

A thirty-year evolution of enterprise resilience research: A scoping review

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ABSTRACT

Objective: The article presents a scoping review of the literature on enterprise resilience covering the last 30 years.

Research Design & Methods: I conducted the research in a qualitative-quantitative convention. I based the research methodology on the requirements of the scoping review method, with the support of the recommendations resulting from PRISMA-ScR. I used a one-step logical classification method to create the categorization of the scope. To ensure the review's comprehensiveness, I also conducted a visual analysis of the obtained findings, in terms of both scope definition and keywords analysis.

Findings: The review allowed me to outline and categorise the scope of the literature dedicated to enterprise resilience. Of the 2117 publications searched, 454 met the inclusion criteria. Furthermore, I identified 1727 keywords, of which I selected 128 for analysis. I categorised the texts qualified for analysis under seven scope categories and grouped the analysed keywords into twelve clusters. The largest percentage of the texts fell into the scope category called 'building a resilient enterprise.'

Implications & Recommendations: I identified a definite shortage of texts on resilience strategies and mechanisms for measuring resilience, the proportion of which in the set of reviewed texts was far lower than expected. Therefore, these areas should determine the direction of future research. The results of the scoping review show implications for the development of theories concerning the identification of as yet unexplored research gaps and for applications in terms of providing a compendium of knowledge on good pro-resilience practices for enterprises across different sectors.

Contribution & Value Added: This article is a contribution to research on enterprise resilience. Thanks to the adopted scope of analysis, the number of included texts, the methodological approach and the synthesis of results, it fills the identified research gap and reliably presents a comprehensive scope of the literature in this area.

Article type: research article

Keywords: enterprise resilience; organizational resilience; business resilience; resilient enterprise; resilient organization

JEL codes: D81, H12

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INTRODUCTION

Enterprise resilience is currently a very important and widely explored research topic all over the world. The intensification of the demand for scientific evidence on building, strengthening, and managing business resilience has been noticeable particularly since the outbreak of the global pandemic crisis (Acciarini *et al.*, 2021). Other reasons for business organizations' greater need for knowledge and skills in creating resilience mechanisms include an increasingly unstable and chaotic business environment (Kantur & İşeri-Say, 2015), uncertainty and risk inherent in most business activities (Ma *et al.*, 2018) and, exposed by previous crises, the unsatisfactory preparedness of enterprises across different sectors for potential crises of various nature, course and intensity (Chen *et al.*, 2022).

LITERATURE REVIEW

The dynamised demand for research on business resilience naturally results in a rapidly growing number of scientific texts addressing this research issue, both publications presenting empirical evidence and review studies.

At present, the scientific literature includes several broader or narrower thematic reviews of research on the issue of enterprise resilience. Concerning texts not restricted to individual sectors and not exclusively related to resilience in the context of a single event/crisis (*e.g.*, the COVID-19 pandemic), there are reviews juxtaposing organizational resilience with other important aspects of business activities such as corporate sustainability (Abdullahi *et al.*, 2023; Ciasullo *et al.*, 2024; Florez-Jimenez *et al.*, 2024) leadership (Gichuhi, 2021; Istiqaroh *et al.*, 2022), or business continuity (Ostadi *et al.*, 2023). There are only a handful of overview texts on a broad range of enterprise resilience issues that do not focus on specific events or business sectors. These are mainly systematic literature reviews (Barasa *et al.*, 2018; Linnenluecke, 2017; Rydzewski, 2024). There are even fewer scoping reviews, which are responsible for indicating the scope of the literature on enterprise resilience. There are some scoping reviews concerning this research area, but they are usually limited in some respect, for example in terms of sector (Bento *et al.*, 2021).

Therefore, there is a clear research gap regarding the lack of a comprehensive (in terms of time and content) review of the scope of research topics related to the issue of enterprise resilience. Intensive research explorations are needed in this area, which will reflect the process of evolution of methodologies for building and maintaining enterprise resilience and will allow for understanding the justification for conducting increasingly intensive research in this area.

Given the above outline of review texts on organizational resilience, this article aims to conduct a scoping review of the literature on enterprise resilience (without restrictions concerning individual sectors or crises), covering the last 30 years, *i.e.*, from the introduction of the concept of enterprise /organizational resilience in the literature in 1994 to the present. There are no such scoping reviews in the publicly available scientific literature. Therefore, this article aims to fill the identified research gap. Furthermore, the literature review method based on a scoping review is extremely important in many fields and disciplines of science (including social sciences) and makes it possible to identify scientific achievements and outline the evolutionary stages of particular research topics (Sharma & Goyal, 2023), which positively influences the development of individual fields of science and the determination of future research directions.

Thanks to this research method, the study I have planned on the scientific exploration of the topic of enterprise resilience can make a significant contribution to the development of management sciences, both in theoretical and practical terms; firstly, by filling the literature gap and increasing scientific awareness, and secondly, by providing management practitioners with information on resilience mechanisms, which is sorely needed in today's turbulent economic environment. The current state of enterprise resilience is unfortunately not satisfactory, as revealed by, for example, global crises (economic, social, geopolitical, environmental). Therefore, for enterprises to be able to better cope with strengthening their resilience mechanisms, the world of science and business currently needs, among others, research such as the results of which I have presented in this text (of a review, bibliometric, synthesizing nature, integrating theoretical and practical threads).

Concerning the above-stated objective, I posed three leading research questions:

RQ1: How have trends in enterprise resilience research evolved?

RQ2: What global events have determined changes in research on enterprise resilience over the past 30 years?

RQ3: What are the key areas of the scope of research on enterprise resilience?

The following sections discuss the methodology of the conducted scoping review, indicating the research approach and methods, the detailed search strategy together with the inclusion and exclusion criteria. Next comes the presentation of the results of the scoping review with particular emphasis on

search results, keyword analysis, scope, and discussion of the scope. The final part of the text contains the main conclusions of the performed analyses together with their implications, limitations and an outline of directions and recommendations for future research on business resilience.

RESEARCH METHODOLOGY

Research Approach and Methods

I based this literature review on a mixed (qualitative-quantitative) approach. I used a triangulation of research methods to find answers to the research questions posed. The main method used in the research procedure was a scoping review, a method that has already been recommended for many years for thematic literature reviews and the mapping of gaps in the existing knowledge of a specific topic. In the course of the conducted review, I applied all the requirements of the methodological rigour associated with the use of this method (Arksey & O'Malley, 2005; Levac, 2010).

