric organisational systems. In this study, we contribute to overcoming theoretical silos and broadening post-crisis management discourse towards a holistic and future-oriented paradigm. This is important because it provides a systematic structure for scholars and practitioners in building sustainable, adaptive, and inclusive

management methods to respond to ongoing disturbances and improve organisational performance in the post-pandemic era.

DOI: 10.35631/IJEMP.935024

Keyword:

Dynamic Capabilities, Human-Centric Digital Transformation, Organizational Resilience, Post-Pandemic Management, Socio-Technical Systems.



© The authors (2026). This is an Open Access article distributed under the terms of the Creative Commons Attribution (CC BY NC) (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits non-commercial re-use, distribution, and reproduction in any medium, provided the original work is properly cited. For commercial re-use, please contact ijemp@gaexcellence.com.

Introduction

The post-pandemic scenario is no longer about transient adaptations but about a climate of chronic volatility and turbulence. The speed of digital change has sparked innovative discoveries, but has also led to systemic cognitive overload, increased technostress, and a sense of organisational drift. These ongoing disturbances make it clear that the traditional management frameworks, mostly designed for stability, are inherently ill-suited to reconcile sustainable operational effectiveness with employee well-being.

Resolving this tension is the key for long-term existence. Reactive crisis interventions and short-term solutions are not enough to ensure competitive advantage, leaving enterprises subject to repeating macroeconomic shocks and unsustainable practices. In the absence of a formal plan to match technology innovation with structural flexibility, companies risk misallocation of resources and staff burnout. Thus, this study proposes a futuristic management paradigm integrating strategic agility and human-centric imperatives for sustainable organisational performance.

But even in the face of such urgent difficulties, the literature on the subject remains philosophically fractured. Current extant literature tends to segregate digital transformation, organisational resilience and human-centric practices into separate silos rather than study them as an inter-connected socio-technical ecosystem. This fragmentation points to a major research gap, the lack of an integrated model mapping how these elements interact synergistically. The dynamic capacities theory stresses sensing, grabbing and converting resources, and the resilience literature stresses absorbing shocks, but the two are rarely combined with the socio-technical demand for simultaneous optimisation of technology and human requirements.

This study fills this important gap by embedding different ideas in a consistent framework. In theory, this integration closes the gaps between strategic management, organisational behaviour and information systems. Practically, it gives leaders a non-linear model to navigate digital disruption without sacrificing the psychological safety or adaptive capacity of the workforce. This study reconceptualises resilience as an intrinsic socio-technical dynamic capability and proposes a robust architecture for managing complexity and delivering sustained success in the post-pandemic future.

The importance of this work lies in the fact that it deals in a methodical way with the key limits found in these three distinct sectors. The study offers three theoretical contributions:

1. First, it recasts organisational resilience as an inbuilt dynamic capability, rather than as a parallel construct, so addressing a long-standing conceptual uncertainty.
2. Second, it adds to theory on dynamic capacities by using a socio-technical perspective that places employee experience and technostress at the centre of capability development.
3. Third, it links the micro and macro levels by showing how human-centric activities at the individual level impact organisational outcomes at the macro level.

To facilitate this integration, this study tackles two key research questions:

1. Dynamic Capabilities, Organisational Resilience and Human Centric Digital Transformation in Turbulent Environments: The Synergy.
2. How do socio-technical mechanisms influence organisational effectiveness and long-term sustainability in the post-pandemic context?

Literature Review

The post-pandemic management discourse has swiftly expanded in many fields, yet it is theoretically fragmented. On this study, the authors combine future-oriented views and criticise the literature on three interrelated themes: dynamic capacities, organisational resilience, and human-centric digital transformation. The authors identify critical gaps that motivate the need for an integrative framework.

