

The Evolution of Organizational Resilience: A Systematic Literature Review

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Abstract

This study offers a systematic literature review of organizational resilience studies related to business and management, combining findings from 218 peer reviewed articles published within 2010 and 2024 and indexed in Scopus. The review indicates that, despite tremendous growth in literature, organizational resilience stays conceptually disconnected and empirically inconsistent. Existing research alternately defines resilience as a capability, process, or outcome, leading to different measuring methodologies and inconsistent empirical findings. In particular, the analysis highlights persisting tensions in the resilience performance link, contradictory evidence about the effectiveness of ESG measures, and context dependent results of digital transformation among firm sizes and sectors. Drawing on a structured thematic and methodological approach, this review advances the field by critically integrating fragmented research streams and revealing systemic shortcomings in theory formation, research design, and operationalization. The findings underline the necessity for longitudinal, multi-level, and adaptive research frameworks capable of harmonizing firm-level strategies with institutional, technical, and sustainability driven dynamics. By changing the focus from descriptive aggregation to critical synthesis, this work provides a robust framework for improving organizational resilience research and practice.

Keywords: Organizational Resilience, Digital Transformation, Customer and Supplier Concentration, R&D Investment, Slack Resources, Resource Availability

Introduction

Organizations increasingly function under conditions of sustained instability driven by economic volatility, technological disruption, climate-related hazards, and global catastrophes like as the COVID-19 pandemic (Amaral & Da Rocha, 2023; Bürgel et al., 2023; Casprini et al., 2023; Guo et al., 2023). These factors have raised organizational resilience from a minor idea to a core concern in research on business and management (Hillmann, 2021; Hillmann & Guenther, 2021). Broadly defined as an organization's capacity to absorb shocks, adapt to disruption, and preserve fundamental activities, resilience is now commonly viewed as crucial for prospective organizational survival and competitiveness (Arimany-Serrat et al., 2023; Conz & Magnani, 2020; Yadav & Shaikh, 2023). Despite this growing popularity, the development of organizational resilience research has been uneven. While empirical research has multiplied rapidly, particularly since 2019, theoretical cohesion has lagged (Czakov et al., 2023; Gani et al., 2023). The literature remains characterized by fragmented definitions, contradictory causal placement, and different measurement methodologies (Conz & Magnani, 2020; Hillmann & Guenther, 2021). As a result, resilience is regarded as an antecedent, mediator, or outcome, often within the same empirical stream, weakening cumulative theory building (Herbane, 2019; Shela et al., 2023).

Moreover, current research has expanded into developing domains such as digital transformation, ESG performance, customer–supplier concentration, and knowledge integration (Guo et al., 2023; He et al., 2023; Jiang et al., 2023; Putritamara et al., 2023). However, these determinants are often addressed in isolation rather than as interdependent mechanisms determining resilience (Hajishirzi et al., 2022; Trabucco & De Giovanni, 2021). Empirical findings are frequently context specific, with strong dependence on cross sectional designs, single-country samples, and archival data (Danisman et al., 2021; Santoro et al., 2021), restricting insights into the dynamic and evolutionary nature of resilience. This critically evaluates organizational resilience research in business and management, addressing the lack of conceptual coherence and methodological consistency in the field. Through a comprehensive systematic literature evaluation, it aims to integrate various approaches and clarify how resilience has been hypothesized, assessed, and tested, while identifying ongoing limitations and future research goals. Existing systematic reviews have made essential contributions by organizing early resilience research into thematic components and dynamic capability models. Barasa et al. (2018), for instance, identify crucial organizational variables influencing resilience within the healthcare sector, while Conz and Magnani (2020) suggest absorptive and adaptive resilience pathways built in firm-level capacities. Although some other studies proposed models for organizational resilience including those that combine entrepreneurship and resilience, SMEs' resilience in developing nations, and human capital with organizational resilience in the manufacturing setting (Shela et al., 2023). However, these assessments are confined by narrow sectoral focus, limited time coverage, and generally small samples.

More recent evaluations in resilience research concerning entrepreneurship and SMEs have expanded understanding but remain descriptive and context specific. They often overlook fundamental inconsistencies and methodological flaws in literature, failing to analyze operationalization and causal links. The post-COVID era introduced themes like ESG integration and digitalization, yet no comprehensive review synthesizes these developments. Existing issues, such as conceptual ambiguity and insufficient longitudinal evidence, persist.

This study offers a thorough assessment, integrating emerging and established research, analyzing methodologies, and proposing a focused agenda for future organizational resilience research.

RQ 1 What is the intellectual structure and current state of the organizational resilience literature?

RQ 2 What are the dominant thematic areas and conceptual frameworks invested in organizational resilience literature?

RQ 3 What typologies, dimensions, and measurement scales of organizational resilience have been proposed and empirically validated by scholars?

RQ 4 What are the prominent research gaps, under-explored areas, and promising future research directions within the field of organizational resilience?

This study endeavor aims to investigate organizational resilience through an extensive and recent systematic literature review of the pertinent existing research in the subject (Conz & Magnani, 2020; Hillmann & Guenther, 2021). This thorough study tries to fill in the gaps left by the preceding SLR's thematic viewpoints and empirical evidence regarding organizational resilience (Barasa et al., 2018; Conz & Magnani, 2020; Shela et al., 2023). It synthesizes and critically assesses a variety of scholarly works to achieve that (Khatib, 2021). A systematic literature review is necessary to get a complete picture of the present state of knowledge on organizational resilience (Conz et al., 2023; Hillmann & Guenther, 2021). This research enhances the knowledge on organizational resilience in multiple significant aspects. Initially, it methodically integrates disparate interpretations of resilience, elucidating its consideration as both a dynamic capability and an organizational result. Secondly, by combining empirical evidence from various contexts, the review highlights enduring methodological shortcomings, such as measurement unreliability, excessive dependence on archival data, and restricted longitudinal analysis (Czakon et al., 2023). The study synthesizes emerging research areas namely ESG performance, digital transformation, and customer-supplier concentration, into a unified analytical framework, thereby broadening resilience research from mere crisis response to encompass sustainability oriented and digitally enabled resilience (Hajishirzi et al., 2022; Jiang et al., 2023; Liang & Li, 2023; Putritamara et al., 2023). These contributions collectively improve theoretical clarity and establish a systematic platform for future empirical study.

This research is structured as follows: The methodology used in this process presented in Section 2, the results shown in Section 3, the limitations of previous study and potential directions for future research covered in Section 4, and the conclusion is in Section 5.