To ensure the review's integrity and transparency and to obtain reliable and conclusive results, I conducted the study in a manner consistent with the preferred reporting items for systematic reviews and meta-analyses extension for scoping reviews (PRISMA-ScR) checklist (Tricco *et al.*, 2018).

To develop the categories of the scope of the research area under examination, I used a one-step logical categorization method, with the simultaneous fulfilment of the exhaustiveness and separability criteria required by the rigour of this method (Bailey, 1994; Saran, 2014).

Numerous graphical visualizations and elements of bibliometric analysis complement the review (Jadil *et al.*, 2021; Marzi *et al.*, 2024) as an integral part of a scoping review. The visual results of review studies are extremely useful to clearly present relationships between the various major features of articles undergoing analysis (authors, dates, keywords, *etc.*) (Kumar *et al.*, 2022). I largely developed the visualizations using the VosViewer version 1.6.20 software tool.

The research process was divided into the following stages:

1. Establishing a research objective and formulating research questions.
2. Defining a search strategy.
3. Selecting articles (determining inclusion and exclusion criteria).
4. Extracting and analysing data.
5. Presenting search results.
6. Analysing keywords.
7. Categorizing the scope of the qualified texts.
8. Discussing the developed scope.
9. Summarizing and reporting results.

Search Strategy

For the review to meet the reliability conditions, I looked for relevant texts in three respected databases accumulating scientific texts in the fields of management and economics, namely EBSCO, Scopus, and Web of Science. Basing the search on the results of as many as three databases dramatically reduced the risk of omitting important scientific texts that met the adopted inclusion criteria. In the first step of the search, I established a list of search terms. I searched for these terms at the level of article titles. Based on the established list of search terms and the specifications of the individual databases, I developed search queries used to properly search the databases. Figure 1 shows the search strategy.

Article Selection

I searched the databases on 28 June 2024. I selected the texts retrieved using the strategy shown in Figure 1 based on the established inclusion criteria. The inclusion criteria were as follows: 1) peer-reviewed texts, *i.e.*, articles published in scientific journals or peer-reviewed conference proceedings, 2) texts in English, 3) texts available in Open Access (I adopted this criterion due to the nature of a scoping review. This is because the development of a scope very often requires reading a full text).

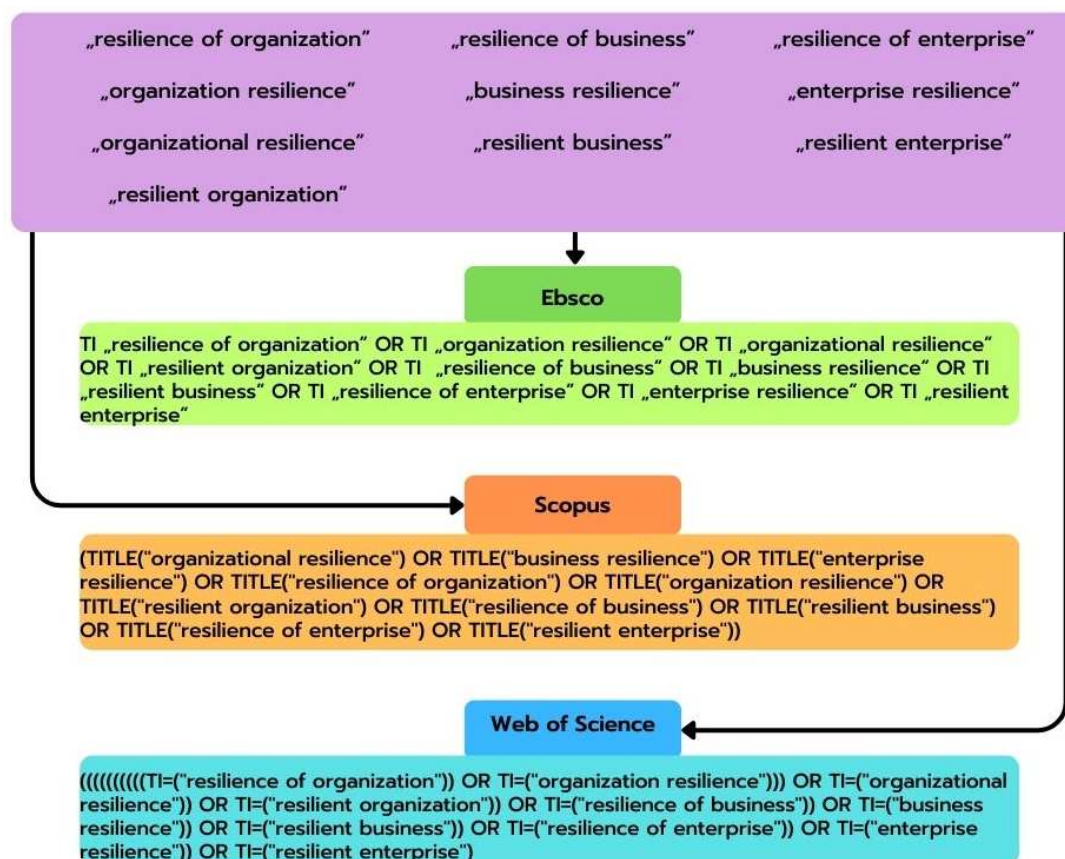


Figure 1. Search strategy

Source: own elaboration.

I applied the above inclusion criteria for the texts retrieved from each of the databases using the filters available in them. Subsequently, I downloaded the results of applying the inclusion criteria to the texts from each database in the .ris format and transferred them to the Mendeley software. For each text, I extracted data such as title, author, year of publication, journal/conference name, abstract, keywords and a reference to the full text (doi no./link).

In the next step, I cleaned the total text base obtained after applying the inclusion criteria to each database of duplicate items. The resulting reduced number of texts was subjected to further content analysis. I analysed the abstract of each text and, on this basis, established an exclusion criterion to remove texts with specific subject matters unrelated to enterprise management issues. I approved the texts remaining after this elimination for the final analyses aimed at the development of the scope of the literature.

