
Tying Up Loose Ends in Organizational Resilience – Current Status and Future Directions

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Abstract:

Purpose: This study aims to glean insights from the literature review publications in organizational resilience (OR) sphere. The goal is to show threads in describing guidelines for deepening the state-of-the-art in search of the key to proliferate organizational resilience.

Design/Methodology/Approach: This paper systematically reviews the studies converging organizational resilience literature review and future research directions, based on the PRISMA protocol. In total, there are 33 articles reviewed from the Scopus and Web of Science databases.

Findings: The analysis identified main research themes by clustering the prior studies into seven groups, which describe the direction of the literature. The bibliographic coupling analysis highlights that future empirical research needs to be deepened, while theoretical and methodological papers have already been widely described over the years.

Research Limitations/Implications: The insights from this study are limited by the narrow thematic focus on the future research in or landscape. Also exploration the content of two databases tapers the global view of the subject, therefore literature obtained from various databases with using different keywords could provide broader results.

Practical Implications: This research posits that the interplay between future research dimensions should be definitively placed in practical sphere.

Originality/Value: The paper offers a first distinctive exploration of the literature through the lens of future research implications. The findings contribute valuable perspectives for both academics and practitioners involved in search of factors that strengthen OR.

Keywords: Resilience, organizational resilience, literature review, crisis management.

JEL Classification: H12, L20, M00.

Paper type: Literature review.

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1. Introduction

A variety of internal and external factors and interactions between organizational activities affect economic uncertainty. Volatility is normal, however it can turn into a crisis. The word “crisis” is being used interchangeably with a number of other terms like risk, disaster, business interruption, catastrophe or emergency (Herbane, 2010). The most common perception of the crisis is therefore negative, both in private and business life.

An organizational crisis is described as “a disruptive, unstable event that requires decisions to be made quickly to avert the threat to survival” (Andres and Heo, 2023). The growing need to understand how organizations can manage crises (both preventively and reactively) links crisis management to resilience. It is well voiced e.g., by Duchek (2020), who concludes that organisational resilience is an “umbrella construct” which harnesses different names used by different researchers.

This is currently visible if only by analyzing the content of the SCOPUS database (10.09.2024). It is possible to point out the number of publications that contain the word resilience in their title and additionally: climate (3.230 publications), community (3.970), disaster (2.558), economic (1.022), energy (1.100), industry (569), infrastructure: (1.501), social (3.284), urban (3.025). Also it is visible in keyword co-occurrence in OR area on the basis of analysis of 622 articles between 2003-2022 (Zhang *et al.*, 2022, p. 9) and 484 papers from 1997 to 2022 (Hussain *et al.*, 2023, p. 11).

The turbulent nature of the economic milieu has influenced the consideration of resilience from a market perspective and operations of various companies. The theory of organizational resilience is to answer the fundamental question about why, in the face of disruption or shock, some organisations survive, and even thrive, and others fail (Cruickshank, 2020).

Over the years the concept of organizational resilience, defined as “the ability of an organization to absorb and adapt to a changing environment” (ISO 22316, 2017, p. 1), has gained prominence with increasing attention to strengthening organizational resilience (Baghersad and Zobel, 2021). State of the art in this area is growing every year, which makes possible the practical application of scientific work. The vastness of knowledge (in SCOPUS there are 65.891 publications with word “resilience” in title and 1.108 with “organizational resilience”) causes a problem in taking concrete, practical activities.

A variety of articles in the vast literature contain indications of future research directions. If there is a link in time between these indications? Do subsequent articles add to knowledge by adopting earlier indications or do they repeat previous conclusions? This paper systematically reviews the studies converging organizational resilience literature review and future research directions to gain that

knowledge, fill the gap and indicate challenges for future scientific research. To this end a set of three interrelated research questions (RQ) were formulated for this review, including:

RQ1: What are the areas of future research that can strengthen the concept of organizational resilience?

RQ2: What thematic streams could identify and cluster in review articles in the area of OR?

RQ3: What trends in future research are noticeable horizontally (in clusters and over time)?

In order to find answers to these questions the article is organized as follows. First section presents introduction in organizational resilience area. The next part presents methodological approach. Based on the analysis of the identified publications, in the following section, current area perception was indicated. Section concerning future research and challenges discusses findings and describes future scientific activities, followed by final conclusions in the last part of that article.