Methodology

Research Design

This study uses a systematic literature review (SLR) technique to synthesis and critically assess the literature on organizational resilience in the domain of business and management. A systematic literature review (SLR) is especially appropriate when a study field has grown swiftly but is still conceptually disjointed, as it facilitates transparent, reproducible, and cumulative knowledge advancement. In contrast to narrative reviews, which might exhibit selection bias and subjective interpretation, a systematic literature review (SLR) employs

specific search, screening, and analytic processes to guarantee scientific rigor and comprehensiveness (Khatib, 2021).

This review aims to summarize previous findings while critically analyzing conceptual inconsistencies, methodological trends, and empirical contradictions, given the multifaceted character of organizational resilience and the abundance of studies in various contexts. The review combines descriptive mapping with thematic and methodological analysis to delineate the intellectual structure and developmental constraints of the topic.

Search Strategy

A structured search method was employed to identify relevant peer-reviewed studies following established SLR guidelines, with the Scopus database selected as the primary source due to its extensive coverage of reputable journals in fields like business and sustainability (Abueid & Elamer, 2021). Scopus provides enhanced search functions that assist methodical retrieval while limiting the danger of omitting influential studies. Alternative databases were explored but not accepted as primary sources due to unique restrictions. Although Web of Science employs stringent indexing criteria, it may omit developing or transdisciplinary journals pertinent to organizational resilience. Conversely, Google Scholar's broad inclusivity often yields excessive and unfiltered results, raising the possibility of duplicates and non-peer-reviewed sources, which may damage dependability. Consequently, Scopus was judged to be the most acceptable database for assuring both breadth and quality of coverage in this review. The search technique includes combinations of terms relating to organizational resilience, company performance, digital transformation, ESG, sustainability, crisis management, and related structures. Boolean operators and truncation were employed to capture differences in terminology while keeping relevance. The search procedure was iterative, allowing refinement of terms to balance inclusivity with precision.

Data Collection

As we do not limit our search to a specific period, we also developed the search string using a variety of phrases to collect all relevant publications up until 2024 and to acquire the full picture of organizational resilience. The search string was developed after evaluating papers of a similar sort and includes the terms "Organizational Resilience," "Financial Resilience," "Business Resilience," "Firm Resilience," and "Corporate Resilience" from (Conz & Magnani, 2020).

Flow Chart 1: of Searching the Literature:

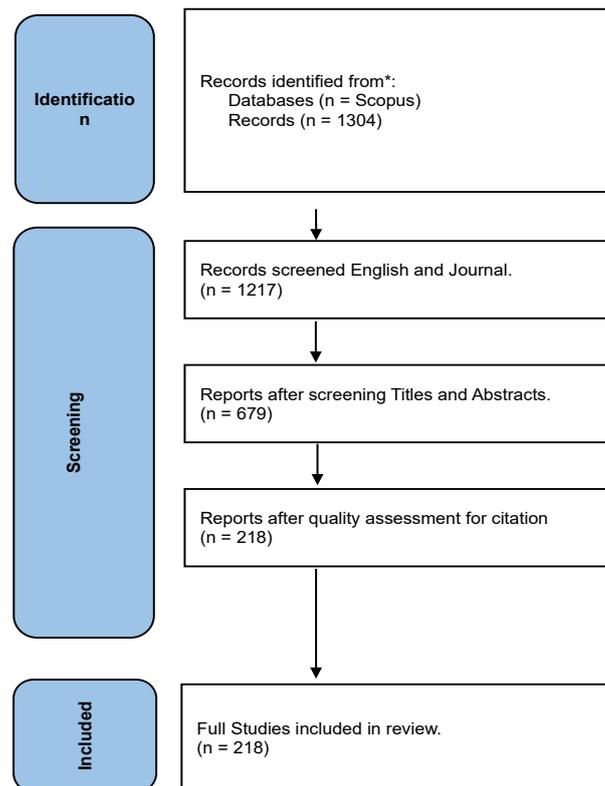


Figure 1: Searching of Literature

Data Clearance

The initial search using the provided keywords turned up 1304 research papers. The inclusion and exclusion criteria from Abueid and Elamer (2021) were followed in this research. In this research, specific criteria were established to ensure methodological rigor and subject significance, focusing on peer-reviewed journal publications to maintain academic quality. Non-English works and other publication types were excluded for consistency. Citation thresholds facilitated the initial sample control while permitting more recent studies despite lower citation counts. The process resulted in 1272 documents in English, ultimately narrowing down to 1217 journal articles on organizational resilience after screening titles and abstracts, which left 679 relevant papers.

Quality Assessment criteria

The papers first classified by citations because the sample size of 679 was considerable, and for this reason we created groupings that are as follows:

Group 1: This is for the articles of 2024 and the criterion for this group is at least one citation.

Group 2: This group is for the article from 2023 to 2020 and in this the criterion is at least five citations.

Group 3: Then in this group the articles are from 2018 to onward and the criterion for this group is at least seven citations.

Then, after carefully examining our final selection of 218 publications for this study was determined (Khatib, 2021). Additionally, in contrast to other review studies on the subject Conz and Magnani (2020), the study employed this methodic approach to provide a systematic assessment of the body of information from a relatively short time. This study

examined Organizational resilience as well as research gaps, and conclusions from other studies. It also analyzed the theme lenses used in the literature.

Data Assessment, Coding and Analysis

Data extraction utilized a structured coding methodology to capture descriptive and analytical elements, including publication year, journal outlet, and methodological approaches. Studies were categorized by themes such as leadership, digital transformation, and crisis response, allowing for systematic comparison and pattern detection. This method promotes consistency and analytical transparency, despite requiring interpretive judgment. The analysis employed a two-stage technique initially, a descriptive analysis mapped the historical distribution, geographical focus, methodological trends, and publication channels of organizational resilience research, providing an overview of its evolution. Subsequently, a thematic and critical analysis examined the hypothesis, operationalization, and experimentation of organizational resilience, highlighting conceptual issues, conflicting findings, and methodological shortcomings while prioritizing patterns of contradiction, contextual dependency, and theoretical underdevelopment.

Results

We employed this methodology, which was inspired by previous studies, and concentrated on the following categories: study themes, modeling, data geography, research procedures, journal outlets, and concepts under consideration, frequency by year, research methodology, research questions, and data geography, specifically if cross-sectional studies were employed or only from a single country (Li et al., 2020). These subjects were chosen because research has shown that they can provide detailed assessments. Second, by reviewing the models and ideas found in the sample literature, we provided a more detailed analysis.

