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A Model for Strategic Control of a Resilient Organization (Case Study: Bank Mellat)

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Abstract

The aim of this study is to design a model for the strategic control of a resilient organization in Bank Mellat. From the perspective of its objective, this research is considered a fundamental study. In this research, fifteen interviews were conducted with banking industry experts, all of whom have more than 15 years of work experience. Moreover, this study is a descriptive-survey research in terms of its nature and methodology and is classified as a mixed-methods study (qualitative-quantitative) based on its execution and type of data. Data collection was carried out using interviews and questionnaires. The study population in the interview phase consisted of experts and senior specialists in the field under investigation. In the first phase of the study and the qualitative section, the dimensions (main themes) and subcategories (sub-themes) of factors affecting the strategic control of a resilient organization were identified and extracted using MAXQDA software. Based on the results obtained from MAXQDA, the identified themes include organizational preparedness level, environmental adaptability, effects and consequences, risk and crisis management, planning and organizational structure, technology and tools, and resources and budget. The results also categorized the sub-themes extracted in the previous stages of thematic analysis into three main themes: organizational performance indicators, organizational cultural indicators, and organizational managerial indicators. The findings from the qualitative phase of the study were compiled into a questionnaire compatible with the ISM technique and presented to experts in the relevant field. The panel for this phase was selected based on a combination of experts with diverse specializations, and a sample size of 15 was used.

Keywords: Strategic control, resilient organization

1. Introduction

The effective performance of organizations in the current competitive environment, alongside the challenges posed by crises and fundamental changes in external environments of organizations and industries, underscores the growing importance of strategy. Strategy, in essence, serves as a response to this competitive environment, enabling organizations, companies, and industries to navigate turbulence and enhance performance (Khashaei et al., 2019). In this context, strategic control emerges as a necessity for contemporary organizations, requiring awareness of internal and external environmental changes and the ability to respond swiftly and accurately through unique techniques and processes (Fuertes et al., 2020).

The vast and multifaceted transformations and crises resulting from these changes have posed significant challenges for organizations and institutions worldwide. Managers, in such circumstances, require new tools and methods to sustain their competitive position while managing complex and multidimensional operations. These tools must enable them to respond effectively to unexpected and sudden events. In this regard, strategic control is an integral part of the strategic management process, encompassing techniques and processes aimed at guiding an organization's strategy and achieving its objectives. It compels companies and organizations to adopt multiple and rapid responses (Khashaei, 2015). Wheelen et al. (2017) define strategic control as a process used by organizations for designing and implementing strategic programs. The function of this control mechanism is to ensure continuous monitoring, coordination, formulation, and execution of strategies. It assesses resource allocation choices and managerial performance in strategy implementation, overseeing progress and providing feedback mechanisms necessary for achieving optimal performance in the strategic implementation process (Wheelen et al., 2017).

Organizations are increasingly vulnerable to stressors that can disrupt operations, supply chains, and individual livelihoods. Disruptions may stem from a wide range of factors (Ortiz-de-Mandojana & Bansal, 2016; Shahkarami Zoule et al., 2021, 2022; Velliscig et al., 2022). Failure to mitigate and manage such risks can lead to substantial and potentially irreparable damage to organizations. These crises have heightened both private and public interest in control-based strategies to enhance organizational resilience, crisis preparedness, and business continuity, ultimately increasing organizational and societal competitiveness (Greenwood et al., 2022).

The ongoing COVID-19 pandemic has further intensified this need, leading many companies and organizations into crises, causing financial losses, severe downturns, employee layoffs, and wage reductions. These repercussions have had a significant negative impact on socioeconomic development (Yu et al., 2022). Strategic control helps organizations remain sensitive and adaptable to their external environment, facilitating rapid recovery from adverse events. Consequently, enhancing organizational resilience in the dynamically changing business environment has become a crucial issue for organizational managers (Tonkin et al., 2018).

Today, organizations across the world invest substantial resources in controlling and monitoring their activities. However, in Iran, it has been identified that one of the major managerial challenges in organizations is the weakness of the strategic control system. Since planning, execution, and strategic control constitute three interdependent components of a comprehensive strategic management model, weaknesses in this area have led to diminished effectiveness and coordination among organizational sections (Afshari et al., 2023).