Data Extraction and Analysis

I subjected the set of texts obtained in the previous step to appropriate analyses concerning their keywords and scopes:

1. **Keywords analysis:** I analysed the database of the keywords of all the finally shortlisted texts using the tools offered by the VosViewer software. In the first step, I manually cleaned the resulting keyword list of items not relevant to the research objective. The resulting list underwent a further substantive and chronological analysis. To make effective use of the keywords analysis results in the scoping review, I considered the repeatability of the keywords as a criterion of representativeness supporting the definition of the scope category in the next step. Therefore, I qualified all keywords repeated in three or more texts for further analyses. I grouped them into thematic clusters preliminarily outlining the scope of the topic under analysis. Another factor facilitating the deter-

mination of the scope was the presentation of the keywords in the order of their frequency of appearance in the texts, within the network of links between them and in chronological order. When analysing the network of links between keywords, I used VosViewer weight attributes such as 'links' (allowing to assess of the number of links of an item with other items) and 'total link strength' (allowing to assess the total strength of the links of an item with other items).

2. Scope: to finalise the scope categories of the texts, I analysed each text concerning substantive content based on abstracts. When the information presented in an abstract was not sufficient to classify a text into the scope category, I analysed it in its entirety.

Figure 2 details the study selection process.

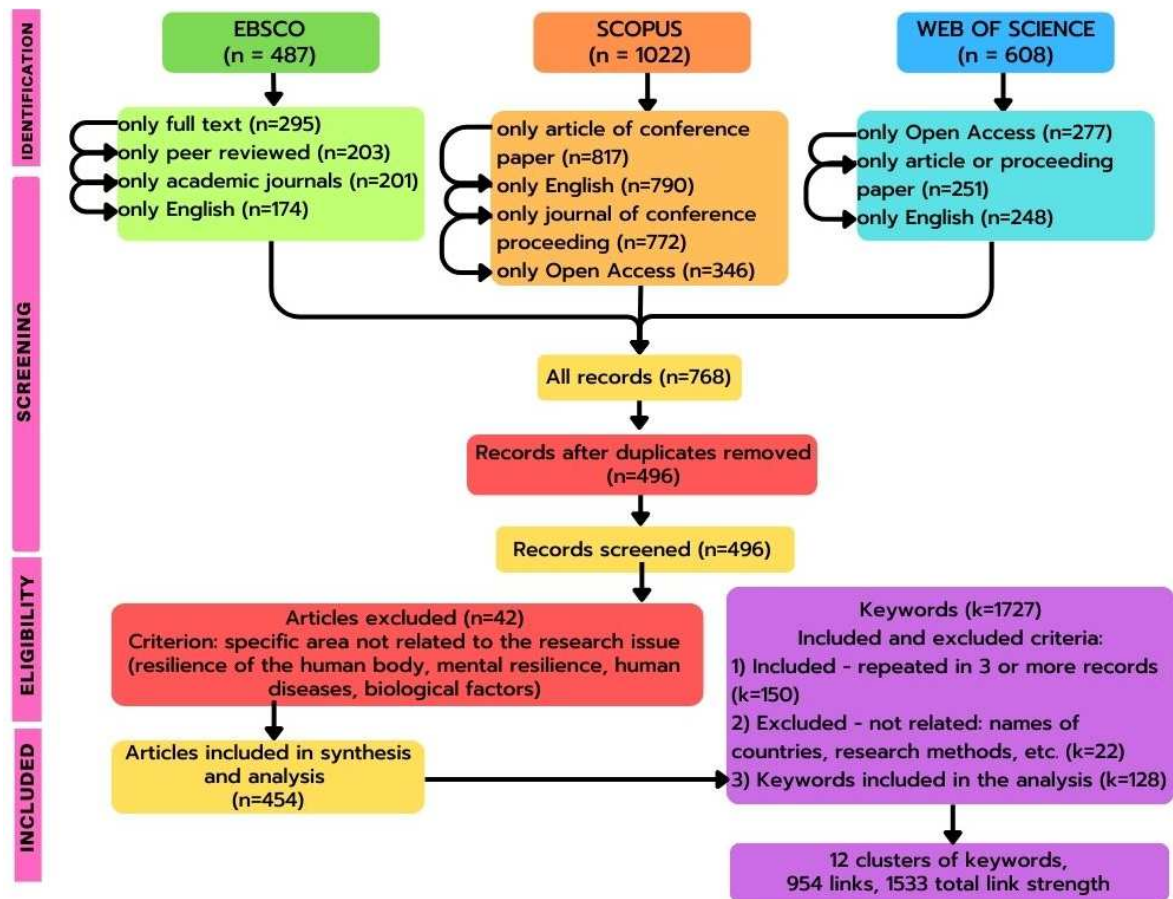


Figure 2. A flow chart of the study selection process

Source: own elaboration.

RESULTS AND DISCUSSION

Search Results

After applying the search strategy with no time restrictions relating to publication dates (Figure 1), I searched a total of 2117 texts in the three databases (EBSCO: 487, Scopus: 1022, Web of Science: 608). After applying the filters reflecting the text analysis inclusion criteria (Figure 2), a total of 768 texts remained (EBSCO: 174, Scopus: 346, Web of Science: 248). After the removal of the same texts returned by the different databases, I accepted 496 texts for further analysis.

Next, following a detailed revision of all texts (at the level of titles and abstracts), I eliminated 42 texts whose subject matters were not compatible with the review's scope. These included texts on the resilience of the human body, mental resilience, human diseases, and biological factors. Eventually, 454 texts meeting the inclusion criteria remained to be properly analysed and synthesised.

The results of the searches showed that the first text related to enterprise resilience had been published in 1994. In the following years, the number of such texts was increasing slowly with a clear rise only from 2016 onwards (with a peak of 108 texts in 2023). Figure 3 presents a chronological distribution of the number of texts on enterprise resilience.