Yearly Distribution of Studies

The yearly distribution of studies reveals a gradual development in organizational resilience studies prior to 2015, followed by a steady increase and a dramatic spike after 2019 (Herbane, 2019; Hillmann & Guenther, 2021). This temporal pattern demonstrates a rising acknowledgment of resilience as a strategic organizational concern rather than a reactive crisis-response concept. Early studies generally framed resilience within risk management and operational continuity, however more recent publications increasingly embrace a strategic and ability-based viewpoint (Conz & Magnani, 2020). The substantial increase in publications after 2019 correlates with the COVID-19 pandemic, which uncovered structural vulnerabilities in organizations across sectors and regions (Cardillo et al., 2023; Casprini et al., 2023). However, whereas the volume of studies rose fast throughout this era, the findings show that conceptual development did not improve at the same pace. Much post pandemic research included new variables such as digital preparedness, sustainability practices, and leadership agility, without fully integrating them into coherent theoretical frameworks (Guo et al., 2023; He et al., 2023; Putritamara et al., 2023). This pattern shows that discipline has entered a phase of empirical expansion but remains theoretically fractured (Czakov et al., 2023; Shela et al., 2023). The rising frequency of studies reflects scholarly interest yet also stresses the need for integrative methodologies that move beyond context specific insights toward cumulative theory construction.

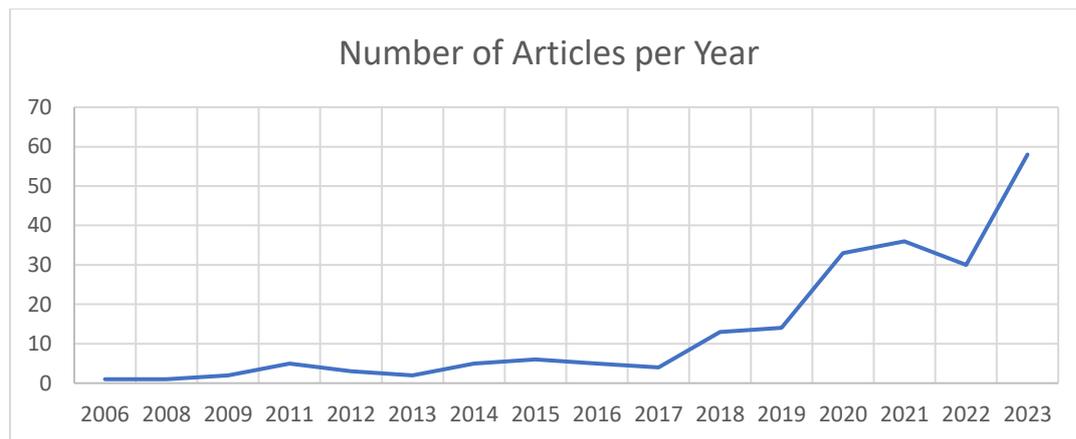


Figure 1: Number of publications per year

The Geographical Distribution

The geographical distribution of organizational resilience research suggests a substantial concentration among developed economies, particularly Europe, China, and other East Asian countries (Danisman et al., 2021; Jiang et al., 2023). These locations dominate empirical investigations, largely due to richer research infrastructure, more data availability, and heightened exposure to large scale upheavals affecting global value chains. Conversely, developing and emerging economies are still marginalized in the sample literature, despite confronting ongoing institutional instability, resource constraints, and crisis vulnerability (Amaral & Da Rocha, 2023; Santoro et al., 2021). When such situations are explored, research frequently focuses solely on firm survival or short-term recovery, instead of long term adaptive or transformative resilience. This imbalance hinders the generalizability of existing resilience frameworks, which are usually established from institutional systems characterized by regulatory stability and high technology capabilities (Hillmann & Guenther, 2021). Consequently, the dominance of studies from specific locations risks integrating structural bias into resilience theory, underscoring the significance of comparative and cross-country study approaches.

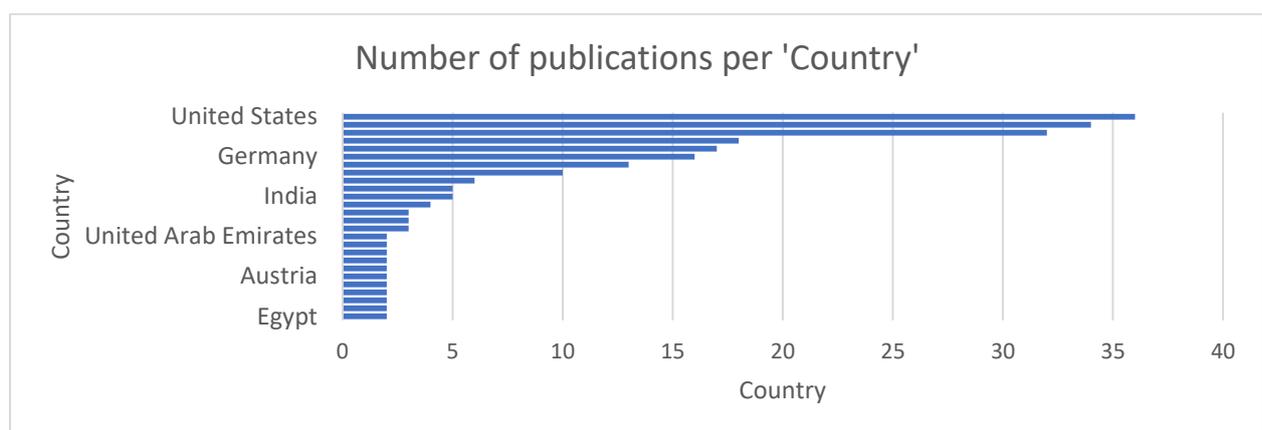


Figure 2: Number of publications per Country

Measurement of Resilience in Sample Literature

The measurement of organizational resilience differs widely among the examined studies, demonstrating the absence of a consistent conceptual framework. Some studies operate resilience using objective financial metrics such as profitability, liquidity, or survival rates,

while others depend on perceptual survey-based scales reflecting adaptability, flexibility, or recovery speed (Santoro et al., 2020; Santoro et al., 2021). This variation in assessment methodologies adds to conflicting empirical findings, particularly regarding the association between resilience and company performance (Putritamara et al., 2023; Yadav & Shaikh, 2023). Studies employing subjective measures tend to find favorable connections, but those using archive financial data generally reveal context dependent or mixed outcomes (Guo et al., 2023; Jiang et al., 2023). Moreover, many studies regard organizational resilience as a static or unidimensional construct, missing its dynamic and multidimensional nature (Conz & Magnani, 2020; Herbane, 2019). Limited emphasis is paid to the temporal evolution of resilience capacities, which constrains the field's ability to explain how organizations acquire, sustain, or lose resilience over time.

