Organisational resilience in management and business: a bibliometric analysis based on the Web of Science

Tao Mei[1], Sidah Idris[2*]

[1,2] *Faculty of Business, Economics and Accountancy, Universiti Malaysia Sabah (UMS), Malaysia*
[1] *Department of Business,Guangzhou University of Business and Technology, Guangzhou, China*

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ABSTRACT

Organisational resilience has surfaced as an essential capability that enables firms to navigate uncertainties, adapt to disruptions, and maintain long-term performance. Although scholarly interest is on the rise, a thorough comprehension of the intellectual structure and thematic progression of research on organisational resilience within the management and business arenas remains inadequate. This study conducts a scientometric analysis grounded on 442 articles sourced from the Web of Science Core Collection, encompassing the timeframe from 2003 to 2025. Utilising a combination of bibliometric tools—Bibliometrix (R) and VOSviewer—this research charts the annual publication trends, prominent authors, institutions, and countries, as well as co-authorship and collaboration networks. Keyword co-occurrence analysis, thematic mapping, and thematic evolution indicate a distinct transition in the field: the early stage (2003-2018) primarily focused on risk management, crisis response, and business continuity planning. The intermediate stage (2018-2023) emphasised organisational adaptation, learning, and sustainability. In the most recent stage (2024-2025), research has increasingly shifted towards dynamic capabilities, digital transformation, and adaptive innovation. While core themes such as organisational resilience, sustainability, and crisis management remain central, emerging topics including digital capabilities, entrepreneurship, and environmental uncertainty are becoming prominent research frontiers. Overall, this study provides a structured and evidence-based overview of the field, identifies intellectual fragmentation and research gaps, and offers directions for advancing theory and practice related to organisational resilience in complex business environments.

[2*] Corresponding author. *E-mail addr*ess: syaidah@ums.edu.my

1.   INTRODUCTION

In an era marked by intensified environmental volatility, staggering uncertainty, overwhelming complexity, and profound ambiguity (VUCA), organisational resilience (OR) has emerged as a vital capability for enterprises determined to sustain performance and secure a competitive edge amid adversities (Duchek, 2020; Linnenluecke, 2017). The concept of organisational resilience has surged to prominence across diverse disciplines, as it embodies the capacity to absorb shocks, adeptly adapt to ever-changing conditions, and swiftly recover from disruptions, all while steadfastly preserving core functions (Dubey et al., 2019; Su & Junge, 2023). Over the past two decades, the spotlight on organisational resilience has significantly intensified within the realms of management and business, driven by global crises such as the catastrophic 2008 financial downturn, the unprecedented COVID-19 pandemic, and relentless supply chain disruptions (Ivanov & Dolgui, 2020; Williams et al., 2017). These profound disruptions have magnified the academic and managerial focus on the strategies through which firms cultivate resilience, empowering them to endure and thrive amidst turbulence. Consequently, scholars have diligently explored organisational resilience from an array of perspectives, encompassing strategic management (Shashi et al., 2020; Zavala-Alcívar et al., 2020), supply chain resilience (Adobor, 2020; Chauhan et al., 2023; Pettit et al., 2010), entrepreneurial resilience(Bullough et al., 2014; Setia et al., 2024), and more recently, digital and adaptive resilience (Ang et al., 2022; Browder et al., 2024; Tim & Leidner, 2023). Although previous reviews have encapsulated key themes, there is a paucity of systematic efforts dedicated to mapping the knowledge structure and thematic evolution within this domain. To bridge this gap, the present study undertakes a bibliometric analysis of organisational resilience research within business and management disciplines, utilising the Web of Science core collection spanning 2003–2025. Employing Bibliometrix (Aria & Cuccurullo, 2017) and VOSviewer (Van Eck & Waltman, 2010), this investigation endeavours to (1) identify pivotal sources, authors, and institutions; (2) scrutinise thematic structures and their developmental trajectories; and (3) reveal nascent research trends. The findings contribute to a more cohesive and empirically grounded comprehension of resilience within organisational settings.