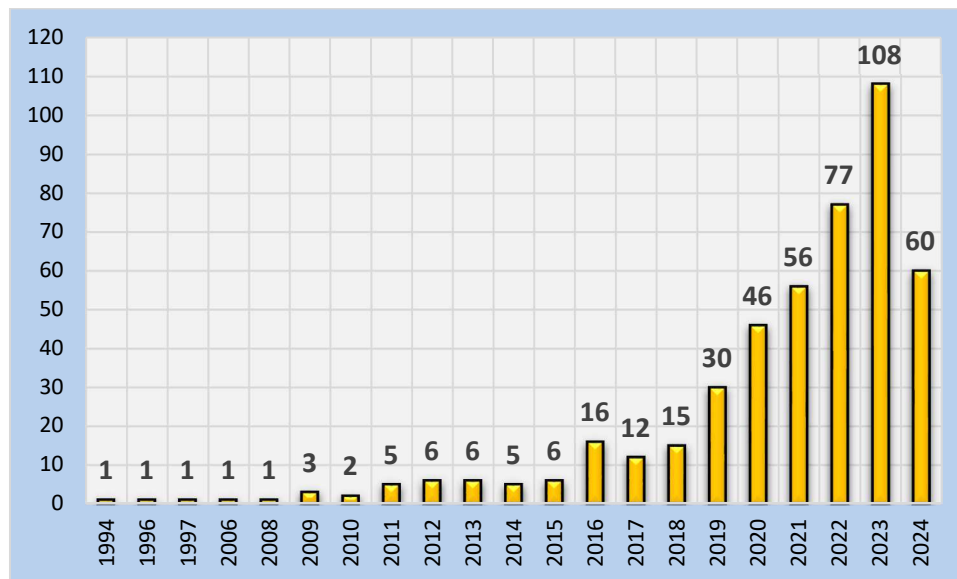


Figure 3. A chronological distribution of the texts included in the analyses

Source: own elaboration.

Keywords Analysis

I conducted a keyword analysis as a first step to determine the scope of the texts analysed. I identified a total of 1727 keywords in all texts selected for analysis. After applying the representativeness criterion (repetition of a keyword in three or more texts), the number of keywords qualified for further

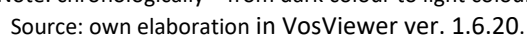
Table 1. Keywords clusters

Total link strength	Occurrences	Keyword	Cluster	Keyword	Occurrences	Total link strength
9	4	adaptability	1	market turbulence	3	9
10	3	adaptive resilience	1	organizational learning capability	3	12
13	3	companies	1	organizational performance	5	14
8	3	complexity	1	organizational research	3	10
7	3	corporate culture	1	organizational resilience	414	227
59	18	dynamic capabilities	1	resilience capabilities	3	7
9	3	employee resilience	1	resource-based view	3	10
25	6	firm performance	1	SMEs	13	44
45	12	innovation	1	social media	4	10
18	6	business	2	management	7	25
12	3	business sustainability	2	organizational structure	3	6
17	4	capacity	2	performance	12	37
10	4	change	2	robustness	3	10
19	5	crises	2	safety	4	10
58	18	crisis	2	supply chain	4	15
6	3	digital innovation	2	tourism	9	23
41	14	digital transformation	2	vulnerability	4	11
10	5	digitalization	2			
35	12	adaptation	3	enterprise architecture	3	4
6	3	artificial intelligence	3	financial crises	3	11

Total link strength	Occurrences	Keyword	Cluster	Keyword	Occurrences	Total link strength
12	3	business model	3	organization	5	14
22	7	business models	3	resilience	92	208
33	9	business planning	3	sustainability	19	44
10	3	business strategy	3	sustainable development	9	26
6	3	climate change	3	technological innovations	3	8
17	4	adversity	4	organizational learning	13	32
29	7	decision making	4	pandemics	3	7
10	3	human resource management	4	personnel management	3	10
18	6	natural disasters	4	psychological resilience	9	28
9	3	nonprofit organizations	4	social capital	7	29
37	13	organizational change	4	transformational leaders	3	6
8	3	organizational effectiveness	4			
8	3	awareness	5	resources	3	11
10	3	capabilities	5	situational awareness	3	11
10	3	collective mindfulness	5	social impact	5	20
20	7	corporate social responsibility	5	social responsibility of business	5	18
33	12	leadership	5	stakeholder theory	3	11
13	4	mindfulness	5	stakeholders	3	13
83	27	crisis management	6	knowledge management	3	6
5	3	digital maturity	6	operational resilience	5	8
28	6	digital technology	6	organizational resilience	32	42
11	4	disruptions	6	pandemic	5	17
154	6	dynamic capability	6	strategy	6	23
8	3	enterprise risk management	6	uncertainty	5	12
38	11	business continuity	7	economic development	4	7
16	3	business continuity planning	7	entrepreneurship	6	19
6	3	competitive advantage	7	global financial crisis 2008-2009	4	11
6	3	critical infrastructure	7	risk management	11	34
13	3	cyber security	7	risk management in business	9	30
14	3	disaster recovery	7	strategic planning	6	23
7	3	business ethics	8	financial literacy	3	7
64	28	business resilience	8	government support	4	11
28	7	business people	8	information technology	6	22
94	34	covid-19 pandemic	8	small business	21	71
7	3	skills	9	industrial management	4	13
13	4	disasters	9	risk assessment	3	6
14	3	economic structure	9	covid-19	52	123
21	7	emergency management	9			
11	4	adaptive capacity	10	organizational behaviour	4	12
18	6	business enterprises	10	public sector	4	10
12	4	family business	10	work environment	4	9
19	6	family-owned business enterprises	10			
6	5	resilience engineering	11	safety culture	3	3
19	7	risk	11	safety management system	3	6
36	19	enterprise resilience	12	preventive actions	3	5
8	3	preparedness	12	recovery	3	7

Note: The keywords in each cluster with the highest number of occurrences are marked in grey.

Source: own study.