The critical question, therefore, is how to address these weaknesses and deficiencies. What capacities does strategic control create to enhance organizational resilience?. When facing disruptive events, organizations must effectively communicate strategies, goals, and outcomes across all levels (Barasa et al., 2018; Esmailpour et al., 2022). Additionally, it is essential to actively monitor the organizational environment. According to Barasa et al. (2018), organizations can detect early warning signs of crises through systematic monitoring of internal and external environments (Barasa et al., 2018). This necessitates the establishment of broad information flows accessible to employees, enabling them to engage creatively with the organization and its environment (Baugh et al., 2021).

Additionally, strategic control enhances organizational awareness and supports the development of solutions for environmental opportunities and threats. It also strengthens interdepartmental coordination, enabling organizations to respond, adapt, and capitalize on crisis situations, thereby fostering organizational resilience (Baugh et al., 2021). Pal et al. (2014) underscore the need for clear vision transmission and effective interactions to nurture resilience (Pal et al., 2014). Similarly, Pearson (2010) emphasizes the significance of shared beliefs in achieving resilience (Ortiz-de-Mandojana & Bansal, 2016). Furthermore, strategic control can provide employees and organizational managers with clear responsibilities (Boon et al., 2018) and establish a well-defined structure by setting behavioral limitations, clarifying objectives and expectations, and monitoring feedback (Shahkarami Zoule et al., 2021, 2022). Thus, by offering explicit guidelines on core competencies and behavioral expectations, organizations may be better positioned to adapt and respond to conditions affecting their defined product scope—namely, organizational resilience.

Related studies indicate that organizational resilience stems from management strategies aligned with environmental and corporate values. These strategies determine or reshape professional skills, capabilities, and attitudes, among other factors (Seeck & Diehl, 2017). The literature on banking resilience and strategic control highlights various factors influencing the stability and performance of financial institutions in crisis situations. Afshari et al. (2023) identified 18 factors affecting the resilience of Iran's banking system, finding that nine of them have a nonlinear relationship with resilience. Key variables such as prior resilience, banking efficiency, the ratio of non-interest income to total income, and the ratio of low-cost resources to total resources had a direct relationship with resilience, while factors such as bank size, equity-to-debt ratio, loan-to-free resources ratio, the proportion of doubtful debt expenses to total expenses, and risk tolerance had an inverse relationship (Afshari et al., 2023). Tabatabaei Far et al. (2022) examined the impact of organizational resilience on financial and non-financial performance in the Export Development Bank of Iran, concluding that all dimensions of resilience positively and directly affect both performance metrics (Tabatabaei Far & Beigdel, 2022). Shahkarami Zoleh et al. (2022) found that financial policies play the most significant role in banking resilience under economic sanctions (Esmailpour et al., 2022). Esmaeilpour et al. (2022) identified four categories of obstacles to strategic planning in banking: contextual, institutional, procedural, and structural barriers, further breaking these into economic, political, social, and legal challenges (Esmailpour et al., 2022). Khajehpour et al. (2019) proposed a model for enhancing organizational resilience in the banking industry, emphasizing the need for both micro-level and macro-level banking management considerations (Khajehpour et al., 2019). Khashaei et al. (2019) investigated strategic control in Iran's banking sector, outlining key control levers, including content control, implementation control, political control, visionary control, accountability control, strategic oversight, specialized awareness control, and strategic capability control (Khashaei et al., 2019). Internationally, Velliscig et al. (2022) examined 63 European banks from 2005 to 2018, showing that capital ratios initially have a positive and significant relationship with resilience, followed by a positive leverage ratio and a negative correlation between capital levels and bankruptcy risk (Velliscig et al., 2022). Baugh et al. (2021) found that banks reporting significant weaknesses in internal controls experience higher future risk and weaker financial performance, with weak controls increasing the likelihood of negative risk-taking and reducing positive risk-taking (Baugh et al., 2021). AlSharif and Al-Salahat (2021) confirmed that internal controls—administrative, financial, and operational—significantly enhance banks' competitive advantages (AlSharif & Al-Slehat, 2021). Similarly, Koutoupis and Malisiovas (2021) found that internal control dimensions, such as risk assessment, control activities, and communication, impact credit risk, while all control dimensions, except for risk assessment, significantly affect profitability and regulatory compliance (Koutoupis & Malisiovas, 2021). These studies collectively emphasize the critical role of financial policies, internal controls, regulatory frameworks, and strategic management in enhancing banking resilience against economic disruptions. Despite the various abilities attributed to strategic control, the literature lacks sufficient discussions on the dimensions, components, and indicators of effective strategic control. Addressing this issue in today's organizations, where enhancing resilience or building organizational capacity for resilience is a necessity, could improve organizational efficiency in normal conditions and sustain performance or lead to sustainable organizational development during crises.