2. Organizational Resilience – History Shapes the Present

Hillmann (2020) identified five disciplinary perspectives that shaped the understanding of resilience: ecology, safety and reliability, resilience engineering, positive psychology and organizational development, and strategy. Resilience is a cornerstone concept in ecology and gained momentum through the work of Holling (Hillmann, 2020) who defines it as a “measure of the persistence of systems and of their ability to absorb change and disturbance and still maintain the same relationships between populations or state variables” (Holling, 1973, p. 14).

One of the common solutions to the business problems, disruptions and new developments of the global world is enhancing the resilience of systems, countries and organizations (Akpınar and Özer-Çaylan, 2022). The diversity of resilience analysis with respect to different areas is noticeable in the number of relevant researches and publications (Thalassinos *et al.*, 2023).

Obviously, no organization can be prepared for all incidents, but it is possible to strengthen resilience in direction to better cope with a real crisis situation. In order to gain this goal, it is necessary to know the components of organizational resilience.

The literature on the subject is abundant with a variety of approaches to organizational resilience analysis and enhancing their level. Therefore, it is necessary to clarify the meaning of OR and locate the position in time – relative to the crisis, during which resilience is activated and defense mechanisms are switched on. Subsequently, it is necessary to bring the elements of OR to the spotlight what will allow defining specific actions in an individual organization.

The analysis of the broad OR domain allows to separate three building blocks: (1) Definition and meaning of organizational resilience, (2) Location of organizational resilience in time, (3) Elements of organizational resilience.

Definition and meaning of organizational resilience. There are many articles which summarize definitions of organizational resilience on the base of literature review and have been published throughout the years: (Bhamra, Dani and Burnard, 2011), (Jain, Mentzer and Mannan, 2018), (Cheng *et al.*, 2020), (Chen, Xie and Liu, 2021), (Paeffgen, Lehmann and Feseker, 2023).

Pradana and Ekowati (2024) emphasized that resilience is a complex concept and has many definitions and dimensions. It can point out that definition of OR is contextual, depending on the person or organization defining it, the environment and the reference criteria. What more, “resilience is not a static concept – the degree of resilience an organization evolves over time” (Ruiz-Martin *et al.*, 2018, p. 21). Duchek (2020) classified organizational resilience definitions into three main categories:

1. *Resilience as an outcome.* Organizational resilience is a “business outcome”, but specific because could be observed and measured when the organisation is under stress (Bell, 2019) – rather in times of war (crisis time) than in peace (normal functioning). Organizational resilience is a dynamic process therefore, it cannot be measured or estimated in an ex-ante way (Sevilla *et al.*, 2023). Although it is more accurate to point out that measuring the level of resilience in ex-post way (after a crisis) is possible, but then it may be too late to continue doing business. Thus, it is important to take a proactive approach to strengthening organizational resilience (Nuwan, Shukri and Khatibi, 2024) rather than leaving the organization's being only to the tides of the contextual factors.
2. *Resilience as a process.* Duchek (2020) suggested that conceptualizations of organizational resilience concept contribute to understanding the process from resilience resources to resilience outcomes. This applies to actions from both a preventive perspective (strengthening resilience while minimizing risks) and a reactive perspective (taking action during crisis time). Both perspectives can be put in a systemic framework of business continuity, defined as “capability of an organization to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption” (ISO 22301, 2019, p. 2), and implement business continuity management system (BCMS) in accordance with the requirements contained in ISO 23001:2019. “The potential advantages of BCMS are many including protecting business critical functions, assuring continuity of these functions, building resilience and ensuring long-term survival” (Sawalha, 2020, p. 83) and the close relationship between OR and BCM is confirmed by the “domain clusters” analyzed by Corrales-Estrada *et al.* (2021, Fig. 4, p. 11). In contrast, in the long term Ruiz-Martin *et al.* (2018, p. 17) indicated that „being resilient is not only related to bouncing back to the

same previous point of stability; being resilient is also achieving another desirable point of stability” and they suggested a four-levels for OR: fragile, robust, resilient and antifragile (Ruiz-Martin *et al.*, 2018, Figure 3, p. 21).

3. *Resilience capabilities.* “From a capabilities perspective, organizational resilience is the ability to anticipate potential threats, respond effectively to unexpected events and learn from these events, resulting in dynamic capabilities designed to facilitate organizational change” (Pradana and Ekowati, 2024, p. 1586). Capabilities are divided into dynamic and operational (or ordinary) capabilities (Helfat and Winter, 2011). Operational capabilities concern how you earn your living and dynamic capabilities focus on how you change your operational routines (Cepeda and Vera, 2007). Resilience capability pyramid is a conceptualization of organizational resilience capabilities and include six comprehensive stages, namely: anticipation, coping, adaptation, absorptive, confronting and sustainability (Pradana and Ekowati, 2024, Figure 3, p. 1598).