Category	Publications	No. of publ.	
		No.	%
Management tools for adaptation, survival and renewal during crises	(Acar & Winfrey, 1994); (Crichton <i>et al.</i> , 2009); (Danes <i>et al.</i> , 2009); (Lengnick-Hall <i>et al.</i> , 2011); (Bauernhansl <i>et al.</i> , 2012); (Koronis & Ponis, 2012); (Salanova <i>et al.</i> , 2012); (Lampel <i>et al.</i> , 2014); (Jaaron & Backhouse, 2014); (Sahebjamnia <i>et al.</i> , 2015); (Bhattacharjya & Ellison, 2015); (Gill <i>et al.</i> , 2016); (Ortiz-de-Mandojana & Bansal, 2016); (Chen, 2016); (Faeni, 2016); (Shuja & Abbasi, 2016); (Petruzzi & Loyear, 2016); (McEwen <i>et al.</i> , 2016); (Lafuente <i>et al.</i> , 2017); (Fisher <i>et al.</i> , 2017); (Sin <i>et al.</i> , 2017); (Allende <i>et al.</i> , 2017); (Burnard <i>et al.</i> , 2018); (Sahebjamnia <i>et al.</i> , 2018); (Nica, 2019); (Xu <i>et al.</i> , 2019); (Mohamed & Galal-Edeen, 2019); (Maria Beuren & dos Santos, 2019); (Sanchis <i>et al.</i> , 2020); (Beuren <i>et al.</i> , 2020); (Drossel <i>et al.</i> , 2020); (Tarken, 2020); (Accou & Reniers, 2020); (Ward <i>et al.</i> , 2020); (Campbell, 2020); (Mitsakis, 2020); (Liang & Cao, 2021); (Ewertowski & Butlewski, 2021); (Niemi <i>et al.</i> , 2021); (Sanchis <i>et al.</i> , 2021); (Dinu <i>et al.</i> , 2022); (Arias-Vargas <i>et al.</i> , 2022); (Kampmann & Pedell, 2022); (Sobczak, 2022); (Al-Matari <i>et al.</i> , 2022); (Do <i>et al.</i> , 2022); (Mahmoudi <i>et al.</i> , 2022); (Marcucci <i>et al.</i> , 2022); (Baghernezhad <i>et al.</i> , 2023); (Trieu <i>et al.</i> , 2023); (Liu <i>et al.</i> , 2023); (Lauri <i>et al.</i> , 2023); (Sincorá <i>et al.</i> , 2023); (Wang <i>et al.</i> , 2023); (Baird	78	17