Dynamic Capabilities in Turbulent Environments

The dynamic capacities theory outlines how organisations respond to environmental unpredictability by perceiving, seizing and changing opportunities. This perspective has been useful to highlight firms' adaptive responses in the context of the COVID-19 crisis, especially in terms of increasing digital innovation and strategic reconfiguration. However, a significant drawback of this perspective is its strong emphasis on the corporation and strategy, frequently sidelining the micro-level human aspects and socio-technical difficulties. Moreover, empirical applications often tend to operationalise dynamic capabilities in static terms, restricting their explanatory power in prolonged crises characterised by continuous disruption. Dynamic capacities provide a useful macro framework for adaptability but need to be complemented by other viewpoints that include human and structural aspects. Such views include organisational resilience which provides a more complete view of how organisations respond to and adapt through upheaval.

Organisational Resilience: From Recovery to Transformation

The literature on organisational resilience has shifted from a focus on recovery and stability to a more dynamic, capability-based conceptualisation. There is a growing recognition that resilience involves anticipation, coping and adaptive mechanisms that enable organisations to absorb disruptions and emerge stronger. However, the literature contains some conceptual uncertainty, with resilience variously described as an outcome, process or capability. Such inconsistency impairs cumulative theory formation and limits its application in strategic management frameworks. Furthermore, resilience research generally does not include the importance of digital technology, conceptualising resilience as an organizational-level construct, which is independent of socio-technical interactions.

This conceptual gap shows the need to combine resilience with frameworks that explicitly consider technology integration. Therefore, the theory of socio-technical systems offers the needed framework to connect technology implementation and human agency.

Human-Centric Digital Transformation (Socio-technical systems theory)

The speed of digitalisation caused by the epidemic has shown the significance of aligning technology systems to human needs. Socio-technical systems theory gives a basic view which emphasises the joint optimisation of social and technical sub-systems. Recent additions refer to challenges such as technostress, employee well-being and digital overload, which have a substantial impact on organisational outcomes. This stream of literature provides useful insights to the human aspects of digital transformation but often lacks strategic integration into larger organisational capabilities. Additionally, research generally takes a reactive strategy, focused on reducing negative effects as opposed to proactively building human-centered digital systems that foster resilience and flexibility.

Comparative Insights and Emerging Inconsistencies

A comparison analysis shows that the dynamic capacities, organisational flexibility, and socio-technical approaches are each dealing with dimensions of post-pandemic management, but in relative isolation. Organisational resilience and sociotechnical views handle post-pandemic management, although mainly in isolation from each other. While dynamic capabilities are concerned with strategic agility of organisations, they neglect human-centric aspects; resilience literature describes adaptive ability but suffers from lack of conceptual clarity and technological integration; and socio-technical approaches emphasise the congruence of human and technology but tend to ignore strategic and systemic dimensions. Such discrepancies result in partial explanations that fail to adequately reflect the complexity of the post-pandemic organisational environments. Furthermore, cross-level integration is infrequent: few research integrates individual, team, and organisational processes in a consistent framework.

Research Gaps and Justification for an Integrative Framework

The major gap is the lack of a holistic conceptual model that includes strategic flexibility, resilience mechanisms and human-centric digital transformation. Current frameworks do not sufficiently describe how these factors interact synergistically for the achievement of sustainable organisational outcomes. To fill this gap, this study pushes beyond broad calls for flexibility and focuses on how organisations may integrate three main operational

dimensions—adaptive resilience, digital capability building, and employee-centered management practices—into a systematic framework. Instead of viewing digital transformation as a mere technical execution, this framework provides explicit conceptual recommendations on how human-centric system design functions as the basic baseline that initiates strategic sensing, seizing and changing routines. Such an approach provides a more accurate multi-level perspective on post-pandemic management, shifting the focus from short-term crisis mitigation to a tangible architectural design for long-term organisational health.