Location of organizational resilience in time. Strengthening organizational resilience in normal times means taking preventive activities. Contrastingly, during crisis time, organizational resilience is the basis for making decisions and taking active efforts to minimize losses. Therefore, both active and passive resilience are important in day-to-day operations as well for longevity (Burnard and Bhamra, 2019).

Organizational resilience is characterized by its dynamic approach and (Conz and Magnani, 2020) indicated four categories: (1) resilience as a proactive attribute (before an event), (2) resilience as absorptive and adaptive attributes (during an event), (3) resilience as a reactive attribute (after an event), (4) resilience as a dynamic attribute (before during, and after an event).

Tekletsion *et al.* (2023) pointed out that in general, most articles in the OR area describe all phases in their content: pre-, during- and post-crisis, although few articles focus exclusively on the prevention phase. The phases may have elastic boundaries, because organizational resilience is not a static term (Tasic *et al.*, 2020). An important aspect to understand the activities in each phase is to have the right knowledge in the organization (Evenseth, Sydnes, and Gausdal, 2022) and organizational learning (together with resources) are key elements in building organizational resilience (Mao, Li, and Li, 2023).

Elements of organizational resilience. From a practical point of view, the actions taken in a single organization to strengthen organizational resilience are the most important and useful. The search for structures, models, frameworks, guidelines and activities for strengthening organizational resilience abounds with a variety of information that combines issues from the above two groups. Literature abounds with such attempts to capture reality, from four-element OR model (Hillmann and Guenther, 2020), by eleven categories as a holistic framework (Adini *et al.*, 2017), to twenty factors influencing organizational resilience (Liu *et al.*, 2021).

This diversity of issues in the OR area implies a breadth of research and analysis, notably in the form of systematic literature review (SLR). What all concepts have in common, is a set of: resources, people (knowledge and their skills) and organizational processes. The relevant proportion and intensity between these elements is the essence in strengthening OR and its subsequent activation during a crisis situation.

From the perspective of the effects of these organizational activities, two problematic issues are relevant. Firstly, it concerns taking crisis prevention activities (enhancing resilience) in lieu of other ongoing tasks what is element of “paradox management” (Tekletsion, Gomes, and Tefera, 2023). Secondly, it applies to harmonizing work-as-imagined (WAI) and work-as-done (WAD) (Son *et al.*, 2020) what is connected with documented procedures and the conformity with them (or not) of the real activities.

3. Research Methodology

A systematic literature review was adopted as the method of study, due to the thematically specific scope of the review and the relatively small number of articles, facilitating manual analysis of their content (Donthu *et al.*, 2021, Table 1, p. 287). According to the process delineated by the SLR method (Kushwah *et al.*, 2019) in research protocol was defined, and applied strict inclusion criteria.

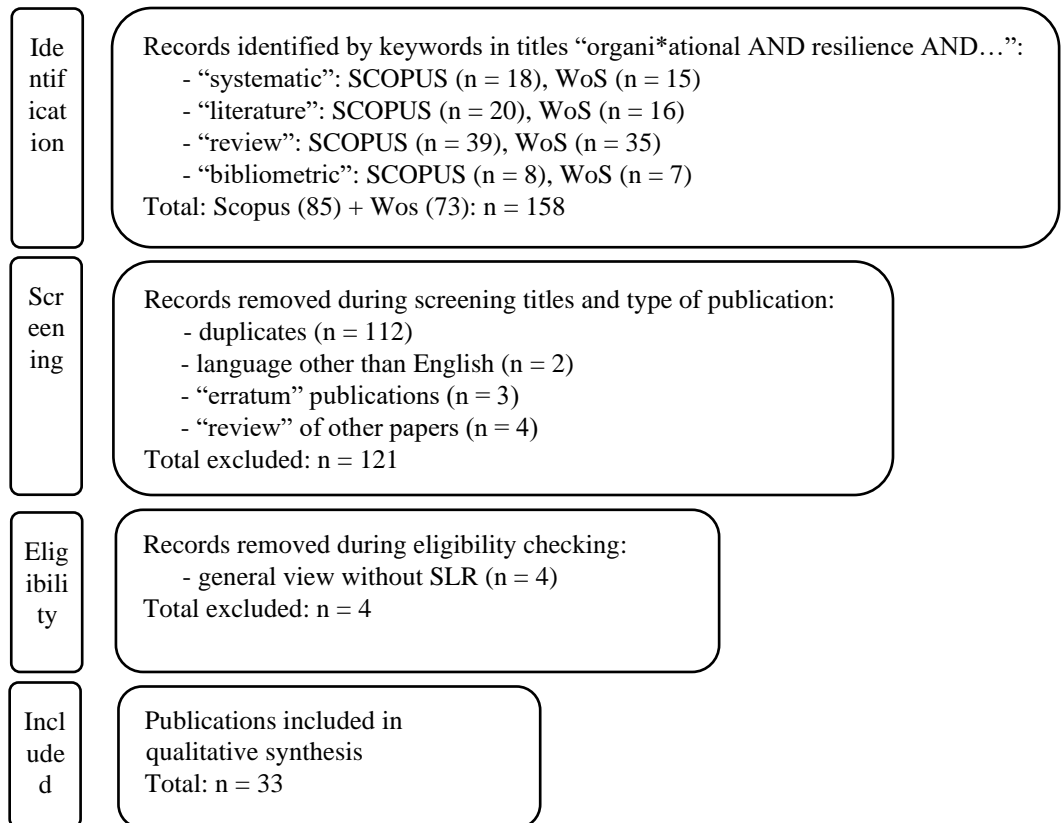
To be included in the study, the articles had to meet five criteria: (1) include specific words in the title, (2) studies in English, (3) indexed in Scopus or WoS, (4) full-text article, (5) containing a systematic literature review (SLR, with the number of articles analyzed and the date range).