2.   LITERATURE REVIEW

Pioneering research into the domain of organisational resilience reveals a complex tapestry of foundational elements, including meaning-making, psychological capital, and the interplay between leaders and employees, which collectively lay a robust groundwork for decoding how organisations navigate adversity (Kuntz et al., 2016; Vogus & Sutcliffe, 2007). Insights drawn from the realms of positive organisational behaviour and sensemaking theory illuminate the pivotal role of cognitive framing and a collective understanding in shaping resilient responses to intricate and challenging environments. In contemporary scholarship, a crucial link has been forged between intellectual capital and open innovation in the pursuit of organisational resilience (Alnasser et al., 2024; Ju, 2023). Specifically, intellectual capital—which comprises human, structural, and relational assets—has been identified to facilitate firms' adaptive reconfiguration of resources amidst volatile markets (Del Giudice et al., 2017). Furthermore, harmonious communication practices within organisations, particularly those that champion transparency and foster dialogue, have been shown to significantly bolster resilience by fortifying trust and enhancing responsiveness among stakeholders (Kim, 2020).

The multifaceted nature of organisational resilience is not only widely acknowledged but also celebrated for its complexity and depth. Resilience has been brilliantly conceptualised by scholars not merely as an end goal but as an intricate, ongoing process characterised by the dynamic interplay of critical capabilities such as agility, integrity, and adaptability (Duchek, 2020; Ortiz-de-Mandojana & Bansal, 2016). This intricate complexity suggests that resilience is unevenly distributed within organisations, demanding rigorous evaluation through a dynamic, systems-oriented perspective that meticulously considers both internal strengths and vulnerabilities alongside external threats (Sánchez-García et al., 2023). Organisations are strongly advised to continuously evaluate their preparedness, driving them to

formulate strategic, proactive measures for crisis management and resource redistribution. The vital importance of dynamic capabilities—especially in the sophisticated integration and reconfiguration of assets within evolving environments—is increasingly recognised as a cornerstone of organisational resilience (Teece et al., 2016). Essential components include defensive capabilities, such as robust risk buffering, developmental capabilities, exemplified by continuous learning and innovation, and anticipatory capabilities, including early detection and strategic foresight (Duchek, 2020; García-Valenzuela et al., 2023). Collectively, these vital elements empower organisations not just to endure but to thrive, assimilating disruptions and recuperating with renewed vigour.

In the exciting and ever-evolving realm of digital transformation, groundbreaking scholarly research strongly suggests that technological innovation—encompassing cutting-edge advancements such as the adoption of AI, revolutionary blockchain, powerful big data analytics, and dynamic cloud computing—acts as a pivotal catalyst in significantly enhancing resilience (Zhang et al., 2024). Exploratory innovation empowers bold experimentation and agile adaptation, remarkably boosting organisations' capability to navigate and overcome unforeseen challenges with finesse (Chai et al., 2025). The seamless integration of digital technologies solidly supports not just operational continuity but also fuels long-term strategic renewal, empowering entities to revolutionise their internal and external resource frameworks (Bughin et al., 2021). Ultimately, organisational resilience is envisioned as both a strategic triumph and a dynamic process driven by robust capabilities, profoundly shaped by visionary leadership, effective communication, relentless innovation, and strategic adaptability. Considering the inherent intricacy of construction, a profound and comprehensive understanding of its multifaceted nature is crucial for equipping firms to not just survive but thrive in the face of disruptive environments.

3.   METHODOLOGY

3.1   Data Source and Search Strategy

This investigation employed the Web of Science Core Collection (WoS) as the principal data repository. WoS is extensively acknowledged as one of the most appropriate databases for bibliometric analysis, owing to its stringent journal inclusion criteria, comprehensive citation indexing framework, and regularly updated content(Singh et al., 2021). The abundance of citation records within WoS serves as a robust foundation for executing thorough bibliometric investigations. To ensure the comprehensiveness and precision of the search outcomes, the Social Sciences Citation Index (SSCI) and Science Citation Index Expanded (SCI-E) were selected as the indexing sources. The search strategy was meticulously crafted to encompass the varied terminology utilised in organisational resilience research, considering prevalent conceptual variations and orthographic discrepancies (e.g., organisational vs. organisational), in addition to distinct business contexts (e.g., enterprise, firm, business). The definitive search query was formulated as: TS = ("organisational resilience" OR "organisational resilience" OR "enterprise resilience" OR "firm resilience" OR "business resilience"). The temporal scope was defined from January 2003 to April 2025, with the search being conducted up to April 22, 2025. To maintain data integrity and relevance, only documents classified as articles or reviews were considered. After removing duplicates, an initial total of 504 records was obtained. Following a thorough screening process, 442 valid publications were retained for bibliometric analysis. A summary of the data source and selection is shown in Table 1.