Research Design of Sample Literature

Five types of research methods used in the sample: quantitative, qualitative, mixed-method, review, and descriptive. Only three descriptive studies could be found in our collection, as shown in Table 1, and more than 42% of the sample uses quantitative methods, which offer precise measurements and conclusions that are statistically significant and generalized beyond individual cases.

Table 1

Distribution of Literature by Research Method

Methods	No. of Articles	Percentage %
Quantitative	93	42.66%
Review	62	28.44%
Qualitative	52	23.85%
Mix-method approach	8	3.67%
Descriptive	3	1.38%
Grand Total	218	100.00%

Analysis of the research methods employed in the sample literature suggests a strong bias for quantitative, cross-sectional approaches (Danisman et al., 2021). Survey based and archival data studies dominate the discipline, permitting statistical generalization but affording limited insight into the dynamic processes through which resilience is formed and enacted. Qualitative and mixed-method designs are comparatively sparse, despite their potential to expose micro level processes such as leadership decisions, organizational learning, and adaptive behavior (Casprini et al., 2023). Where longitudinal techniques are adopted, they provide broader explanations of resilience patterns, however, remain underutilized. The prevalence of cross-sectional designs hinders causal inference and creates ambiguity regarding the relationship between resilience and organizational outcomes (Hillmann & Guenther, 2021). As a result, many studies imply adaptive capability without explicitly seeing change over time.

Variables used as Determinants and Consequences of Resilience in Literature

In sample literature resilience was used as both dependent and independent variable. According to this sample research the most common variables used as the determinants as shown in figure 3 are Digitalization (Anwar et al., 2023), CSR (Al-Omouh et al., 2023), H.R

practices (Rurkkhum, 2023), and Business characteristics (Arimany-Serrat et al., 2023). For outcomes the most used variables are Performance (Dhoopar et al., 2022), ESG performance (Liang & Li, 2023), and sustainability (Hajishirzi et al., 2022).

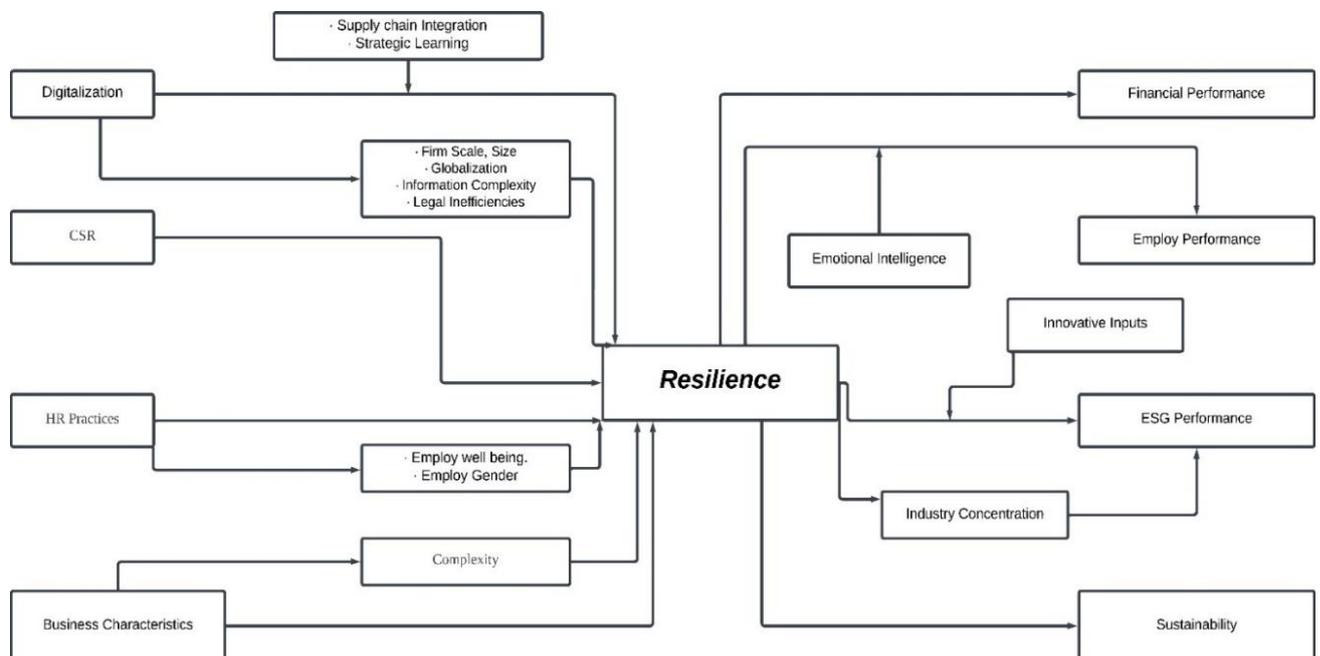


Figure 3: Determinants and consequences of Resilience

However, the causal connection between resilience and these outcomes appears conceptually uncertain, with studies alternately placing resilience as an antecedent or consequently molded by organizational settings (Conz et al., 2023; Hillmann & Guenther, 2021). This lack of consistency in causal positioning adds to inconsistent empirical results and diminishes explanatory power, underlining the necessity for conceptually clear modeling in future resilience research.

Thematic Analysis of Sample Literature

A review of the selected literature reveals a diverse range of methodological approaches and sample compositions, reflecting both the complexity and evolving nature of organizational resilience research. For instance, Sá et al. (2020) conducted their review using a sample base that included up to 41 interviews or a minimum of 10 organizational case studies. In contrast, Castellacci (2015) employed a broader dataset comprising up to 65,000 observations, although in some cases, analyses were based on samples as small as eight firms. These variations illustrate methodological heterogeneity in resilience research, particularly concerning data scale and depth.

Several studies identify firm-level structural features such as customer and supplier concentration as key contributors to resilience (Jiang et al., 2023). Despite the predominance of research focused on firm resilience, many studies incorporate multiple independent variables, often exceeding two, thereby diluting the analytical focus on specific resilience constructs. This trend underscores the need for more narrowly scoped empirical studies that can isolate and examine key resilience dimensions in greater detail.