In order to identify relevant articles PRISMA method (Moher *et al.*, 2009) was used. This restrictive research method was also used in former OR publications (Son *et al.*, 2020), (Scheuch *et al.*, 2021), (Weber, 2023), (Mhlanga and Dzingirai, 2024). Following the four steps, a total of 33 publications have been identified for further analysis (see Figure 1).

1. Identification. In advance of the scientific procedure, an individual search for optimal keywords was carried out. Finally, three search keywords were used (in publication titles only) to find relevant publications presenting a literature review of organizational resilience (two fixed and a third variable four times): “organi*ational AND resilience AND systematic / literature / review / bibliometric”. In this research the Scopus and Web of Science (WoS) databases were utilized to pinpoint pertinent studies, because they “are the two main bibliographic databases” (Pranckutė, 2021, p. 1). Additionally, these databases have alternately been used in already published studies from the OR area: Scopus (Istiqaroh, Usman and Harjanti, 2022), (Mehta, Pancholi and Saxena, 2024), Scopus and Wos (Paeffgen, Lehmann, and Feseker, 2023), (Khuan,

2024), WoS without Scopus (Zhang *et al.*, 2022), (Gunawan, Soetjipto and Sudhartio, 2023). The validity of this choice was confirmed by comparing the articles finally analyzed by occurrence in the two databases: only Scopus (9 papers), only WoS (1 publication), both Scopus and WoS (23 files). In total, at identification stage, the queries yielded 158 entries.

Figure 1. PRISMA flowchart of search strategy for literature review.



Source: Author’s analysis.

2. Screening. Whole 158 publications were screened (titles and type of publication) to ensure that they are not redundant and during that process were excluded 121 papers.
3. Eligibility. The remaining 37 publications were analyzed intensively. Four documents were excluded, as they concern general view (without systematic literature review).
4. Included. The remaining 33 documents were included for in-depth qualitative analysis.

Publications included in qualitative synthesis are characterized in Table 1., in which the order is from the oldest article (according to the oldest dates available: received, revised, accepted, published), because this order facilitates further analysis of the interdependence between articles in relation to the adopted objectives of the study.

Table 1. Analyzed publications.