Table 1. Summary of data source and selection

Category	Specific Standard Requirements
Research database	Web of Science core collection
Citation indexes	SSCI and SCI-E
Searching period	January 2003 to April 2025
Language	"English"
Searching keywords	("organisational resilience" OR "organisational resilience" OR "enterprise resilience" OR "firm resilience" OR "business resilience")
Subject categories	"Management" or "Business"
Document types	"Articles" or "Review"
Sample size	442

3.2 Research Methodology

To perform a thorough and systematic bibliometric analysis, this study utilised two widely recognised tools: the Bibliometrix R package and VOSviewer. These tools facilitated both quantitative performance analysis and science mapping, aiding in the exploration of the intellectual structure and thematic evolution of organisational resilience research within the business and management fields.

Bibliometrix, an open-source package developed in the R programming environment, provides a comprehensive array of bibliometric and scientometric functions, encompassing data preprocessing, descriptive statistics, network construction, and advanced clustering techniques. Its web-based application, Biblioshiny, facilitated interactive analysis and visualisation. The analytical modules featured in this research encompassed descriptive analysis, scientific collaboration networks, intellectual structure analysis, conceptual structure examination, and thematic evolution. Additionally, VOSviewer was employed to enhance network visualisation. It demonstrated efficacy in mapping and clustering large-scale co-authorship, co-citation, and keyword co-occurrence networks. VOSviewer's principal advantage resides in its capability to produce high-resolution density maps and labelled cluster views, which augment the interpretability of bibliometric relationships. The integration of Bibliometrix and VOSviewer ensured both statistical precision and visual clarity in the analysis, providing a multidimensional comprehension of the evolution of organisational resilience within scholarly research. All analyses were conducted using the 442 valid records obtained from the Web of Science database.

4.   RESULT ANALYSIS

4.1   Overall Distribution and Trends of Publications

Between 2003 and 2025, a cumulative total of 16,657 citations was amassed from various publications related to organisational resilience. The trajectory of citations delineates three distinct phases (Fig.1). Within the initial phase (2002-2011), the output of publications was relatively restricted; nevertheless, certain articles—particularly those published in 2006 and 2011, with average citation counts of 374.0 and 905.0, respectively—acquired disproportionately high citation numbers (Table 1). This suggests that pioneering works, especially those proposing foundational theories and definitions, have exerted a lasting academic impact and have played a significant role in contributing to the theoretical foundations of the field. In the second phase (2012-2018), there was a consistent increase in both the annual publication output and the average number of citations per article. The distribution of citations became more equitable, with various works attaining moderate citation counts rather than being dominated by a select few highly-cited articles. This indicates the maturation and diversification of scholarly contributions. During the most recent phase (2018–2025), there was a significant increase in the number of publications; for example, the year 2024 alone saw the publication of 120 articles.
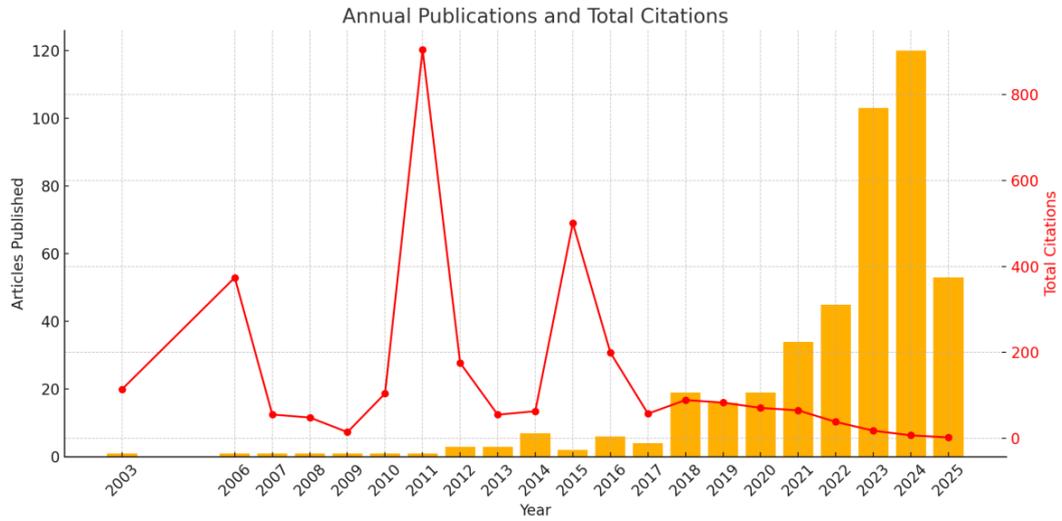
Fig. 1. Citations and publications over time