	<i>et al.</i> , 2023); (Frare <i>et al.</i> , 2023); (Lisdiono <i>et al.</i> , 2023); (Lv <i>et al.</i> , 2023); (Nielsen <i>et al.</i> , 2023); (Yilmaz Kozcu & Timurcanday Özmen, 2023); (Yamauchi & Sato, 2023); (Bragueto Martins & Frezatti, 2023); (Trim & Lee, 2023); (Mao <i>et al.</i> , 2023); (Rao <i>et al.</i> , 2024); (Cheng <i>et al.</i> , 2024); (Endaryono <i>et al.</i> , 2024); (Nguyen <i>et al.</i> , 2024); (Tucker & Alewine, 2024); (Eichholz <i>et al.</i> , 2024); (Weber & Kokott, 2024); (Jiao & Bu, 2024); (Monazzam & Crawford, 2024); (Wang & Zhao, 2024); (Shela <i>et al.</i> , 2024); (Huang <i>et al.</i> , 2024); (Marquez-Tejon <i>et al.</i> , 2024); (Bartel & Rockmann, 2024)		
Building a resilient enterprise	(Blohowiak, 1996); (Coullahan & Shepherd, 2008); (Levi <i>et al.</i> , 2011); (Fleming, 2012); (Andrés & Poler, 2013); (Carlisle, 2015); (de Carvalho <i>et al.</i> , 2016); (Wilson, 2016); (Frisbie & Converso, 2016); (Back <i>et al.</i> , 2017); (Dalggaard-Nielsen, 2017); (Jung, 2017); (Littlewood & Holt, 2018); (Velu <i>et al.</i> , 2019); (Bui <i>et al.</i> , 2019); (Sanchis & Poler, 2019b); (Al-Abrow <i>et al.</i> , 2019); (Jiang <i>et al.</i> , 2019); (Lv <i>et al.</i> , 2019); (Li, 2020); (Bretos <i>et al.</i> , 2020); (Herbane, 2020); (Rehak, 2020); (Morris & Bowen, 2020); (Duarte Alonso <i>et al.</i> , 2020); (Yang & Cheng, 2020); (Annarelli <i>et al.</i> , 2020); (Bemthuis <i>et al.</i> , 2020); (Beech <i>et al.</i> , 2020); (Zablocka-Kluczka & Salamacha, 2020); (Adekola & Clelland, 2020); (Tasic <i>et al.</i> , 2020); (Senbeto & Hon, 2020); (Kusumaputri <i>et al.</i> , 2021); (Cosentino & Paoloni, 2021); (Wang <i>et al.</i> , 2021); (Tuazon <i>et al.</i> , 2021); (Limphaibool <i>et al.</i> , 2021); (Miceli <i>et al.</i> , 2021); (Heinz <i>et al.</i> , 2021); (Badia <i>et al.</i> , 2021); (Jnitova <i>et al.</i> , 2021); (Njuguna <i>et al.</i> , 2021); (Haleem <i>et al.</i> , 2021); (Sarkar, 2021); (Pollifroni <i>et al.</i> , 2021); (Fietz <i>et al.</i> , 2021); (Rodríguez-Sánchez <i>et al.</i> , 2021); (Zhang <i>et al.</i> , 2021); (Biedenbach <i>et al.</i> , 2022); (Schipor (Frecea, 2022b); (Mai <i>et al.</i> , 2022); (He <i>et al.</i> , 2022); (Waerder <i>et al.</i> , 2022); (Onn <i>et al.</i> , 2022); (Kwiatkowska, 2022); (Mehedintu & Soava, 2022); (Wang & Chen, 2022); (Fleron <i>et al.</i> , 2022); (Setiaji & Pravitasmara Dewi, 2022); (Lisdiono <i>et al.</i> , 2022a); (Birthare & Bhargava, 2022); (Shan & Tian, 2022); (Logasakthi <i>et al.</i> , 2022); (Weis & Klarner, 2022); (Unguren & Kacmaz, 2022); (Gianiodis <i>et al.</i> , 2022); (Wang <i>et al.</i> , 2022); (Mumford, 2022); (Marzouk & Jin, 2022); (Ervina & Agoes, 2022); (Johari <i>et al.</i> , 2022); (Lisdiono <i>et al.</i> , 2022b); (Mafimisebi <i>et al.</i> , 2023); (April <i>et al.</i> , 2023); (Wang <i>et al.</i> , 2023); (Jones <i>et al.</i> , 2023); (Godfrey & Munoz-Chereau, 2023); (Dekoulou <i>et al.</i> , 2023); (Pescaroli, Guida, <i>et al.</i> , 2023); (You & Williams, 2023); (Buranapin <i>et al.</i> , 2023); (Tang <i>et al.</i> , 2023); (Juliana <i>et al.</i> , 2023); (Zhou <i>et al.</i> , 2023); (Xie <i>et al.</i> , 2023); (Padmalia <i>et al.</i> , 2023); (Casprini <i>et al.</i> , 2023); (Janeckova, 2023); (Limon <i>et al.</i> , 2023); (Dryglas & Salamaga, 2023); (Gerschberger <i>et al.</i> , 2023); (García-Valenzuela <i>et al.</i> , 2023); (Sanusi <i>et al.</i> , 2023); (Butkus, Schiuma <i>et al.</i> , 2023); (Wu & Li, 2023); (Chen <i>et al.</i> , 2023); (Guo & Wang, 2023); (Hollands <i>et al.</i> , 2023); (Koh <i>et al.</i> , 2023); (Kotsios, 2023); (Hasayotin, 2023); (Dragomir <i>et al.</i> , 2023); (Hayat & Sadikin, 2023); (Benabed, 2023); (Abdelwahed & Basly, 2023); (Zhang <i>et al.</i> , 2023); (Buntić <i>et al.</i> , 2023); (April, 2023); (Gichuhi <i>et al.</i> , 2023); (Roach <i>et al.</i> , 2023); (Wozniak, 2023); (Wu & Tham, 2023); (Nurhayati & Astono, 2024); (Wang <i>et al.</i> , 2024); (Pekdemir & Günlü Küçükaltan, 2024); (Xu <i>et al.</i> , 2024); (Mellado-Garcia <i>et al.</i> , 2024); (Durst <i>et al.</i> , 2024); (Prayag <i>et al.</i> , 2024); (Al Mohannadi <i>et al.</i> , 2024); (Öri <i>et al.</i> , 2024); (Zadok <i>et al.</i> , 2024); (Dewi <i>et al.</i> , 2024); (Browder <i>et al.</i> , 2024); (Erda & Khurniawan, 2024); (Duan & Luo, 2024); (Garrido-Moreno <i>et al.</i> , 2024); (Wu & Li, 2024); (Adejumo, 2024); (Engelen <i>et al.</i> , 2024)	131	29
Strategies supporting enterprise resilience	(Horne III, 1997); (Sausser <i>et al.</i> , 2011); (Kachgal, 2015); (Church & Truitt, 2017); (Sapeciay <i>et al.</i> , 2019); (Herbane, 2019); (Niemimaa <i>et al.</i> , 2019); (Lecossier & Pallot, 2020); (Jivaasha, 2020); (Jalil <i>et al.</i> , 2021); (Kim, 2021); (de Moura <i>et al.</i> , 2021); (Quenum <i>et al.</i> , 2021); (Ahmić, 2022); (Barbosa Lavarda & Kopp Leite, 2022); (Heredia <i>et al.</i> , 2022); (Schulze & Bövers, 2022); (Pratono, 2022); (Huiskamp <i>et al.</i> , 2022); (Yu <i>et al.</i> , 2022); (Baghersad & Zobel, 2022); (Anugrah Pratama <i>et al.</i> , 2023); (Nkomo & Kalisz, 2023); (Bachtar <i>et al.</i> , 2023); (Cekuls, 2023); (Pont & Simon, 2024); (Georgescu <i>et al.</i> , 2024); (Ruppenthal & Rückert-John, 2024); (Khalif & Slim, 2024)	29	6
Enterprise resilience in the face of global crises, pandemic and natural disasters	(Gittell <i>et al.</i> , 2006); (Branzei & Abdelnour, 2010); (Linnenluecke <i>et al.</i> , 2012); (Amann & Jaus-saud, 2012); (Wicker <i>et al.</i> , 2013); (Glasser, 2016); (Moran, 2016); (Graveline & Grémont, 2017); (Tisch & Galbreath, 2018); (Bunney <i>et al.</i> , 2018); (Adeniyi <i>et al.</i> , 2019); (Ybarra, 2019); (Torres <i>et al.</i> , 2019); (Martinelli <i>et al.</i> , 2019); (Bang <i>et al.</i> , 2019); (Donnan <i>et al.</i> , 2020); (Pescaroli <i>et al.</i> , 2020); (Salvato <i>et al.</i> , 2020); (Salanova, 2020); (Fathy El Dessouky & Al-Ghareeb, 2020); (Huang <i>et al.</i> , 2020); (Skouloudis <i>et al.</i> , 2020); (Sharma, 2020); (Jia <i>et al.</i> , 2020); (González & Pérez-Urbe, 2021); (Madichie, 2021); (Rai <i>et al.</i> , 2021); (Sajko <i>et al.</i> , 2021); (Lin & Wen, 2021); (Aldianto <i>et al.</i> , 2021); (Paluszak <i>et al.</i> , 2021); (Martinelli <i>et al.</i> , 2021); (Sobaih <i>et al.</i> , 2021); (Kaçmaz & Çevirgen, 2021); (García & Alvarez, 2021); (Kong <i>et al.</i> , 2021); (Saputra &	109	24