No.	References	Source title (journal or conference)	Sample (number and time span of articles)
1.	(McFadden, Campbell and Taylor, 2015)	British Journal of Social Work	65 (2000-2009)
2.	(Barasa, Mbau and Gilson, 2018)	International Journal of Health Policy and Management	34 (2004-2016)
3.	(Rahi, 2019)	International Journal of Disaster Resilience in the Built Environment	33 (2007-2017)
4.	(Pillay and Morel, 2020)	Safety	17 (2003-2019)
5.	(Bento, Garotti and Mercado, 2021)	Safety Science	20 (2006-2019)
6.	(Gichuhi, 2021)	International Journal of Organizational Leadership	43 (2006-2021)
7.	(Corrales-Estrada <i>et al.</i> , 2021)	Sustainability	60 (1998-2021)
8.	(Scheuch <i>et al.</i> , 2021)	Frontiers in Psychology	48 (2017-2021)
9.	(Shela, Ramayah and Noor Hazlina, 2023)	Journal of Intellectual Capital	55 (2011-2021)
10.	(Akpınar and Özer-Caylan, 2023)	Management Research Review	19 (2009-2020)
11.	(Evenseth, Sydnes and Gausdal, 2022)	Frontiers in Communication	59 (1900-2021)
12.	(Marquez-Tejon, Jimenez-Partearroyo and Benito-Osorio, 2022)	Security Journal	463 (1986-2019)
13.	(Su and Junge, 2023)	European Management Journal	127 (1997-2022)
14.	(Khin Khin Oo and Rakthin, 2022)	Sustainability	62 (1992-2021)
15.	(Zhang <i>et al.</i> , 2022)	International Journal of Disaster Risk Reduction	622 (2003-2022)
16.	(Abdullahi, Mohamed and Senasi, 2023)	Journal of International Studies	619 (1998-2022)
17.	(Paeffgen, 2023)	Sustainability	185 (2019-2022)
18.	(Ingram, Wiczorek-Kosmala and Hlaváček, 2023)	Energies	124 (2010-2022)
19.	(Florez-Jimenez <i>et al.</i> , 2024)	Review of Managerial Science	34 (2009-2022)

20.	(Awang Ali, Hanafiah and Mogindol, 2023)	International Journal of Disaster Risk Reduction	49 (2010-2022)
21.	(Tekletsion, Gomes and Tefera, 2023)	Journal of Contingencies and Crisis Management	25 (1997-2022)
22.	(Mehta, Pancholi and Saxena, 2024)	Cogent Business and Management	120 (2010-2022)
23.	(Ciasullo, Chiarini and Palumbo, 2024)	Business Strategy and the Environment	51 (2002-2023)
24.	(Ignatowicz <i>et al.</i> , 2023)	BMC Health Services Research	35 (2004-2021)
25.	(Hussain, Edgeman and AlNajem, 2023)	Sustainability	484 (1997-2022)
26.	(Gunawan, Soetjipto and Sudhartio, 2023)	F1000Research	22 (2005-2019)
27.	(Saeed <i>et al.</i> , 2023)	Sensors	52 (2019-2023)
28.	(Polanco-Lahoz and Cross, 2023)	2023 ASEE Annual Conference and Exposition	16 (2016-2021)
29.	(Pradana and Ekowati, 2024)	Management Research Review	28 (2014-2023)
30.	(Weber, 2023)	Sustainability	196 (1985-2021)
31.	(Abdullahi <i>et al.</i> , 2023)	E3S Web of Conferences	53 (2008-2022)
32.	(Jiang <i>et al.</i> , 2024)	Heliyon	342 (2003-2023)
33.	(Talab, Ahadinezhad and Khosravizadeh, 2024)	Health in Emergencies and Disasters Quarterly	20 (2012-2022)

Source: Author's analysis.

Despite the lack of a time criteria in the procedure for identifying publications, it can be noted that the oldest paper was published in 2015 (1 paper), the next after three years in 2018 (1) and the next in 2019 (1) and 2020 (1), so that in subsequent years their number increases: 2021 (4), 2022 (4), 2023 (15), 2024 (6). Given the nature of the articles (a review of the literature published in the preceding years), such a distribution seems understandable.