Table 2. Annual publications and citations

Year	N	MeanTCperArt	MeanTCperYear
2025	53	1.6	1.6
2024	120	6.5	3.3
2023	103	17.3	5.8
2022	45	37.8	9.5
2021	34	64.7	12.9
2020	19	70.5	11.7
2019	16	82.8	11.8
2018	19	88.7	11.1
2017	4	57.0	6.3
2016	6	199.2	19.9
2015	2	501.0	45.6
2014	7	62.7	5.2
2013	3	54.7	4.2
2012	3	175.3	12.5
2011	1	905.0	60.3
2010	1	104.0	6.5
2009	1	14.0	0.8
2008	1	48.0	2.7
2007	1	55.0	2.9
2006	1	374.0	18.7
2003	1	114.0	5.0

Nevertheless, there was a discernible decline in the average number of citations per article and per annum. This trend illustrates an escalation in research interest and simultaneously suggests that recently published articles have not yet had adequate time to garner citations. In conclusion, notwithstanding the substantial increase in research output, the field remains in the gradual process of establishing a sustained, long-term academic impact. It is crucial to interpret the observed decline in 2025 with caution, as the data reflects only publications and citations up to April. Hence, this apparent decrease is attributed to the limitations of the indexing cycle rather than an actual diminution in scholarly activity. In summary, these findings indicate that organisational resilience has transitioned from a niche concept to a mainstream research topic and is poised to continue attracting escalating academic interest in the forthcoming years.

Table 3 demonstrates that research on organisational resilience encompasses a broad spectrum of disciplines, as indicated by the variety of prominent publication outlets. Leading the field, the Journal of Business Research has published 24 articles highlighting its pivotal role in enhancing both empirical and theoretical comprehension of resilience across diverse business contexts. This is followed by the International Journal of Entrepreneurial Behaviour & Research with 18 articles, which focuses on the convergence of entrepreneurship and resilience—an area gaining significant traction in both scholarly and practical domains. The IEEE Transactions on Engineering Management and the Journal of Contingencies and Crisis Management are both ranked third, each producing 15 publications. Their contributions exemplify the interdisciplinary character of resilience research, integrating engineering, management science, and crisis governance. Similarly, Business Strategy and the Environment and Management Decision, each with 12 articles, suggest that resilience is increasingly examined in relation to sustainability and strategic organisational responses to uncertainty. Publications such as Small Business Economics and Technological Forecasting and Social Change, each with nine articles, reflect a growing scholarly interest in how resilience is exhibited in smaller firms and in response to technological and societal shifts. Additional noteworthy outlets include Journal of Organisational Change Management (8), Industrial Marketing Management (7), affirming the theme's pertinence across operations, marketing, change management, and managerial theory. The diversity of journals underlines the cross-disciplinary appeal of organisational resilience and implies that construction is being investigated through diverse theoretical and methodological perspectives, including systems thinking, dynamic capabilities, institutional theory, and crisis management frameworks.

Table 3. Top 10 Journals by Number of Publications

Rank	Source	Publication
1	Journal of Business Research	24
2	International Journal of Entrepreneurial Behaviour & Research	18
3	IEEE Transactions on Engineering Management	15
4	Journal of Contingencies and Crisis Management	15
5	Business Strategy and the Environment	12
6	Management Decision	12
7	Small Business Economics	9
8	Technological Forecasting and Social Change	9
9	Journal of Organisational Change Management	8
10	Industrial Marketing Management	7

In contrast, journals with the greatest total number of citations are typically esteemed publications characterised by rigorous selection criteria for publication. As shown in Table 4, the Strategic Management Journal holds the foremost position with 1,009 citations, followed by the Academy of Management Journal, which garnered 779 citations, and the Academy of Management Review with 725 citations. These journals are absent from the list of most prolific sources, illustrating a prevalent quality-over-quantity paradigm associated with high-impact journals in the domains of strategic management and organisational studies.