The banking industry is highly complex and turbulent. Factors such as competitive market pressures, unforeseen or external economic shocks such as banking sanctions, the diversity of loan recipients with varying needs and preferences, stakeholder interests, multiple and sometimes conflicting customer demands, the presence of numerous competitors with different strategies, and various environmental threats and opportunities all contribute to this complexity. This complexity makes the inability to predict, prepare for, and respond to continuous environmental changes a significant challenge. Therefore, an effective strategic control system with an organizational resilience approach, which can assist managers and organizations in strengthening their adaptive capacity and leveraging emerging opportunities, is necessary. Given the rapid advancement of technology, the increasing complexity of organizational processes, and the lack of managerial and employee familiarity with organizational resilience, as well as the need to control organizational strategies to minimize these gaps, this research aims to develop a strategic control model focused on organizational resilience in Bank

Mellat. Thus, the research question can be formulated as follows: What constitutes an effective strategic control model for enhancing organizational resilience?

2. Methods and Materials

The present study falls within the category of applied research, as its objective is to design a model for the strategic control of a resilient organization. Given that this study employs both library research methods and field methods such as questionnaires, it can be classified as a descriptive-survey study in terms of nature and methodology. Moreover, from the perspective of execution and data type, it is a mixed-methods study (qualitative-quantitative). The research methodology in this study is developmental in terms of objective, descriptive-survey in terms of data collection, and mixed-methods (qualitative-quantitative) in terms of data nature.

In the qualitative phase, a case study approach is used, where interviews with experts—including professors in management and strategic management as well as banking executives—are conducted to identify key indicators. In the quantitative phase, survey methods are employed to collect data. Furthermore, for model development, the Interpretive Structural Modeling (ISM) method is applied.

In the qualitative section of this study, thematic analysis is used to identify and extract main themes (dimensions) and sub-themes (subcategories) affecting the design of a strategic control model for a resilient organization, using MAXQDA 2019 software. Thematic analysis is a qualitative data analysis technique that focuses on identifying semantic patterns within a dataset. This method is a systematic approach to identifying patterns or themes in qualitative data (Hashemi & Ghasemi, 2019).

In the quantitative section, a questionnaire based on the ISM modeling framework is designed to extract relationships between the identified components. ISM is widely applied in the literature to transform complex and abstract business phenomena or ambiguously defined business processes into clear, visual, and structured models. This method incorporates an interactive technique that helps structure and systematically model diverse but interrelated elements (Kumar & Gul, 2022).

The qualitative research population consists of faculty members with at least a PhD degree and a minimum of five years of experience in strategic management, human resource management, banking management, or public administration, as well as bank executives with at least a bachelor's degree and a minimum of 15 years of experience. The quantitative research population includes experts with at least 10 years of academic or professional experience in organizational resilience.

For qualitative sampling, the snowball sampling method is employed. In the initial phase, interviews are conducted with domain experts, and data collection continues until theoretical saturation is reached, meaning no new information is obtained from further interviews. In the quantitative phase, 15 experts with over 15 years of work experience and sufficient expertise in organizational resilience challenges are selected for data analysis.

For qualitative data collection, semi-structured interviews are conducted with experts. Data collection continues until theoretical saturation is achieved. The interview questions are provided in Appendix 1.

For quantitative data collection, the ISM questionnaire is used. This questionnaire functions as a standardized matrix, distinct from attitude measurement questionnaires based on Likert scales. Therefore, validity and reliability assessments are not applicable to this type of questionnaire.

In this study, thematic analysis is used to analyze the interview data, and ISM modeling is applied to examine the relationships between identified factors.

3. Findings and Results

As this study aims to design a strategic control model for a resilient organization in Bank Mellat, data collection has been conducted through expert opinions and specialists in the banking industry with more than 10 years of work experience and substantial knowledge of business resilience challenges.

A total of 15 interviews were conducted with banking industry experts who have over 15 years of professional experience. Among the interviewees, 8 were men and 7 were women. In terms of education level, 8 participants held doctoral degrees, while 7 had master's degrees.