Methodology

This study adopts a conceptual research approach based on an integrative review and critical synthesis of relevant literature on post-pandemic organisational management. The review focused on organisational adaptability, resilience, digital transformation, employee well-being, and sustainability. Three complementary theories were selected: Dynamic Capabilities Theory, Organisational Resilience, and Socio-Technical Systems Theory. Dynamic Capabilities Theory explains how organisations sense, seize, and reconfigure in turbulent environments (Teece, 2018); Organisational Resilience explains anticipation, coping, and adaptation to disruptions (Duchek, 2020); while Socio-Technical Systems Theory addresses the alignment of technology, employees, and organisational processes (Trist & Bamforth, 1951; Tarafdar et al., 2019).

The literature was critically compared to identify theoretical overlaps, limitations, and complementary elements. These insights were synthesised through conceptual mapping to develop an integrated framework. The framework positions dynamic capabilities as the strategic input, organisational resilience as the adaptive process, and post-pandemic organisational outcomes as the output, while human-centric digital transformation functions as a cross-cutting enabler and moderator. This synthesis also informed four conceptual propositions (P1–P4) concerning the relationships among the three theoretical dimensions and organisational outcomes. The resulting framework provides a systemic explanation of how strategic adaptability, resilience, and human-centred digital transformation interact to support post-pandemic organisational effectiveness and long-term sustainability.

Theoretical and Conceptual Framework

This work draws on three complimentary theoretical lenses: dynamic capacities theory, organisational resilience and socio-technical systems theory; together these build an integrative view of post-pandemic management. The dynamic capacities hypothesis indicates that organisations recognise, seize, and reconfigure in the event of environmental turbulence, and strategic agility is a source of sustainable competitive advantage (Teece, 2018). However, its insufficient attention to human and social factors means it must be integrated with resilience, which conceptualises the ability to anticipate, cope and adapt to disruptions (Duchek, 2020). Resilience gives a process-oriented perspective but is conceptually ambiguous without being embedded in broader strategic processes (Hillmann & Guenther, 2021). Socio-technical systems theory adds another dimension to the issue by underlining the need to develop technology and human elements together, as well as the requirement for employee well-being, engagement and the alignment of digital tools with their demands (Trist & Bamforth, 1951; Tarafdar et al., 2019).

Extending these foundations, this paper conceptualises post-pandemic management effectiveness as a function of three interdependent constructs: (1) dynamic capabilities (strategic sensing, seizing, and transforming), (2) organisational resilience (anticipation, coping, and adaptation), and (3) human-centric digital transformation (alignment of digital technologies with employee needs and organisational adaptation and organisational processes). The paradigm claims that dynamic capabilities allow organisations to change their resources and hence reinforce their resilience processes. At the same time, human-centric digital transformation is an enabling mechanism that promotes both dynamic capacities and resilience through supporting employee flexibility, lowering technostress, and increasing system integration.

Integrated Conceptual Model provides a triadic, mutually reinforcing interaction. P1: Dynamic capabilities have an impact on organisational resilience. Adaptive tactics improve the capacity of an organization to absorb and recover from disruptions, thus strengthening dynamic capabilities. We find that human-centric digital transformation strengthens this relationship (P2) by enhancing the effectiveness of dynamic capabilities to develop resilience through digitally enabled and employee-oriented systems. In addition, dynamic skills lead to post-pandemic management outcomes including sustainability, innovation and organisational success through organisational resilience (P3). Moreover, human-centric digital transformation significantly impacts organisational results through increased workforce engagement and productivity (P4) (Tarafdar et al., 2019; Kniffin et al., 2021).

The framework can be considered as a three-layered model in principle. At the bottom of the model are dynamic capabilities (inputs). They feed into organisational resilience (process) leading to post-pandemic management results (output). The human-centric digital transformation is presented as a cross-cutting enabler that cuts across all layers and moderates key relationships. This model symbolises the transition from linear to systemic thinking and successfully conveys the complexity of the post-pandemic organisational environment. Conceptually, the framework can be visualised as a three-layered model.