	Grace Herlina, 2021); (Fleming, 2021); (Sundarakani & Onyia, 2021); (Schipor Frecea, 2022a); (Li <i>et al.</i> , 2022); (Beninger & Francis, 2022); (Zambrano <i>et al.</i> , 2022); (Liu <i>et al.</i> , 2022); (Ullah <i>et al.</i> , 2022); (Sadeqi-Arani & Ghahfarokhi, 2022); (Huang <i>et al.</i> , 2022); (Hamsal <i>et al.</i> , 2022); (Herrero & Kraemer, 2022); (Zhou & Yang, 2022); (Allen, 2022); (Adeniyi <i>et al.</i> , 2022); (Robertson <i>et al.</i> , 2022); (Brown <i>et al.</i> , 2022); (Zayed <i>et al.</i> , 2022); (Hadjielias <i>et al.</i> , 2022); (Gao <i>et al.</i> , 2022); (Corbaz-Kurth <i>et al.</i> , 2022); (Brand <i>et al.</i> , 2022); (Sinniah <i>et al.</i> , 2022); (Aksay & Sendogdu, 2022); (Viana <i>et al.</i> , 2023); (Cheggag & Mokhlis, 2023); (Wulandhari <i>et al.</i> , 2023); (You <i>et al.</i> , 2023); (Suwandana <i>et al.</i> , 2023); (Kopp Leite <i>et al.</i> , 2023); (Mirtsch <i>et al.</i> , 2023); (Ferrón-Vílchez & Leyva-de la Hiz, 2023); (Bernal-Turnes <i>et al.</i> , 2023); (Peng, 2023); (Nguyen <i>et al.</i> , 2023); (Fu <i>et al.</i> , 2023); (Forliano <i>et al.</i> , 2023); (Zhao & Li, 2023); (Tarapituxwong <i>et al.</i> , 2023); (Shaya <i>et al.</i> , 2023); (Paeffgen, 2023); (Radovic-Markovic <i>et al.</i> , 2023); (Martín-Rojas <i>et al.</i> , 2023); (Wang, 2023); (Pescaroli, Velazquez <i>et al.</i> , 2023); (Tomej <i>et al.</i> , 2023); (Harsanto & Firmansyah, 2023); (Borms <i>et al.</i> , 2023); (Putritamara <i>et al.</i> , 2023); (AlMaian & Bu Qammaz, 2023); (Andrade <i>et al.</i> , 2023); (Zakaria <i>et al.</i> , 2023); (Valbuena <i>et al.</i> , 2023); (Shepherd & Williams, 2023); (Wided, 2023); (Yang <i>et al.</i> , 2023); (Zahari <i>et al.</i> , 2023); (Gan <i>et al.</i> , 2024); (Korpysa & Judit, 2024); (Fabiano <i>et al.</i> , 2024); (Haga & Ittonen, 2024); (Ewertowski & Kuzminski, 2024); (Prayag, Jiang, <i>et al.</i> , 2024); (Wang <i>et al.</i> , 2024); (Shafi & Middleton, 2024); (Park & Seo, 2024); (Haghighat <i>et al.</i> , 2024); (Romero-Lora <i>et al.</i> , 2024); (Lestari <i>et al.</i> , 2024); (Righi <i>et al.</i> , 2024); (Udod <i>et al.</i> , 2024); (Chytilová <i>et al.</i> , 2024)		
Assessment of organizational resilience	(Tillement <i>et al.</i> , 2009); (Arsovski <i>et al.</i> , 2015); (Ruiz-Martin <i>et al.</i> , 2015); (Kolay, 2016); (Patriarca <i>et al.</i> , 2018); (Tibay <i>et al.</i> , 2018); (Kativhu <i>et al.</i> , 2018); (Sanchis & Poler, 2019a); (Trijp <i>et al.</i> , 2019); (Al-Ayed, 2019); (Melián-Alzola <i>et al.</i> , 2020); (Soroka <i>et al.</i> , 2020); (Sweya <i>et al.</i> , 2020); (Williams <i>et al.</i> , 2020); (Ilseven & Puranam, 2021); (Chen <i>et al.</i> , 2021); (Santos & Spers, 2023); (Ignatowicz <i>et al.</i> , 2023); (Butkus, Rakauskienė <i>et al.</i> , 2023); (Ewertowski <i>et al.</i> , 2024); (Valau Soares & Soliman, 2024)	21	5
Concepts and attributes of enterprise resilience	(Erol <i>et al.</i> , 2010); (Braes & Brooks, 2011); (de Florio, 2013); (Sanchis & Poler, 2013); (Tadic & Aleksic, 2013); (Boin & van Eeten, 2013); (Winnard <i>et al.</i> , 2014); (Gilly <i>et al.</i> , 2014); (Tadić <i>et al.</i> , 2014); (Garrido, 2016); (De Galizia <i>et al.</i> , 2016); (Witmer & Mellinger, 2016); (Xiao & Cao, 2017); (Linnenluecke, 2017); (Ince <i>et al.</i> , 2017); (Ingram & Hunger, 2018); (Kahn <i>et al.</i> , 2018); (Koronis & Ponis, 2018); (Jafari <i>et al.</i> , 2018); (Barasa <i>et al.</i> , 2018); (Ruiz-Martin <i>et al.</i> , 2018); (Van Trijp <i>et al.</i> , 2018); (Schriber <i>et al.</i> , 2019); (Andersson <i>et al.</i> , 2019); (Witmer, 2019); (Ingram & Bratnicka-Mysliwiec, 2019); (Morales <i>et al.</i> , 2019); (Sanchis & Poler, 2019c); (Branco <i>et al.</i> , 2019); (Goldschmidt <i>et al.</i> , 2019); (Darkow, 2019); (Witmer, 2020); (Kim, 2020); (Cotta & Salvador, 2020); (Cruickshank, 2020); (Liu & Yin, 2020); (Sanchis, Canetta <i>et al.</i> , 2020); (Gečienė <i>et al.</i> , 2020); (Duchek <i>et al.</i> , 2020); (Duchek, 2020); (Hecklau <i>et al.</i> , 2021); (Saad <i>et al.</i> , 2021); (Ahmed <i>et al.</i> , 2021); (Fasey <i>et al.</i> , 2021); (Țiclău <i>et al.</i> , 2021); (Chen <i>et al.</i> , 2021); (Bento <i>et al.</i> , 2021); (Nowak, 2021); (Ojiangu <i>et al.</i> , 2021); (Hillmann & Guenther, 2021); (Thomas, 2021); (Börekçi <i>et al.</i> , 2021); (Gichuhi, 2021); (Liu <i>et al.</i> , 2021); (Potrich <i>et al.</i> , 2022); (Fasey <i>et al.</i> , 2022); (Abu Hasan <i>et al.</i> , 2022); (Istiqaroh <i>et al.</i> , 2022); (Ma <i>et al.</i> , 2022); (Lee <i>et al.</i> , 2022); (Limphaibool <i>et al.</i> , 2022); (Singh <i>et al.</i> , 2022); (Mondragón <i>et al.</i> , 2022); (Marquez-Tejon <i>et al.</i> , 2022); (Ruiz-Martin <i>et al.</i> , 2022); (Wright, 2022); (Hafeez <i>et al.</i> , 2022); (Abdullahi <i>et al.</i> , 2023); (Ostadi <i>et al.</i> , 2023); (Sánchez-García <i>et al.</i> , 2023); (Galaitis <i>et al.</i> , 2023); (Hussain <i>et al.</i> , 2023); (Bostock & Breese, 2023); (Otola & Knop, 2023); (Sevilla <i>et al.</i> , 2023); (Dahmen, 2023); (Huber <i>et al.</i> , 2023); (Ciasullo <i>et al.</i> , 2024); (Mhlanga & Dzingirai, 2024); (Mehta <i>et al.</i> , 2024); (Florez-Jimenez <i>et al.</i> , 2024); (Khan <i>et al.</i> , 2024); (Rydzewski, 2024); (Reis Irigaray & Stocker, 2024)	84	19
Norms and standards related to enterprise resilience	(Zawada, 2011); (Žak, 2023)	2	0

Note: Appendix 1 contains the reference list of all texts included in Table 2.