The diversity of interviewees, both in terms of educational background and work experience, suggests that the collected data provides valuable insights into the current state of the banking industry in the studied region.

In the qualitative phase, sub-themes are extracted through the summarization and integration of initial codes. This process helps identify key patterns and concepts that contribute to a deeper analysis of the research topic. The results of this analysis are reported in the table below. This table includes the identified sub-themes and their relationship with the initial codes, facilitating a better understanding of the various dimensions of strategic control for organizational resilience in Bank Mellat. These findings can serve as a foundation for further analyses and practical recommendations in this field.

Table 1. Sub-Themes of the Present Study

Primary Theme	Sub-Themes
Optimization of key processes, employee leisure time, performance evaluation, change management, empowerment, development of information systems	Organizational Preparedness
Environmental adaptability, organizational survival rate (3), time to return to normal conditions (3), profit reduction rate (3), customer retention rate, investor confidence level, employee satisfaction level, number of stakeholder complaints, stress level (2), employee return rate (2), production reduction (2), customer retention (2), investor return rate (2), stakeholder concerns (2), number of complaints (2), stakeholder engagement	Effects and Consequences
Learning culture, employee participation, diversity in personnel, organizational culture, intra-organizational cooperation, enhancement of participatory culture, improvement of resilience culture	Organizational Culture
Communication systems (2), stakeholder interaction (4), effective communication (4), collaboration with related organizations, completion of the continuous cycle of forecasting and response	Communication and Coordination
Crisis identification (2), resilience management objectives, environmental change detection, risk management, threat identification, crisis planning, crisis preparedness, crisis leadership skills training, enhancement of crisis preparedness	Risk and Crisis Management
Information tracking, resistance testing, goal definition, decision-making structure, goal orientation, goal modification (2), structural changes (3), management change (2), organizational structure, key processes, roles and responsibilities, resilience management responsibility, standards and frameworks, power definition, reserve assets, managerial competencies, change management, strategic planning, integrated planning, flexibility	Planning and Organizational Structure
Employee training, strengthening participatory decision-making structure, skill development and improvement, educational strategy, incentives, training (2), support, planning framework, trial and error	Training and Development
Evaluation of improvement outcomes, enhancement of change management skills, transformation of hierarchical structures, monitoring and feedback, results of feedback and inspections, evaluation of compliance with standards, assessment of progress, evaluation and feedback, optimization of control and monitoring tools, identification of strengths and weaknesses, information recording and tracking, continuous evaluation and feedback (2), reporting to management, definition of rules and standards, standards, reporting, performance evaluation (2), managerial processes (2), control tools, task definition, standards and guidelines	Management and Control
Expansion of crisis consultation networks, enhancement of standards and guidelines, availability of suitable equipment and facilities, information systems, necessary replacements, tools and technology (2), expansion of resilience testing, establishment of leadership support systems	Technology and Tools
Resource allocation (2), adequate financial facilities, incentives for cooperation, capacity expansion, increase in allocated resources, resource allocation (3), assessment of customer satisfaction (2), investor confidence, incentives for improvement (2), trust maintenance (2), budgeting	Resources and Budget

Table 1 presents a detailed breakdown of the primary and sub-themes related to strategic control for organizational resilience in the banking industry. These themes contribute to identifying and analyzing various aspects of the subject and can serve as a basis for the development of strategies and practical recommendations in this area. The following sections provide a detailed discussion of each theme and their interrelations.

This theme highlights the importance of improving and simplifying key processes within an organization. Optimizing these processes can enhance efficiency, reduce costs, and ultimately improve overall organizational performance.

This aspect examines the impact of leisure time on employee satisfaction and performance. Sufficient leisure time can help reduce stress, boost creativity, and increase employee productivity.

Continuous evaluation of employee performance and organizational processes helps identify strengths and weaknesses, enabling necessary improvements. Such evaluations can be conducted periodically using predefined criteria.

In today's world, organizations must be capable of managing rapid changes. This theme addresses strategies and methods of change management that can help organizations navigate new challenges and opportunities.

Employee empowerment involves providing the necessary resources and opportunities to develop skills and capabilities. This can increase motivation and commitment toward achieving organizational goals.

Enhancing information systems helps organizations provide accurate and timely information to decision-makers, facilitating better decision-making processes.