This integrated paradigm improves theoretical consistency by positioning resilience within dynamic capacities and enhancing both from a socio-technical perspective. It offers a fresh and multi-level explanation of how organisations might strategically integrate technology, institutional and human factors to achieve sustained success in the post-pandemic period. In the post-pandemic world, organisations can combine technical, structural and human factors deliberately to achieve lasting success.

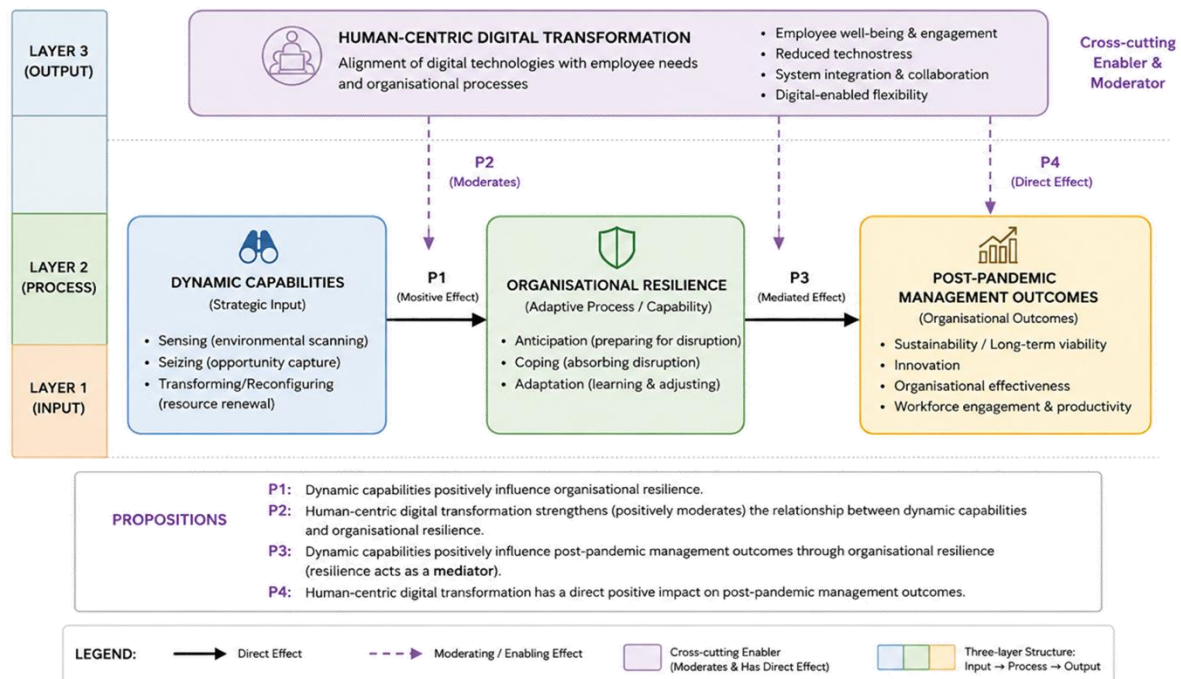


Figure 1: Proposed Triadic Model of Post-Pandemic Management Effectiveness

Discussion and Implications

This study contributes to post-pandemic management literature by proposing an integrative framework that connects dynamic capabilities, organisational resilience, and human-centric digital transformation. The framework positions dynamic capabilities as the strategic input, organisational resilience as the adaptive process and mediating mechanism, and human-centric digital transformation as a cross-cutting enabler and moderator. The model therefore provides a systemic explanation of how organisations can respond to continuous turbulence while achieving sustainable organisational outcomes.

Theoretically, the framework makes three main contributions. First, it positions organisational resilience as an adaptive capability and mediating process within the broader dynamic capability's perspective, addressing conceptual fragmentation in resilience research (Duchek, 2020; Hillmann & Guenther, 2021). This integration explains how sensing, seizing, and reconfiguring capabilities can support anticipation, coping, and adaptation during prolonged turbulence (Teece, 2018). Second, the framework extends dynamic capabilities by incorporating a socio-technical perspective, placing employee experience, technostress, well-being, and digital affordances within capability development rather than treating them as peripheral concerns (Tarafdar et al., 2019). Third, it connects the micro and macro levels by linking employee-centred practices and human-technology alignment with broader organisational outcomes, responding to the need for cross-level perspectives in post-COVID research (Kniffin et al., 2021).