Source: own study.

The data in Table 2 show that the largest number of the texts in the analysed collection represent the category of 'building a resilient enterprise' (29%). The categories of 'enterprise resilience in the face of global crises, pandemic and natural disasters' (24%) and 'concepts and attributes of enterprise

resilience' (19%) were in the second and third places, respectively. A smaller number of the texts represents the other scope categories.

Discussion of the Scope

The results of this scoping review bring a greater range of information and conclusions than other systematic or scoping reviews of the literature on enterprise resilience. Therefore, in comparison to previous reviews, such as Barasa *et al.*, 2018; Linnenluecke, 2017; Bento *et al.*, 2021, the results of the review presented in this text are new, innovative and much broader, mainly because of the range and number of the texts subjected to analysis and because of the restrictive scoping methodology adopted.

The keywords analysis conducted in this text, combined with the categorisation of the scope of the reviewed literature on enterprise resilience, first of all, allowed for the identification of the scope of the scientific literature published to date on the topic, and secondly led to the conclusion that addressing organizational resilience in scientific texts is determined by global events of disruptive change or crisis. This became apparent during the analysis of the substantive content of the texts conducted during the development of the scope. Figure 6 presents a timeline of the global events that determined the specific research themes of the scientific texts focused on enterprise resilience.

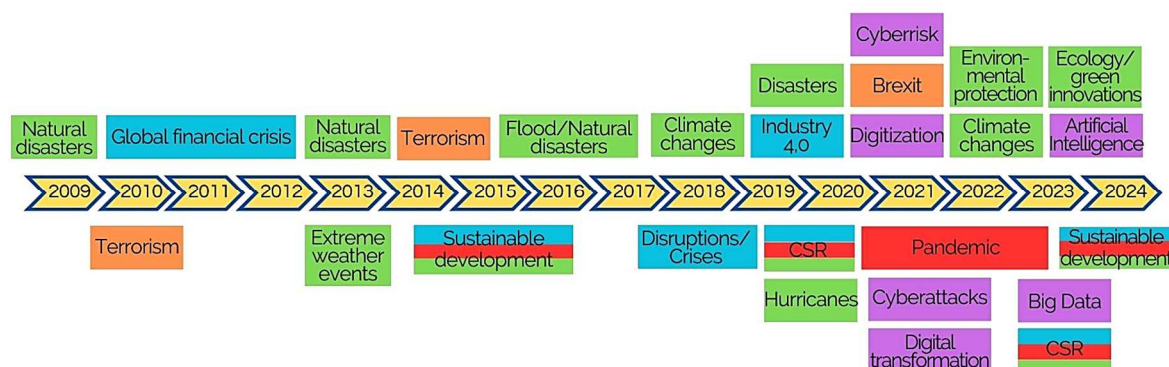


Figure 6. Global events determining the themes and intensity of publications on enterprise resilience

Note: colouring of global events: environmental – green, economic – blue, social – red, geopolitical – orange, technological – purple

Source: own elaboration.

CONCLUSIONS

The scoping review presented in this text on the issue of enterprise resilience allowed for the achievement of the established research objective and the provision of answers to the posed research questions. It was possible to determine the extent of the scientific literature on organizational resilience generated over the three decades from when the concept first appeared in the literature to the present.

The results of the analyses have several implications relevant to both theoretical considerations and practical applications of the concept of enterprise resilience. From a theoretical standpoint, an extensive scoping review, such as the one whose results are presented in this text, provides an excellent set of inputs for further research into enterprise resilience. Therefore, it is a specific determinant of the direction of further research in this area. This is because, above all, it makes it possible to identify what research has already been conducted (research issues, sectors covered, relations between resilience and other themes explored by management sciences) and which remaining research gaps need to be addressed on a priority basis. As far as practical applications are concerned, the results of this scoping review can serve as a compendium of knowledge for management practitioners who are at the stage of creating or strengthening resilience mechanisms and who need information on the best practices in this area. The conclusions from the review have practical applications for enterprises, mainly currently, in the conditions of high variability of the economic environment on a micro and

macro scale, in which these enterprises operate. They can therefore be helpful for managers responsible in enterprises directly or indirectly for risk management, crisis management or, ultimately, for building and strengthening resilience mechanisms in the face of potential crises.

The conducted research also had some limitations, but they were kept to a minimum due to the restrictive research methodology. Despite the inclusion of three databases of scientific texts in the analyses, there is some risk that there are other scientific texts that would meet the established inclusion criteria but were omitted due to their absence from the selected databases. Another limitation may be one of the criteria adopted for the inclusion of texts in the analyses, which was the availability of a text in the qualification of only texts available in an open-access format. However, the methodology of a reliable scoping review requires that besides titles or abstracts, the full texts of publications be analysed, so this criterion was obligatory for this research.

The performed analyses also shed clear light on directions for future research in the area of enterprise resilience. For example, they revealed a low percentage of texts on strategies supporting enterprise resilience, yet building and improving resilience strategies is one of the key challenges of modern businesses. The scoping review also indicated a low number of publications concerning the assessment of organizational resilience. This may be surprising since without methodical and up-to-date tools to measure resilience, it is not possible for enterprises to follow a path of continuous improvement in resilience to crises and events with the potential to become a crisis. Therefore, these topics should determine the direction of further research on enterprise resilience.

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Appendix: Reference list of publications included in the scoping review

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