Table 2

Analysis of modelling for quantitative and mix method research content

Focus	%	#	# of Moderator	# of Mediator
Firm. R	72.2%	73	27	28
Finan. R	14.8%	15	8	4
SCM.R	4.9%	5	1	4
Entrepr. R	3.9%	4	3	0
Indivi. R	1.9%	2	0	1
Adap. R	0.9%	1	0	0
Cyber. R	0.9%	1	0	0
Total	100%	101	39	37

A significant number of studies incorporate moderating and mediating variables into their analytical frameworks. Specifically, 37 studies employed moderators and 39 included mediators Croci et al. (2023); Ge et al. (2023), with a pronounced emphasis on management practices and corporate social responsibility (CSR) performance as intervening mechanisms. For example, Guan et al. (2022) provide empirical evidence demonstrating the mediating role of digital technologies in the relationship between organizational resilience and R&D investment. In terms of data sources, archival data remains the predominant approach in empirical research. However, only 37 of the 101 reviewed quantitative studies utilized primary data collection methods, such as questionnaires. Notably, researchers have adopted both secondary e.g., financial statements, databases, and primary e.g., surveys, interviews, and data to explore the antecedents of resilience (Casprini et al., 2023). The limited use of primary data may constrain the ability to capture nuanced, context-specific insights into resilience practices within organizations. Primary data collection via surveys and interviews can yield richer insights than secondary sources, revealing complex managerial decision-making and CSR variables. The literature review identifies trends and gaps, noting significant empirical focus on firm resilience, yet often using multi-variable models that do not isolate specific resilience features. There is a call for more rigorous and methodologically diverse research to enhance understanding of resilience dynamics within organizations.

The thematic analysis examines 218 studies on organizational resilience, identifying it as a multidimensional construction shaped by various factors. Six key themes are noted: ESG and sustainability, performance outcomes, digital technologies, growth factors (including leadership and HR practices), governmental policies, and financial inclusion. However, literature suffers from limited integration across these themes, resulting in shallow explanatory depth and inconsistent findings. Predominantly firm-level, cross-sectional quantitative studies dominate the methodology, with qualitative and longitudinal approaches being scarce. This contributes to ambiguity regarding the role of resilience as an antecedent, mediator, or outcome, highlighting the need for more integrative and theoretically sound research frameworks.

Table 3

Analysis of modelling for Qualitative and Review research content

Focus	% Distribution of Articles	# of Articles
Firm. R	80.70%	92
Financial. R	6.14%	7
SCM.R	3.51%	4
E. R	2.63%	3
Other Themes	7.02%	8
Grand Total	100.00%	114

ESG, Sustainability

A notable strand of the organizational resilience literature explores Environmental, Social, and Governance (ESG) variables and sustainability as essential determinants of adaptive capability. Studies within this area emphasize the impact of ESG performance in promoting collaborative behavior, stakeholder trust, and organizational agility (Liang & Li, 2023). Related study further ties social and economic sustainability initiatives to enhanced resilience outcomes, demonstrating that sustainability operates not only as a resilience driver but also as an indicator of organizational robustness (Hajishirzi et al., 2022). In this context, various studies stress the importance of employee performance and collaborative action in converting ESG practices into strengthening resilience mechanisms (Liang & Li, 2023; Yang et al., 2023).

Table 5

For ESG and Sustainability in Quantitative Literature

Authors	Sample	Results
(Santoro et al., 2021)	195 entrepreneurs	The study discovered that employee-level resilience had a positive impact on the perceived performance of entrepreneurs.
(Santoro et al., 2020)	117 entrepreneurs	The study identified a positive link between entrepreneurs' perceived resilience and their perception of success
(Foulon & Marsat, 2023)	143 events	The study underscores that organizations with lower environmental footprints were more resilient in dealing with financial shocks
(Tahir et al., 2022)	2006 and 2019	Financial satisfaction fully mediates the relationship between financial resilience and life satisfaction.
(Klapper & Lusardi, 2020)	2014	The study underscores the global issue of financial illiteracy, with only one-third of adults demonstrating adequate financial knowledge.

Despite broad support for the resilience and environmental sustainability linkage, empirical findings remain uneven. While Hajishirzi et al. (2022) indicate a substantial positive connection between sustainable practices and organizational resilience, Liang and Li (2023) present conflicting data about the effectiveness of ESG activities. These disparities are partly attributed to methodological limitations, including varied samples, different operational

definitions of ESG and resilience, and changes in temporal breadth among studies. As a result, the causal processes supporting the ESG and resilience link remain insufficiently characterized.

Additional contributions within this theme expand the research into financial success Beuren et al. (2022), financial wellbeing Salignac et al. (2019), and life satisfaction as both prerequisites and consequences of resilience (Prayag et al., 2024). Industry specific dynamics are also visible, with resilience techniques more frequently adopted in enterprises with greater revenue levels Annarelli et al. (2020) and environmental sustainability proven to attenuate regulatory financial shocks (Foulon & Marsat, 2023). This data implies that the effectiveness of ESG programs is dependent upon organizational resources and sectoral conditions. Overall, research linking ESG & sustainability to organizational resilience is fragmented and context-specific, mainly focused on firm-level outcomes while neglecting individual and systemic factors (e.g., employee wellbeing, collaboration). Inconsistent measurement limits comparability, so ESG's universal role in resilience remains unproven, requiring rigorous longitudinal and multi-level research.

Performance

Table 6

Firm Resilience and Performance in Quantitative Studies

Authors	Sample size	Results
(Dhoopar et al., 2022)	390 questionnaires	Emotional intelligence partially mediates the positive relationship between organizational resilience and employee performance.
(Kim, 2020)	830 full employees	Organizational resilience generated by employees is positively linked to improved work-role performance.
(Liang & Li, 2023)	2010 to 2020	The study suggests that organizational resilience can impact ESG performance through both positive and negative pathways.
(Prayag et al., 2020)	84 firms	The study reveals that planned resilience positively affects adaptive resilience.
(Beuren et al., 2022)	102 executives	The study indicates that resilience positively affects business performance and job satisfaction, particularly in specific dimensions.
(Chowdhury et al., 2019)	251 tourism firms	The study shows that higher psychological resilience in employees is linked to greater resilience in their work roles.
(Al-Abrow et al., 2019)	201 questionnaires	Narcissistic CEOs can hinder success through their dominant decision & opinions, with organizational risks playing a mediating role.
(Rai et al., 2021)	261 responses	The study examines different aspects of organizational resilience during the COVID-19 pandemic.
(Hajishirzi et al., 2022)	208 c-suite leaders	This shows that data driven approaches, business process innovation, and competitive advantages collectively contribute to sustainability.