Practically, the framework suggests that organisations should move beyond short-term crisis responses towards continuous adaptive capability building. Leaders should strengthen sensing, seizing, and reconfiguration through environmental scanning, experimentation, and resource renewal, while developing resilience through anticipation, scenario planning, adaptive

decision-making, and organisational flexibility (Wenzel et al., 2021). At the same time, digital transformation should be designed around employee needs, usability, adaptability, psychological safety, and well-being to reduce technostress and support productivity (Tarafdar et al., 2019). Hybrid work and digital collaboration systems should similarly be aligned with employee needs, team practices, and organisational goals (Kniffin et al., 2021).

The main strength of the framework is its integrative and systemic nature. Rather than examining strategic capability, resilience, and digital transformation as separate domains, the model proposes that dynamic capabilities strengthen organisational resilience, which in turn contributes to post-pandemic organisational outcomes. Human-centric digital transformation operates across this pathway by strengthening the effectiveness of organisational adaptation while also contributing directly to organisational outcomes. This moves post-pandemic management from a linear crisis-response perspective towards a continuous cycle of adaptation and sustainable performance.

Conclusion

This study proposes an integrative framework combining Dynamic Capabilities Theory, Organisational Resilience, and Socio-Technical Systems Theory to explain post-pandemic organisational effectiveness and long-term sustainability. The framework positions dynamic capabilities as the strategic input, organisational resilience as the mediating adaptive process, and human-centric digital transformation as a cross-cutting enabler and moderator. This integration addresses the fragmented nature of existing literature by connecting strategic adaptability, resilience, and human–technology alignment within a single systemic model. Practically, the framework encourages organisations to strengthen continuous sensing, seizing, and reconfiguration, develop resilience through anticipation and adaptation, and implement digital transformation around employee needs and well-being. However, as a conceptual model, the proposed relationships remain empirically untested and may require contextual adaptation across industries with different regulatory environments, resource conditions, labour structures, and levels of digital maturity. Measuring higher-order constructs such as dynamic capabilities and organisational resilience may also present challenges and requires clear distinction between capabilities, processes, and outcomes (Arndt et al., 2023). Furthermore, the framework gives limited attention to power inequalities and unequal access to flexible and digitally enabled work. Future research should empirically test the four proposed relationships, particularly the mediating role of organisational resilience and the moderating and direct roles of human-centric digital transformation. Longitudinal, cross-level, and mixed-method studies could further examine how these capabilities evolve over time and how employee, technological, and organisational factors interact. Future research should also incorporate equity-sensitive factors to strengthen the human-centred dimension of the framework. Overall, the proposed model provides a foundation for understanding post-pandemic management as a continuous, systemic, and human-centred process of organisational adaptation and long-term sustainability (Carnevale & Hatak, 2020; Wenzel et al., 2021).

-
- Acknowledgements:** The authors would like to express their sincere gratitude to Universiti Poly-Tech Malaysia for providing the necessary resources and support throughout the course of this research. Special appreciation is extended to colleagues and peers who contributed valuable insights and constructive feedback, which greatly enhanced the quality of this paper.
- Funding Statement:** No Funding
- Conflict of Interest Statement:** The authors declare that there is no conflict of interest regarding the publication of this paper. All authors have contributed to this work and approved the final version of the manuscript for submission to the International Journal of Entrepreneurship and Management Practices (IJEMP)
- Ethics Statement:** This study did not involve any human participants, animals, or sensitive data requiring ethical approval. The authors confirm that the research was conducted in accordance with accepted academic integrity and ethical publishing standards.
- Author Contribution Statement:** All authors contributed substantially to the development of the manuscript, participated in the critical revision of its intellectual content, and read and approved the final version of the manuscript prior to submission. Mohammad Khairuddin Bin Majidillah was responsible for the conceptualisation of the study, development of the overall theoretical and conceptual framework, methodological design, synthesis of the key theoretical perspectives, and overall supervision of the manuscript. Mohd Asyraf Bin Abdul Rahman contributed to the literature review, critical analysis and synthesis of the relevant literature, and the development and refinement of the conceptual relationships and propositions presented in the proposed integrative framework. Muhd Bazli Bin Hashim contributed to the literature review, manuscript drafting, critical revision, and refinement of the theoretical and practical implications of the proposed framework.
-