Table 4. Top 10 Journals by Total Citations

Source	Citation
Strategic Management Journal	1009
Journal of Business Research	980
Academy of Management Journal	779
Academy of Management Review	725
Journal of Management	686
International Journal of Production Research	654
Administrative Science Quarterly	479
International Journal of Production Economics	468
Organisation Science	459
Journal of Operations Management	450
Entrepreneurship Theory and Practice	397

Notably, the sole journal present in both rankings was the Journal of Business Research, signifying its function as both a high-output and high-impact resource. The other journals displayed a distinct bifurcation—those that publish extensively in contrast to those that garner influence through fewer, yet highly cited, publications. This divergence highlights an essential aspect of bibliometric analysis: the frequency of publication does not inherently correspond to scholarly impact. Consequently, both dimensions—quantity and quality—ought to be considered in the identification of core journals within a research domain.

4.2   Author and Institutional Contributions

Table 5 provides a presentation of the leading authors within the domain of organisational resilience research, ranked according to their total number of publications and citation impact. Prayag Girish and Li Yuan emerge as the most prolific authors, each having produced five documents. Notably, Prayag Girish has accrued the highest total number of citations (382), while the work of Li Yuan averages 20.25 citations per article (Annual Average Citations). Other significant contributors to the field include Magnani Giovanna and De Massis Alfredo, who have each authored four publications, and Conz Elisa, who, despite having only three articles, has accumulated 308 citations, thus achieving the highest average citation per article (28.42) among the foremost contributors. These observations suggest that certain researchers, although less prolific in terms of volume, have generated particularly influential scholarly works. These findings uncover leaders in the field both in terms of quantity and quality. While some authors are distinguished by consistent publication, others exhibit substantial scholarly impact through a smaller number of highly cited articles.

Table 5. Top 10 Authors by Number of Publications

Rank	Authors	Records	Citation	Avg_Citation
1	Prayag, Girish	5	382	15.04
2	Li, Yuan	5	113	20.25
3	Magnani, Giovanna	4	270	18.06
4	De Massis, Alfredo	4	167	9.87
5	Conz, Elisa	3	308	28.42
6	De Lacy, Terry	3	49	8.13
7	Gamage, Ancy	3	49	8.13
8	Liang, Lin	3	48	9.42
9	Lin, Jiabao	3	32	16
10	Chen, Lujie	3	65	0.5

Figure 2 illustrates the temporal publishing patterns of the most prolific authors within the organisational resilience literature. The horizontal extent of each line denotes the period of a researcher's active scholarly contribution, whereas the size of each node signifies the volume or impact of publications within a specific year.
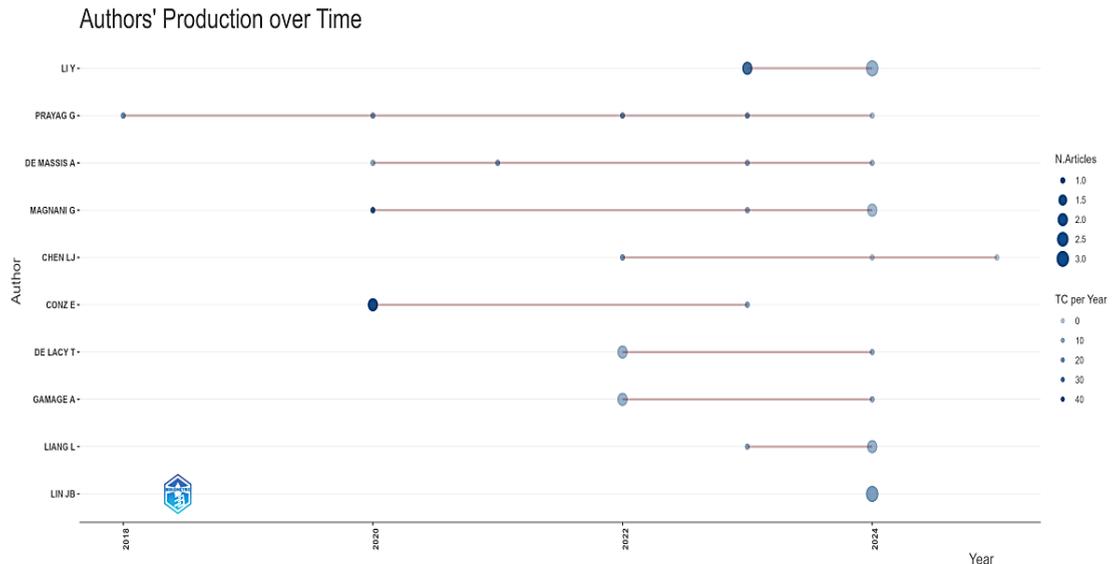