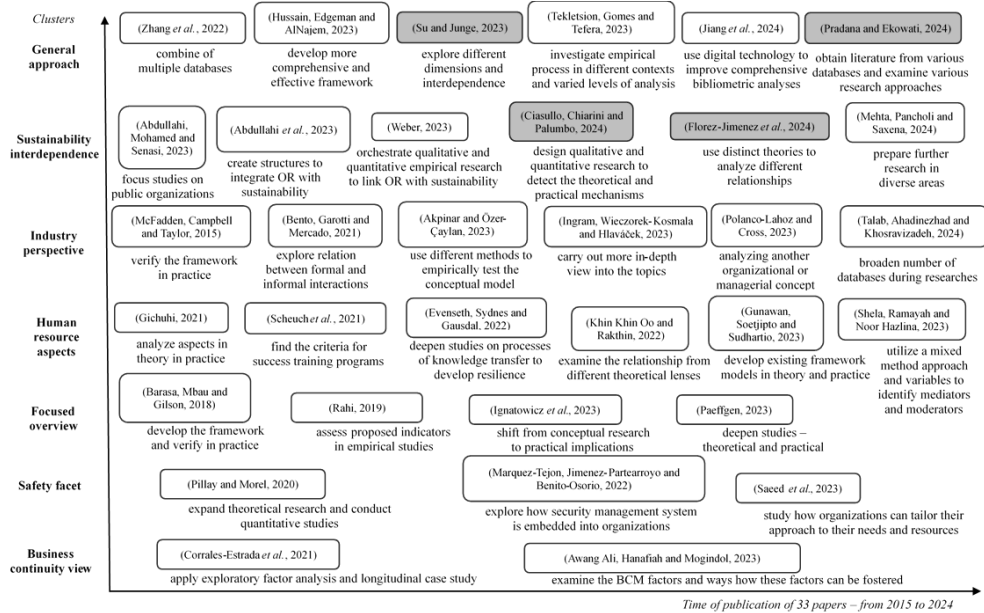
In terms of types and titles of publications, it's worth looking at journals and the nature of the documents. Five times articles were published in the Sustainability journal (by the way, that journal was indicated as “the top outlet for OR research” by Hussain *et al.* (2023, p. 22)), two times each in: International Journal of Disaster Risk Reduction and Management Research Review. In the remaining 24 publishing titles, publications appear once (22 articles and 2 conference papers). The content of all 33 publications was analyzed in detail, according to the study's objective.

4. Organizational Resilience – Current Area Perception

Literature review study reveals that organizational resilience literature is plenty of aspects of that management concept. After analyzing the content of 33 publications identified through the SLR process, they were grouped subjectively (Halkidi *et al.*,

2008), based on the thematic scope (shown in the title and purpose and results) into seven clusters (shown in Figure 2), named: General approach, Sustainability interdependence, Industry perspective, Human resource aspects, Focused overview, Safety facet, Business continuity view.

Figure 2. Clusters of OR literature with concise directions for future research.



Source: Own elaboration.

The first cluster contains six articles describing bibliometric “General approach” in organizational resilience area. Zhang *et al.* (2022) analyze the literature on organizational resilience at macro, meso, and micro levels. Levels were also indicated by Su and Junge (2023), who examine how adverse events and antecedents at the individual, group, organizational, and network levels affect OR processes and their outcomes.

Pradana and Ekowati (2024) conceptualize organizational capability with a pyramid, which illustrates the basic framework of the six comprehensive stages of the resilience process and hierarchically forms organizational resilience: anticipation, coping, adaptation, absorptive, confronting and sustainability.

Ten clusters of OR research papers having common themes underline Hussain *et al.* (2023) and indicated: process management, organizational capabilities, workplace challenges, organizational innovation, organizational learning, human resource development, digitalization business continuity management, organizational performance management, organizational strategies.

The second cluster, named “Sustainability interdependence” grouped also six articles. Florez-Jimenez *et al.* (2024) recommend that understanding of the interplay between OR and sustainability interconnectedness of these three concepts to help organizations achieve long-term prosperity.

A similar conclusion appears in an article written by Mehta *et al.* (2024) that integration sustainability and resilience practices into strategies help in better navigation of disruptive environments and position themselves for sustainable success. Abdullahi, Mohamed, Senasi, *et al.* (2023) highlight that there is no one method that works for everyone when it comes to integrating resilience criteria into the sustainability agenda. It is visible in cluster approach carried out by Ciasullo *et al.* (2024).

Cluster three “Industry perspective” is comprised of six publications covering various profiled OR issues like: oil and gas industry (Bento *et al.*, 2021) or energy crisis (Ingram *et al.*, 2023), maritime business (Akpınar and Özer-Çaylan, 2023). There are also papers focused on concrete organizations like hospitals (Talab *et al.*, 2024) or higher education institutions (Polanco-Lahoz and Cross, 2023).

The next cluster consist of six publications and are covering “Human resource aspects”. At the root of all action are people, thus human resources are very influential on organizational resilience (Kurniawan and Rianto, 2023) therefore, an important factor for success are the issues like training programs (Scheuch *et al.*, 2021) and organizational learning (Evenseth *et al.*, 2022) with focusing on dynamic capability theory (Khin Khin Oo and Rakthin, 2022). Gichuhi (2021) underline that the shared leadership spurs exceptional outcomes and improved capabilities to solve complex problems.

“Focused overview” is the title of another cluster which has 4 publications and covers the aspects of project management and critical infrastructure (Rahi, 2019), assessment in healthcare (Ignatowicz *et al.*, 2023) or compare health aspects with other sectors (Barasa *et al.*, 2018).