Financial performance are prevalent themes in the literature on organizational resilience, where resilience is often seen as a strategic asset that enhances operational stability, especially amid disruptions. Previous research highlights that entrepreneurial approach, generational participation, and long-term strategic planning influence organizations' responses to uncertainty and crises (Czakon et al., 2023). Empirical data correlates resilience with superior financial results, encompassing profitability, project performance, and augmented resource mobilization capacity during crises (Conz et al., 2023; Santoro et al., 2021). Current research highlights that while organizational resilience is often associated with continuity and crisis management, there is a lack of comprehensive models linking resilience to performance. The data remains context-specific, making it difficult to generalize findings across different industries and institutional settings.

Furthermore, research on the relationship between resilience and performance often assumes causality without empirical support, leaving open the possibility of reverse causality where financially stronger organizations invest more in resilience. Discrepancies in measurement complicate interpretations due to varying performance metrics and resilience proxies, hindering cross-study comparisons. Additionally, the reliance on cross-sectional designs restricts insights into the temporal evolution of resilience and its long-term impacts on performance. To overcome these limitations, it is essential to adopt longitudinal and sector specific research methods that clarify causal mechanisms and enhance theoretical understanding of the resilience-performance relationship.

Digital Technologies and other Business Characteristics

Technological adaptation and firm-level features have increasingly been considered as significant determinants of financial resilience. An increasing body of research underlines the significance of digitalization including the deployment of artificial intelligence, fintech technologies, and e-commerce platforms, in enhancing business agility, redundancy, and market visibility during periods of disruption (Al-Omouh et al., 2023). These technologies support rapid response and continuity during uncertainty, but their benefits are uneven; SMEs often cannot exploit digitization due to skills gaps, financial limitations, and low digital readiness (Putritamara et al., 2023). This research challenges the premise that digital technologies automatically promote resilience and highlights the importance of firm-specific factors in affecting outcomes.

Table 4

For Firm Resilience , Digital technologies and other business characteristics in Quantitative Literature

Author	Sample	Results
(Al-Omoush et al., 2023)	223 participants	The findings of the study demonstrate that digital CSR has a significant impact on social entrepreneurship and organizational resilience.
(Amann & Jaussaud, 2012)	98 pairs	The study finds that family businesses in Japan demonstrate stronger resilience during and after crises compared to non-family businesses.
(Ambulkar et al., 2015)	199	The study suggests that supply chain disruption orientation alone is not enough for a firm to develop resilience.
(Borah et al., 2023), (Duchek et al., 2020)	234 firms	The findings of the study indicated that green value co-creation had no direct effect on organizational resilience.
(Ciasullo et al., 2022) (Momčilović et al., 2015)	715 SMEs	The findings of the research indicate that both BDA capabilities and co-innovation are positively associated with organizational resilience.
(Do et al., 2022)	188	The results indicate a positive association between RBMI and resilience, and a subsequent positive impact of resilience.
(Guo et al., 2023)	Nov 2014- June 2015	The KI processes of these firms, both horizontal and vertical, positively correlate to resilience.
(He et al., 2023)	474	The findings suggest that strategic investment helps organizations develop systematic control to sustain operations during crises.
(Herbane, 2019)	265 (SMEs)	The study examines how (SMEs) vary in formalizing activities to achieve growth and enhance resilience against operational interruptions.
(Huang et al., 2019)	697 employees	This reveals that workload and employee participation in decisions have a similar impact on the well-being of all genders of employees.
(Huang et al., 2020)	1597 listed firms	The study finds that pre-shock (CSR) performance positively influences the level of resilience to the external shock caused by the pandemic.
(Huang et al., 2022)	288	The findings indicate that herd behavior and endowment effect have a strong relationship with business resilience.

Beyond technology adoption, company characteristics like resource endowments, internal flexibility, and environmental responsiveness are also demonstrated to influence resilience (Orth & Schuldis, 2021). Nevertheless, much research in this stream uses broad firm-level viewpoints without appropriate sectoral differentiation, reducing the generalizability of their results. An important exception is Danisman et al. (2021), who examine resilience in the financial industry across multiple countries and demonstrate that financial features such as banking system consolidation, the presence of foreign and Islamic banks, and more stringent liquidity and capital regulations, have a significant positive impact on resilience. Sector-specific insights are further obvious in the work of Qamar et al. (2023), which focuses on manufacturers in the automobile industry and stresses the necessity of proactive support for strategically significant industries. At the individual and organizational level, Ge et al. (2023)

research the implications of remote working throughout the pandemic on financial resilience, while Lusardi et al. (2021) examine the association between financial literacy and resilience outcomes. Other studies extend this discussion by identifying moderating influences, suggesting that globalization and company size shape the relationship among the degree of digitalization and financial resilience (Bürgel et al., 2023). Overall, Research on digital technologies and business characteristics is fragmented and mostly cross-sectional, limiting theory building and causal inference. Although digitization can enhance resilience, its effects vary by firm heterogeneity, industry, and institutional/regulatory context, calling for industry-specific, multi-country, longitudinal studies on how digital capabilities and business factors generate financial resilience.

Growth Factor, Leadership and HR practices

Leadership styles, human capital, and strategic culture are widely acknowledged as significant enablers of organizational resilience.

Table 7

For Financial Resilience , Growth Factor, Leadership and HR practices in Quantitative Literature

Author	Sample	Results
(Bürgel et al., 2023)	186 firms	The findings broadly support the expectation that firms with more digitalized business models will exhibit higher resilience to pandemic crises.
(Zahedi et al., 2023)	2019-2020.	The study's findings indicate a higher significance level for redundancy and visibility in measuring financial resilience.
(Qamar et al., 2023)	298 managers	The findings indicate that 22 out of the 50 automotive firms in the West Midlands region are at high risk due to poor current liquidity ratios.
(Cui et al., 2022)	332 responses	The results of the study indicate that digital technologies have a positive impact on firm resilience.
(Gayed & El Ebrashi, 2022)	202 Firms	The results indicated that both organizational ambidexterity capability and resource availability impact firm resilience.
(Danisman et al., 2021)	66 countries	Countries with concentrated banking systems exhibit more resilience to the COVID-19 pandemic.