Fig. 2. Top 10 Authors' Production Over Time

Among the most prolific authors, Prayag Girish has demonstrated sustained scholarly productivity over a five-year period (2019–2023), amassing a total of 382 citations. Another significant contributor, Yuan Li, has focused his academic output in recent years (2023–2024), with substantial citation impact as evidenced by larger node sizes. Similarly, Conz Elisa shows noteworthy early contributions in 2020 and continued scholarly activity in 2023, achieving a high average citation rate of 28.42 per article. Notably, authors such as Magnani Giovanna and De Massis Alfredo have produced consistent outputs over multiple years, indicating ongoing engagement with the subject matter. The emergence of new contributors like Lin Jiabao and Liang Lin in 2024 signifies a generational expansion of interest in the area. This combination of sustained scholarly presence and citation impact facilitates the differentiation between established domain leaders and nascent researchers. The recent occurrence of large, dark-coloured bubbles suggests increased academic engagement and potential for collaboration within the field.

The author collaboration network pertaining to organisational resilience reveals a fragmented yet detectible clustering structure, emphasising both isolated dyads and cohesive co-authorship triads across distinct thematic groups. As depicted in Figure 3, the network comprises multiple small-scale clusters, each representing a group of authors who have jointly contributed to publications within the domain. These findings indicate that author collaborations in organisational resilience predominantly occur within small, self-contained groups, with a limited number of researchers acting as boundary-spanners. The observed clustering patterns may reflect domain-specific specialisation or affiliations based on region or institution. To advance theoretical integration and foster innovation, promoting inter-cluster collaboration and facilitating knowledge exchange could constitute a fruitful avenue for future exploration.

Cluster 1 predominantly consists of authors such as Li, Y. and Liang, L., who have collaborated on numerous studies concentrating on the role of digital technologies in augmenting organisational resilience, notably within small and medium-sized enterprises (SMEs). Scholars such as Prayag, G. and Ozanne, L. K., under the category of Cluster 2, focus on community-based resilience, particularly in regions reliant on tourism that are affected by natural disasters. Authors like Conz, E., Magnani, G., and De Massis,

A. constitute the core of Cluster 3, which examines organisational change and resilience as manifestations of strategic agility. Their contributions are deeply rooted in the literature of strategic management and institutional theory, with a pronounced emphasis on internal transformation mechanisms. Cluster 4 includes Wang, D. D. and Lin, J. B., who address the operational dimensions of resilience, specifically within supply chains. Their research underscores structural vulnerability, risk propagation, and adaptive strategies in response to disruptions. Authors such as Chen, L. J. and Pyke, J. concentrate on institutional resilience, especially within the public and nonprofit sectors. The research within this cluster integrates public administration and crisis management, advancing the understanding of resilience at both policy and institutional levels.
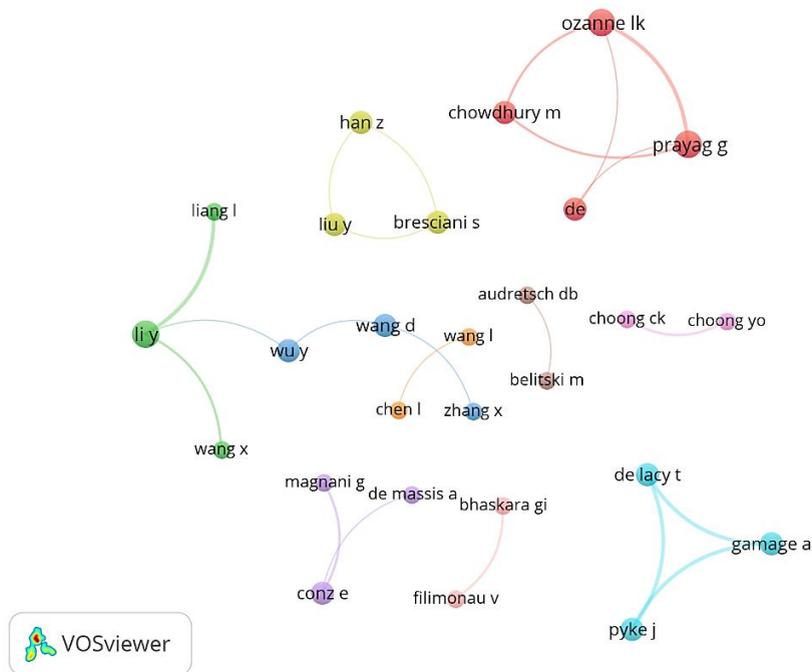