Paeffgen (2023) analyzed organizational resilience aspects in context of Covid-19 and identified six main topic clusters: (1) entrepreneurial, tourism, and emergency responses; (2) world environment, disruptions, and organisations; (3) employees and mediation; (4) firms and opportunities; (5) capabilities and digitalization; and (6) leadership during uncertain times.

Three literature review publications grouped in Cluster “Safety facet” are mainly focused on topics that investigate the links among safety topics and OR. Pillay and Morel (2020) aimed their research at informing a theoretical framework for measuring and benchmarking resilience engineering for organisational safety. Extremely timely aspects were analyzed in next two publications: enterprise security

risk management (Marquez-Tejon *et al.*, 2022) and organizational cybersecurity resilience (Saeed *et al.*, 2023).

The last cluster named “Business continuity view” includes two papers. Corrales-Estrada *et al.* (2021) analyzes the relationship between sustainability and resilience organizational capabilities to enhance business continuity management. The importance of BCM in protecting organizations from potential disasters and disruptions was mentioned by Awang Ali *et al.* (2023).

Organizational resilience is an important component of any organization, confirmed by the myriad of publications in that field. The fast-paced OR landscape means that both the theoretical and macro issues of OR need to be implemented in practice, day-to-day operations of entities.

5. Organizational Resilience – Future Research and Challenges

The analysis identified the problem of generality of guidelines for future research. This might not be surprising given the nature of the analyzed articles (literature review) – that is, a general analysis indicates general conclusions. Often a similar conclusion of generality applies to proposals for future research. Polanco-Lahoz and Cross (2023, p. 1) indicated that “Finally, 56.25% of the papers do not state any clear directions for future research on their content”, which confirms the necessity to concentrate the analysis in this area.

In Figure 2, four articles are highlighted as those with the broadest (of all 33 publications analyzed) guidelines for future research directions. The most grouped indications were contained by Su and Junge (2023), who encourage research aimed at deepening the influence of adverse events and provided “a set of detailed research questions” for three dimensions (Su and Junge, 2023, Tab. 5, p. 12): (1) Antecedents, (2) Decisions: resilience process and actions, (3) Outcomes.

In the first dimension (antecedents), research topics should focus on: adverse events, individual-level antecedents, group-level antecedents, organization-level antecedents and macro-level factors. Second group (decisions) concerns aspects of decision-making process like: interdependence among actions, decision to engage in absorption or/and adaptation, speed of resilience process.

Third group (outcomes) contains three elements for future research: operationalization and measurement of extant outcomes, latent resilient outcomes, negative resilient outcomes. An interesting and useful breakdown of the guidelines for future research was also made by the Pradana and Ekowati (2024) who indicated three dimensions: empirical (conduct research on various types of organizations), theoretical (examine various ideas) and methodological (conduct a mix-method research – also underline by Ciasullo *et al.* (2024)). “With various research

approaches, it is hoped that this will further strengthen the fundamentals at the theoretical level and the concept of resilience” (Pradana and Ekowati, 2024, p. 16).

In search of different research procedures with a hint come the next two articles. “Empirical studies, particularly longitudinal ones, are relevant for this purpose, providing evidence of how managers can merge moral self-awareness and sustainable leadership in a consistent effort to boost the firm's viability” (Ciasullo *et al.*, 2024, p. 1442). In the last, but not least from that four papers, Florez-Jimenez *et al.* (2024) paid attention to two aspects. Firstly, they propose to use different keywords (also in whole text) to ensure comprehensive results. Secondly, they suggest using of different tools for science mapping analysis.

Summarizing that part of discussion, it is worth noting that the guidelines for future research in analyzed papers concern two pillars: theoretical issues (which are the implications of the limitations indicated in the final part of the publications) and practical issues (empirical research that identifies real interdependencies).

In the theoretical sphere it predominantly focuses on the expanding the number of databases at the article search stage (Jiang *et al.*, 2024), the combination of multiple databases (Zhang *et al.*, 2022) and even considering „lower ranked” journals and others languages than English (Mehta, Pancholi and Saxena, 2024).

Essentially, expanding the research databases can lead to a detrimental effect of generalizing extensive results and further theorizing. In the practical sphere, there is a need to identify factors of organizational resilience, which refers to checking and implementing theoretical framework in practice. Many researches indicate the need to identify and prioritize factor which enhance (Georgescu *et al.*, 2024) or strengthen (Janeckova, 2023) organizational resilience.