Existing research implies that transformational leadership, adaptive organizational cultures, and proactive human resource strategies boost a firm's potential to foresee, absorb, and recover from disturbances (Madi Odeh et al., 2023). These leadership-driven methods are generally associated with increased coordination, workforce involvement, and strategy responsiveness during crisis conditions. The literature also indicates certain organizational practices that enhance resilience development, including scenario preparation, regular adaptability, and investment in psychological capital (Hillmann & Guenther, 2021). Sector-specific research, particularly from tourism and healthcare, reveals that leadership readiness, decentralized decision-making, and employee empowerment play crucial roles in handling crisis circumstances (Liu-Lastres & Cahyanto, 2023). The findings highlight human systems as crucial for converting resilience capabilities into effective responses, yet the literature remains limited. Some studies stress HRD resilience in SMEs, while others propose broader resilience paradigms and holistic anticipatory frameworks for extreme environmental events

(Hillmann & Guenther, 2021). The uneven focus in the literature has led to unequal empirical coverage and limited clarity about how leadership and HR policies shape resilience outcomes. Empirical validation of leadership- and HR-driven resilience mechanisms is still insufficient, particularly in SMEs. Many studies also fail to separate the specific effects of leadership behaviors, corporate culture, and HR practices, instead of treating them as combined factors. A key conceptual weakness is the frequent confusion between resilience capacity (preparedness) and resilience outcomes (performance) in empirical models examining leadership and culture.

Overall, while transformational leadership, adaptive cultures, and proactive HR practices have been consistently linked with greater resilience, existing data remains fragmented and context dependent. Advancing this theme demands multi-level, cross-sectoral, and theory-driven research methods capable of disentangling preparedness from outcomes and defining how leadership and human capital systems together build organizational resilience.

Governmental Policies

Governmental policies and institutional resilience have arisen as an increasingly relevant subject, particularly in response to external shocks such as COVID-19 and Brexit. Studies reveal that local governments' financial resilience is typically hindered by unpredictable funding patterns and policy inertia, prompting the need for stronger federal action and more flexible governance models (Arimany-Serrat et al., 2023). Contextual factors including globalization, business size, and remote working regulations, are demonstrated to moderate organizational resilience results, whereas governmental accounting and transparency procedures influence organizational learning and self-regulation. Recent research employs multidisciplinary viewpoints that link public and private sector resilience mechanisms. Leadership capability within public health systems Karreinen et al. (2023) and the adoption of digital governance tools Branicki et al. (2019) are increasingly acknowledged as essential enablers of systemic resilience. Other studies emphasize firm-level resilience mechanisms, illustrating how balanced organizational structures enhance risk awareness, cooperation, agility, and improvisation, and offering integrated frameworks for post-disruption resource allocation and recovery (Yuan et al., 2022). Additional impacts extend institutional resilience across diverse contexts, highlighting the role of both social and financial capital, open innovation, workplace resilience programs, slack resources, and managerial digital resilience frameworks in supporting adaptation within the organization (Annarelli et al., 2020; Conz et al., 2023; Gerschberger et al., 2023; Knook et al., 2023).

Despite these developments, much of the literature remains descriptive, offering few empirical models to evaluate institutional capacity or guide policy innovation. The absence of a unified institutional theory integrating macro-level governance with micro-level organizational behavior underlines the need for multi-level, theory-driven research capable of guiding both policy and practice.

Table 9

For Financial Resilience and Governmental Policies in Qualitative Literature

Authors	Sample size	Findings
(Czakoń et al., 2023)	2023 data	The findings indicate that the response to wild cards depends on the understanding that family firm owners' extreme situations.
(Searing et al., 2021)	31 firms	The study finds financial, H.R, outreach, services, management & leadership as this structure offers practical advice & guidance.
(Ahrens & Ferry, 2020)	2020 data	The research reveals that local authorities' financial resilience could manage normal levels of risk arising from austerity.
(Barbera et al., 2020)	12 LGs	The study draws on the resilience concept to investigate the capacities deployed by (LGs) in response to shocks.
(Barbera et al., 2017)	8 municipalities	The study reveals that municipalities respond differently to shocks, and accounting plays significantly in supporting regulation.

Financial Inclusion and Supply Chain Management

The research increasingly identifies financial inclusion and supply chain resilience as linked variables driving organizational and social resilience. Financial inclusion, particularly in neglected sectors such as fisheries and informal labor markets, is shown to boost adaptive capacity and economic stability by improving access to resources and risk-sharing mechanisms (Kass-Hanna et al., 2022). In parallel, supply chain resilience is seen as a complex adaptive system that requires integrated strategies combining agility, visibility, and innovation to sustain operations during interruptions and enable post-crisis recovery (Novak et al., 2021). Recent studies also extend this idea by relating financial inclusion to wider social resilience outcomes. Research demonstrates the mediating impact of social capital, group dynamics, and gender inclusion in increasing financial well-being and collective adaptive ability (Bridges et al., 2023). These findings reinforce the multi-level character of resilience, embracing individuals, organizations, supply networks, and wider ecosystems.

Despite these gains, literature on supply chain resilience, while showing growth and a shift towards system-oriented perspectives, remains fragmented and context dependent. Most empirical research focuses on localized interventions, limiting generalizability and longitudinal insights. The integration of financial structures with supply chain design is under-theorized, and empirical validation of models varies significantly across different industries and locations. Progress in this field requires transdisciplinary research methods that link micro-level financial inclusion with broader institutional structures across diverse contexts.

Table 8

For Firm Resilience, Financial Inclusion and supply chain management in Qualitative Literature

Authors	Sample size	Findings
(Andersson et al., 2019)	2019 data	Research paper that explores how balancing organizational structures can contribute to building traits for organizational resilience.
(Burnard et al., 2018)	2018 data	This research examines the processes of organizational responses and provides insights into decision-making and building resilience.
(Rehak et al., 2018)	2018 data	Resilience is strengthened through enhancement of technical and organizational factors also considering factors that hinder resilience.
(Sahebjamnia et al., 2018)	2015 data	The proposed integrated framework aims to efficiently allocate resources for resuming and recovery plans at different decision levels.
(Crichton et al., 2009)	7 reports	The paper identifies recurring themes from lessons learned after emergency exercises and actual incidents.
(McManus et al., 2008)	10 cases	The paper introduces the concept of resilience management, a facilitated process that helps organizations enhance their performance.
(Yuan et al., 2022)	2022 data	The study identifies three resilience stages: anticipation of changes, minimization of vulnerability, and exploitation of shared resources.
(Dahles & Susilowati, 2015)	2015 data	The article finds how to build resilience in response to natural disasters, economic recession, and political turmoil.
(Trabucco & De Giovanni, 2021)	2021 data	This article addresses the challenges faced by nurses and leaders in the intense and demanding environment of the COVID-19 pandemic.
(Schwaiger et al., 2022)	2022 data	The findings reveal various methods employed by entrepreneurs to increase resilience during the pandemic crisis at different stages.
(Lloyd-Smith, 2020)	2020 data	The paper stresses that healthcare organizations need to empower workers with more autonomy, maintain some level of structure.