This theme refers to an organization's ability to adapt to environmental changes. Factors such as organizational survival rate, recovery time, and profit reduction levels serve as key indicators of an organization's ability to withstand crises and changes. Additionally, customer retention and investor confidence are critical elements that impact organizational success. Retaining customers and maintaining investor trust are essential for organizational stability and growth.

Establishing a learning culture within an organization helps employees learn from past experiences and pursue continuous improvement.

Active participation of employees in decision-making and planning processes can enhance their sense of belonging and commitment to the organization.

Organizational culture plays a crucial role in shaping employee behavior and expectations. Internal collaboration and fostering a participatory culture are essential components of this theme.

Risk and crisis management involves identifying and assessing threats and opportunities. Crisis identification and risk management activities help organizations prevent and manage crises effectively. Crisis preparedness and leadership training for crisis situations equip organizations with the necessary skills to respond optimally to crises and mitigate potential damages.

Employee Training and Strengthening Participatory Decision-Making Structures: These activities contribute to overall organizational performance improvement. Training and skill development enable employees to engage more actively in decision-making processes, thereby enhancing the organization's overall efficiency.

Technology and tools act as facilitators in improving organizational processes and enhancing communication. Technological advancements enable organizations to respond swiftly to changes and leverage new opportunities.

Effective resource and budget management is a key factor in organizational success. Proper resource allocation and access to adequate financial facilities help organizations achieve their goals and enhance resilience against challenges.

Table 2. Main Themes of the Present Study

Ref.	Sub-Themes	Main Themes
1	Organizational preparedness, planning and organizational structure, resources and budget, technology and tools	Organizational Performance Indicators
2	Organizational culture, training and development, organizational effects and consequences	Organizational Cultural Indicators
3	Risk and crisis management, communication and coordination, management and control	Organizational Managerial Indicators

Table 2 demonstrates that the sub-themes extracted from the previous stages of thematic analysis have been classified into three main themes: Organizational Performance Indicators, Organizational Cultural Indicators, and Organizational Managerial Indicators.

Organizational Performance Indicators: This main theme includes sub-themes such as organizational preparedness, planning and organizational structure, resources and budget, and technology and tools. These indicators are associated with overall organizational performance and its ability to address international challenges. Some of the most significant components of this theme include process and structural optimization, resource and budget management, adoption of modern technologies, and continuous performance evaluation and improvement.

Organizational Cultural Indicators: This main theme includes sub-themes such as organizational culture, training and development, and organizational effects and consequences. These indicators highlight the role of organizational culture and human resource development in the success of Bank Mellat. Some key subcategories under this theme include fostering a learning and innovation culture, empowering and training employees, encouraging intra-organizational participation and collaboration, and enhancing employee motivation and commitment.

Organizational Managerial Indicators: This main theme includes sub-themes such as risk and crisis management, communication and coordination, and management and control. These indicators emphasize the role of management in guiding the organization toward success in internationalization. Key components of this theme include risk and crisis management, effective stakeholder communication, coordination and collaboration with related organizations, and continuous process monitoring and control.

In this study, participant review and peer review methods were employed to assess the validity of the qualitative phase. To evaluate reliability, inter-coder reliability was used, and the results of this assessment are presented below.

Table 3. Inter-Coder Reliability Results

Ref.	Interview Title	Total Data Points	Number of Agreements	Number of Disagreements	Inter-Coder Reliability (%)
1	First Interview	28	10	6	71%
2	Third Interview	19	8	3	84%
3	Ninth Interview	29	14	7	96%
Total	-	76	32	16	84%

According to Table 3, the total number of codes recorded by both coders (the researcher and a peer) was 76. Among these, the total number of agreements was 32, while the total number of disagreements was 16. Using the relevant formula, the inter-coder reliability was calculated at 84%, which is above the acceptable threshold of 60%. Thus, it can be concluded that the reliability of these results is satisfactory.

Final leveling in the Interpretive Structural Modeling (ISM) technique provides a precise and structured analysis of the relationships among various factors. By identifying hierarchical levels and mutual influences, decision-makers can design more effective strategies for managing and improving complex systems. This structured approach enhances the understanding of how different factors interact and influence each other, serving as a valuable tool for strategic decision-making across various domains.

Table 4. Final Leveling

Level	Factors
Level 1	C-8, C-9, C-10
Level 2	C-4, C-7
Level 3	C-6
Level 4	C-3, C-5
Level 5	C-2
Level 6	C-1

Table 4 illustrates the final leveling in the ISM technique, which analyzes and organizes various factors based on their degree of influence. In this table, different factors are classified at different levels, reflecting their relationships and mutual impacts.