Although, organizations are different and sometimes internal efforts aimed at identifying and then strengthening resilience are a huge challenge, correlated with typical change in the organization (Sawalha, 2024) and the individual barriers to such improvement projects (Gupta and Kumar Singh, 2022). Su and Junge (2023, p. 14) indicated “that future research can make important contributions regarding the range of negative outcomes and the corresponding mitigation measures”.

This imply another challenge for future research. Typically, studies have pointed to OR factors (e.g. human resources, knowledge management) however it is necessary to consider the intrinsic characteristic in each entity to assess whether they are positive or negative factors affecting the differential effects.

Organizational activities also generate costs, and the results are not immediately visible. Herein, it is inferred that subsequent challenge to specification measures of organizational resilience (Chen, Xie, and Liu, 2021), (Dinh, Nguyen, and Thanh Nguyen, 2024), (Rahi, Alghoush, and Halaby, 2024).

The analyses carried out allowed to gain the stated goal and made it possible to answer the research questions posed. One of the three identified research dimensions (methodological, theoretical, empirical), the sphere of practical research is indicated as the most important at the current stage of knowledge about organizational resilience and mechanisms for strengthening it.

There is a need and space to verify theoretical framework in practice and identify empirical, concrete factors which enable to enhance OR in different organizations, industries and regions. Indicating these issues answers the first research question (*RQ1*) because clearly indicates the direction of future research. Moreover, these indications are also valid for the identified thematic seven clusters (*RQ2*).

Regardless of the analytical aspects of organizational resilience, there is a need to identify practical mechanisms and enablers of OR – among other, in industries or in internal processes in entities, which answers the third research question (*RQ3*). This research posits that the interplay between future research dimensions should be definitively placed in practical sphere.

6. Conclusions

In this paper, the scholar elucidates in which direction to position future scientific research. Practical aspects are the most important, what is visible in future research directions in the analyzed literature but also is naturally obvious. Of course, theoretical issues are important, they give a picture of the situation and provide a framework for practical activities. Moreover, theory is not an individual entity, as it is a simplified picture of reality. Thus, conducting practical research in miscellaneous organizations simultaneously feeds the basis for future theoretical considerations.

Although this study extends the discourse on future research in organizational resilience sphere, it is not devoid of certain limitations. This is naturally related to the research method (SLR), in which inclusion and exclusion criteria narrow the scope of the publications analyzed. Thus, focusing on searching for practical publications in the OR area and this in various databases and in different scientific areas is the simplest solution to minimize the limitations and at the same time is another step towards the conclusions of this literature review.

In practical organizational resilience research, two issues seem relevant.

First is the adoption of a structure and the profiling of strengthening activities to its elements. Organizational resilience involves a blend of elements and operates at multiple levels. Su and Junge (2023) identified a comprehensive array of antecedents to organizational resilience across the individual, group, organizational, and network levels. In the perspective of organizations, it is the three levels that are most often

indicated: individuals, groups/teams, and organizations (Ma, Xiao, and Yin, 2018), (Demo *et al.*, 2021), (Leonelli, Campagnolo, and Gianecchini, 2024).

At the core of organizational resilience are the people (Cheng, King, and Oswald, 2020) (Albuquerque Pai *et al.*, 2024), (Georgescu *et al.*, 2024). Although “resilient employees do not always equal a resilient organization” (Fietz, Hillmann, and Guenther, 2021, p. 9), therefore it is important to concentrate on that area of management for building resilient organization (Kurniawan and Rianto, 2023) (Roumpi, 2023).

Second, it concerns the concretization of these activities and refers to the above used phrase “resilient organization”. Patriarca *et al.* (2018, p. 265) underlined that there is a need “to be resilient to comply with the variability of everyday activities”. This means that resilient can be specifically to something, and that occurs in the organization or its environment.

The same is true of the human body. When people travel to another continent, it is recommended to take a vaccine for a particular disease which may exist in the new place. This is due to the interaction between the individual and the environment.

Analogously, the same is in business area, the nexus of organization and external context is distinctive in industries and every geographical region. These aspects are visible in literature, like: supply chain resilience (Agarwal and Seth, 2021), digital resilience (Kumar *et al.*, 2023), resource resilience (Monazzam and Crawford, 2024), infrastructure resilience (Janeckova, 2023), economic resilience (Khan *et al.*, 2023). Adequate actions to strengthen organizational resilience are needed in these individual areas, and research is needed to identify its enablers.

To put it in a nutshell, research results could be always relevant to the need for the development of resilience practice and theory.

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