References

- Arndt, F., Ng, W., & Xu, Y. (2023). Dynamic capabilities and firm performance during environmental turbulence: A meta-analysis. *Journal of Management Studies*, 60(2), 432–465. <https://doi.org/10.1111/joms.12856>
- Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*, 116, 183–187. <https://doi.org/10.1016/j.jbusres.2020.05.037>
- Crayne, M. P., & Medeiros, K. E. (2021). Making sense of chaos: Resilience and crisis management in organizations. *American Psychologist*, 76(3), 442–455. <https://doi.org/10.1037/amp0000715>
- Duchek, S. (2020). Organizational resilience: A capability-based conceptualization. *Business Research*, 13(1), 215–246. <https://doi.org/10.1007/s40685-019-0099-9>
- Hillmann, J., & Guenther, E. (2021). Organizational resilience: A valuable construct for management research? *International Journal of Management Reviews*, 23(1), 7–44. <https://doi.org/10.1111/ijmr.12239>
- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Cascio, W. F., De Cieri, H., Demerouti, E., Gerpott, F. H., van Ginkel, C. O., Greer, L. L., Hu, J., Lakshman, S., Preena, S., Prasad, S., Roggema, A., & Vugt, M. V. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63–77. <https://doi.org/10.1037/amp0000716>
- Nambisan, S., Lyytinen, K., Majchrzak, A., & Song, M. (2017). Digital innovation management: Reinventing innovation management research in a digital world. *MIS Quarterly*, 41(1), 223–238. <https://doi.org/10.25300/MISQ/2017/41.1.03>
- Papadopoulos, T., Gunasekaran, A., Dubey, R., & Fosso Wamba, S. (2020). The role of emerging technologies in accelerating the transition to a sustainable post-COVID-19 world: Theoretical discussions and prospects for future research. *International Journal of Information Management*, 54, 102126. <https://doi.org/10.1016/j.ijinfomgt.2020.102126>
- Tarafdar, M., Cooper, C. L., & Stich, J.-F. (2019). The new world of digital work: Transitions, technostress and teleworking. *New Technology, Work and Employment*, 34(3), 165–179. <https://doi.org/10.1111/ntwe.12148>
- Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. <https://doi.org/10.1016/j.lrp.2017.06.007>
- Trist, E. L., & Bamforth, K. W. (1951). Some social and psychological consequences of the Longwall method of coal-getting. *Human Relations*, 4(1), 3–38. <https://doi.org/10.1177/001872675100400101>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889–901. <https://doi.org/10.1016/j.jbusres.2019.09.022>
- Vial, G. (2019). Digital transformation: A review of the current state of knowledge and a research agenda. *The Journal of Strategic Information Systems*, 28(2), 118–144. <https://doi.org/10.1016/j.jsis.2019.01.003>
- Wenzel, M., Stanske, S., & Lieberman, M. B. (2021). Strategic responses to crisis. *Strategic Management Journal*, 42(2), V1–V18. <https://doi.org/10.1002/smj.3161>

Zhang, J., & Chen, G. (2023). Human-centric digital transformation: Navigating the socio-technical complexities of the future workplace. *Journal of Management Information Systems*, 40(1), 45–78. <https://doi.org/10.1080/07421222.2023.2173562>