Level 1 - Factors C-8, C-9, C-10: These factors are positioned at the highest level, indicating that they are the most influential factors within the system under study. These factors likely act as the primary drivers in decision-making and strategic planning.

Level 2 - Factors C-4 and C-7: These factors are at the second level and seem to be influenced by Level 1 factors. They may function as intermediaries, transmitting the effects of higher-level factors to lower levels.

Level 3 - Factor C-6: This factor is located at the third level, suggesting that it is dependent on higher-level factors. This indicates that C-6 acts as a subordinate element influenced by stronger factors from the upper levels.

Level 4 - Factors C-3 and C-5: These factors are positioned at the fourth level, indicating mutual interactions with Level 3 factors. These factors may play a relatively weaker role within the system compared to those at higher levels.

Level 5 - Factor C-2: This factor is at the fifth level, implying that it has less influence compared to higher-level factors but still plays a role in the overall system structure.

Level 6 - Factor C-1: This factor is positioned at the lowest level, likely having the least influence within the system. This suggests that C-1 functions as a dependent factor, relying on stronger elements positioned at higher levels.

The final leveling in the ISM technique enables a structured and systematic analysis of relationships among different factors. By identifying levels and mutual influences, decision-makers can develop more effective strategies for managing and improving complex systems. This structured framework enhances the understanding of interactions between factors and can be used as a strategic decision-making tool in various fields.

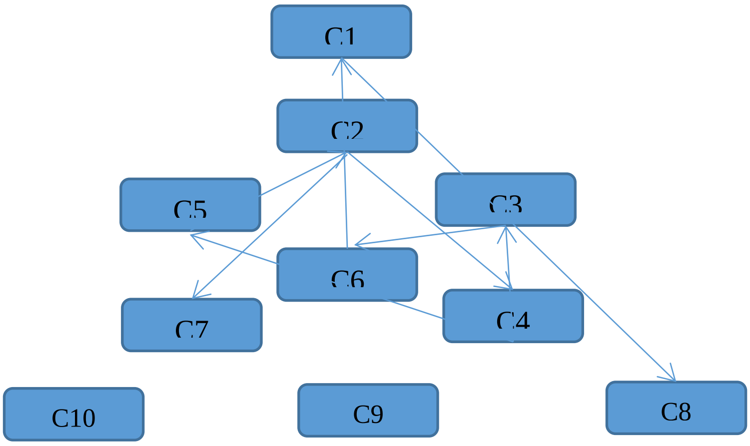

Figure 1. Structural Importance of Factors

4. Discussion and Conclusion

The findings of this study provide significant insights into the strategic control mechanisms that contribute to organizational resilience in the banking sector. The final Interpretive Structural Modeling (ISM) results indicate that organizational preparedness, risk and crisis management, financial resource allocation, and internal controls play crucial roles in strengthening resilience. These factors align with previous research emphasizing the importance of robust financial policies, regulatory frameworks, and strategic oversight in ensuring the banking sector's ability to withstand economic shocks (Afshari et al., 2023; Tabatabaei Far & Beigdel, 2022).

The study identified three primary organizational indicators—performance, cultural, and managerial—which significantly influence resilience in banking institutions. Performance indicators, including planning, structure, technology, and financial resource allocation, were found to have the strongest impact on resilienceBanks with greater capital resources exhibited more confidence in lending, mitigating the economic impact of financial downturns. Similarly, Velliscig et al. (2022) found that banks with higher capital ratios initially demonstrated stronger resilience, reinforcing the necessity of financial preparedness (Velliscig et al., 2022).

Cultural indicators, such as organizational culture, training, and participatory decision-making, were identified as essential components of resilience. Findings align with those of Shahkarami Zoleh et al. (2022), who emphasized that financial policies alone are insufficient for resilience and that institutional culture plays a critical role in mitigating economic sanctions' effects (Shahkarami Zoule et al., 2022). This study supports the argument that banking institutions with a strong learning culture, employee engagement, and collaborative structures exhibit greater adaptability during crises (Khajehpour et al., 2019). Furthermore, research by Esmaeilpour et al. (2022) suggests that employee resistance and institutional barriers can hinder resilience strategies (Esmailpour et al., 2022). In this regard, training programs and cultural adaptation initiatives can serve as key mechanisms for overcoming these barriers.