Suggestions for Future Research

Following COVID-19, there has been increased focus on organizational resilience and crisis management, highlighting challenges faced by businesses due to inadequate resilience during the pandemic (Suk & Kim, 2021). This has prompted discussions on effective resilience strategies, leading to academic interest in factors that enhance organizational resilience, such as digital literacy, strategic internal communications, and resource-based management. The existing literature has significantly advanced our understanding of these factors and their role in organizational survival, revealing opportunities for further research. The analysis indicates a growing interest among scholars in the foundations of resilience, yet few assessments exist regarding resilience research. There is lack of studies on how various characteristics affect resilience, CSR, green innovation, and ESG, particularly in both single and cross-country contexts. Additionally, while ESG and sustainability are recognized as potential resilience

enhancers, empirical evidence is inconsistent, with some studies yielding mixed or conflicting results concerning ESG initiatives. (Liang & Li, 2023), while others confirm a significant positive association (Hajishirzi et al., 2022). These inconsistencies are partly attributable to methodological heterogeneity, divergent operational definitions, and limited sectoral focus. Hence, future studies should adopt more rigorous, longitudinal, and multi-level designs to explore how ESG initiatives interact with resilience across different organizational and regional contexts.

Additionally, most of the research now in existence focuses on non-financial enterprises, and just twelve empirical investigations, including one on the financial sector, have been conducted. For instance, Marcucci et al. (2022) emphasize the gap in research connecting organizational resilience to industry specifics, especially for SMEs. They suggest future studies should explore factors such as firm size, age, and strategic flexibility as moderating variables, while also accounting for variations in digital transformation capabilities and financial agility. Moreover, most of the empirical research on resilience has shown conflicting results (Hajishirzi et al., 2022; Jiang et al., 2023; Liang & Li, 2023; Putritamara et al., 2023). The apparent methodological problems with the statistical methods for panel data analysis, such as unobserved heterogeneity, reverse causality, and dynamic endogeneity, may be one reason for this (Czakov et al., 2023; Hillmann & Guenther, 2021). Numerous studies were unable to account for these issues (Hillmann & Guenther, 2021). As a result, we advise researchers to apply regression techniques that solve these issues, such as GMM estimation and two-stage least squares, even if they are infrequently employed in the sample literature (Hillmann & Guenther, 2021). To further our understanding of this subject, more research may concentrate on a specific industry. Earlier research did not address the distinctions between industries since they used samples of non-financial enterprises or listed firms. For instance, sector-sensitive evidence suggests that resilience mechanisms vary across industries and regulatory environments (e.g., banking versus manufacturing) (Danisman et al., 2021; Qamar et al., 2023). A more robust theoretical framework is also required to distinguish between resilience as a capacity (preparedness) and as an outcome (performance), particularly when investigating leadership behaviors, HR strategies, and firm performance under stress (Conz & Magnani, 2020; Hillmann & Guenther, 2021). Furthermore, Shela et al. (2023) focus on industrial business resilience, noting past studies have overlooked the role of government policies and incentives. While technological resilience is emphasized in existing literature, other processes remain underexplored. Firms should enhance cybersecurity and protect digital assets to improve overall resilience. Future research should investigate the interplay of digitalization, firm diversity, and institutional contexts, paying attention to informal economies and services for tailored insights.

Since most studies emphasize how resilience is developed, leaving major gaps in understanding its broader drivers and structure. Future research should expand into resilience links with human capital, supply chains, environmental issues, and firm elements such as performance, CSR, and management. Scholars should also examine multi-level resilience and prioritize resilience antecedents, which remain largely neglected (Czakov et al., 2023; Rodriguez-Sanchez et al., 2021). As resilience spans individuals, firms, supply chains, and ecosystems, research should adopt transdisciplinary, systems-oriented models integrating financial inclusion, gender equity, social capital, and inter-organizational collaboration. Post COVID-19, work is also needed on financial market resilience and stronger

regulation, supported by cohesive theories linking public governance, institutions, and firm behavior.

Conclusion

Post-COVID-19, organizational resilience has gained significant attention, leading to various strategies aimed at enhancing it. A systematic review of resilience literature from 1304 papers yielded 228 relevant studies. The findings suggest research predominantly addresses the determinants of resilience, while its operational impacts are underexplored. Additionally, the study notes an uneven distribution of empirical research linking resilience to organizational outcomes, indicating a need for more robust quantitative data. The review highlights major gaps in existing literature, noting that prior research has largely focused on aspects such as business size, green value generation, and ESG considerations, with limited examination of resilience's impact on operational performance. Issues include potential subjectivity in study classification and reliance on citations, possibly omitting relevant works. Future research could expand the dataset and compare findings across diverse market scenarios.

As for implications, this analysis emphasizes the necessity for research to focus on operational resilience, evaluating aspects like process continuity and workflow adaptability. Practitioners should integrate resilience into daily operations via flexible procedures and cross-functional collaboration. For academics, consistent empirical results underscore the need for uniform measurement frameworks and robust quantitative designs, accounting for contextual factors such as regulations and technology. Policymakers must develop sector-specific guidelines and institutional support to enhance resilience, especially in digital infrastructure and collaborative networks. There are a few limitations to our study. First, it is never a sure thing to organize or categorize the collected study based on predetermined standards. Given that the selection criteria for this research depended on how many citations each study had when it was incorporated into the content analysis, relevant information may also come from papers that were not on the list. Second, research may fall into several topic areas, making it difficult and doubtful to categorize them. In the future, larger research samples might be conducted by comparing the literature of other marketplaces or by considering additional databases in addition to the Scopus database.

The theoretical and contextual contributions made by this review are, this study contributes to the literature on organizational resilience in finance and management by clarifying resilience as both a dynamic capability and an organizational outcome, thus resolving prior conceptual ambiguities. It integrates various evidence relating to ESG performance, digital transformation, governance structures, and supply chain configurations, creating a comprehensive analytical framework that expands resilience research from mere crisis response to sustainability oriented and performance-relevant perspectives. Additionally, the study situates organizational resilience within the post COVID financial, regulatory, and institutional contexts, highlighting that resilience outcomes depend heavily on sectoral, technological, and governance factors. This synthesis enhances the relevance of resilience theory in addressing current financial and organizational challenges and lays a structured groundwork for future empirical investigations in management domains.

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