Managerial indicators, which include risk and crisis management, internal communication, and strategic control, were also found to be crucial for resilience. Previous studies highlight that ineffective strategic planning and poor risk management frameworks expose banks to heightened vulnerability (Khashaei et al., 2019; Kotopis & Malisiovas, 2021). This study confirms that risk identification, crisis preparedness, and structured control mechanisms contribute to a bank's ability to manage external disruptions effectively. Findings align with those of Baugh et al. (2021), who demonstrated that weak internal controls contribute to increased risk exposure and poor financial performance (Baugh et al., 2021). Similarly, AlSharif and Al-Salahat (2021) emphasized that internal administrative, financial, and operational controls enhance banks' competitive advantages (AlSharif & Al-Slehat, 2021).

One of the study's significant findings is that financial resilience is closely linked to internal governance mechanisms. This supports research by Afshari et al. (2023), who found that banking efficiency, capital structures, and non-interest revenue streams directly impact resilience (Afshari et al., 2023). Furthermore, banks that fail to implement strong financial oversight mechanisms are more likely to experience long-term instability.

Additionally, the study found that crisis response efficiency is significantly improved when banks integrate technological tools into their resilience strategies. This aligns with findings by Tabatabaei Far et al. (2022), which suggest that the implementation of data-driven decision-making tools improves resilience outcomes (Tabatabaei Far & Beigdel, 2022). Banks leveraging technology for early crisis detection, regulatory compliance, and automated risk assessment can enhance their ability to adapt to economic disruptions.

The results also indicate that banks with weak strategic control mechanisms struggle with long-term sustainability. This is consistent with findings from Esmaeilpour et al. (2022), who reported that structural and managerial barriers hinder effective implementation of resilience strategies (Esmailpour et al., 2022). Moreover, weak corporate governance and lack of standardized resilience frameworks contribute to operational inefficiencies, as highlighted by Koutopis and Malisiovas (2021), who found that internal control mechanisms significantly influence regulatory compliance and credit risk exposure (Koutoupis & Malisiovas, 2021).

In summary, the study's findings reinforce previous research emphasizing that strategic control, financial management, risk assessment, and cultural adaptation are key determinants of organizational resilience in the banking sector. The integration of financial oversight, strategic governance, and technological investments plays a fundamental role in ensuring stability during economic disruptions. Given these insights, banks must adopt a comprehensive resilience framework that incorporates managerial, cultural, and financial dimensions to navigate future crises effectively.

This study has several limitations that should be acknowledged. First, while the ISM methodology provides a structured framework for analyzing factor interdependencies, it does not account for dynamic market fluctuations or external economic variables that may influence banking resilience. Second, the study focuses on the banking industry in Iran, limiting the generalizability of findings to other financial sectors or international banking systems with different regulatory structures. Third, data collection was based on expert interviews, which, while valuable, may introduce subjective biases that could affect the interpretation of results. Finally, the study primarily focuses on resilience from an organizational perspective and does not deeply explore external macroeconomic factors, such as inflation, interest rate fluctuations, or geopolitical risks, that may also impact banking stability.

Future research should explore longitudinal studies to assess how resilience factors evolve over time in response to economic shifts and policy changes. Additionally, expanding the study scope to include cross-country comparisons would provide a broader understanding of resilience dynamics across different banking regulatory environments. Researchers should also consider integrating quantitative econometric models to measure the direct financial impact of strategic control mechanisms on resilience. Further investigation into digital banking transformation and its role in crisis adaptation would provide valuable insights, particularly in light of the increasing role of fintech solutions. Finally, future studies could explore the psychological and behavioral dimensions of banking resilience by analyzing how leadership decision-making and employee adaptability contribute to long-term stability.

Banking institutions should prioritize comprehensive resilience strategies that integrate financial oversight, risk management, and digital transformation to enhance stability. Senior management should implement strong internal governance frameworks to ensure effective monitoring of financial risk and regulatory compliance. Training programs should be developed to enhance employee adaptability and crisis response preparedness. Additionally, banks should invest in technological advancements to improve risk assessment and real-time crisis management. Lastly, financial institutions should foster a collaborative organizational culture that encourages proactive decision-making and innovation to enhance long-term resilience.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

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Conflict of Interest

The authors report no conflict of interest.

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