Fig. 3. Author co-occurrence cluster map by VOSviewer

A total of fifty-eight institutions have exhibited significant research engagement. A select few institutions prominently lead in scholarly outputs within the domain of organisational resilience research. As shown in Table 6, the University of London and Zhejiang University are identified as the foremost contributors, each accounting for 12 publications. They are followed by Hebei University of Technology, the State University System of Florida, and Xi'an Jiao Tong University, each producing nine articles, reflecting considerable research involvement. These observations suggest that the field is predominantly propelled by a central group of research-intensive universities, with institutions from both Western and Asian regions playing crucial roles in advancing organisational resilience scholarship.

Table 6. Top 10 institutions by Number of Publications

Rank	Institution	Articles
1	UNIVERSITY OF LONDON	12
2	ZHEJIANG UNIVERSITY	12
3	HEBEI UNIVERSITY OF TECHNOLOGY	9
4	STATE UNIVERSITY SYSTEM OF FLORIDA	9
5	XI'AN JIAOTONG UNIVERSITY	9
6	LANCASTER UNIVERSITY	8
7	NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (NTNU)	8
8	UNIVERSITY OF BIRMINGHAM	8
9	UNIVERSITY OF PAVIA	8
10	UNIVERSITY OF YORK - UK	8

The institutional collaboration network is characterised by a limited number of highly central institutions functioning as structural bridges within the global research landscape on organisational resilience. According to betweenness centrality (see Table 7), which quantifies the significance of a node's position on the shortest path between other nodes, Lancaster University (betweenness = 617.89; PageRank = 0.054) emerges as the most central institution within the network, underscoring its pivotal role in linking otherwise disparate institutions. It is succeeded by the University of London (betweenness = 404.68) and the State University System of Florida (betweenness = 313.17), both of which operate as major conduits for collaborative exchange. Institutions such as Zhejiang University and the University of Leeds also exhibit considerable centrality, indicating their active participation in knowledge dissemination and regional bridging activities. These findings imply that institutional collaboration in the field of organisational resilience is unevenly distributed and predominantly concentrated around a select few central entities. Such institutions are poised to shape the trajectory of research and promote interdisciplinary and international collaboration. Fortifying connections with these central nodes could expedite the dissemination of ideas and stimulate innovation in resilience research across global academic communities.

Table 7. Top 10 institutions by Betweenness

Rank	Node	Betweenness	PageRank
1	Lancaster University	617.885	0.054
2	University of London	404.682	0.029
3	State University System of Florida	313.174	0.023
4	Zhejiang University	279.859	0.045
5	University of Leeds	229.889	0.024
6	Free University of Bozen-Bolzano	194.707	0.04
7	Stockholm School of Economics	167.949	0.027
8	Sapienza University of Rome	162.193	0.013
9	University of York (UK)	149.363	0.024
10	University of Birmingham	132.545	0.027
11	University of Pavia	114.834	0.021

4.3   National and Regional Cooperation Network

The national-level scientific output within the domain of organisational resilience research indicates a discrepancy between productivity, scholarly influence, and network centrality. Western nations assume more central roles in international collaborations despite China's prominence in publication quantity (see Table 8). Based on the bibliometric analysis, China ranks foremost in total publications with 90 articles, followed by England with 50, and the USA with 47. Nevertheless, when evaluating total citations, the United States emerges as the leader with 3,789 citations, exceeding both England's 2,121 and China's 1,215 citations. These statistics suggest that while China significantly contributes to the quantity of research output, while the United States and England exert a stronger influence in terms of academic impact.
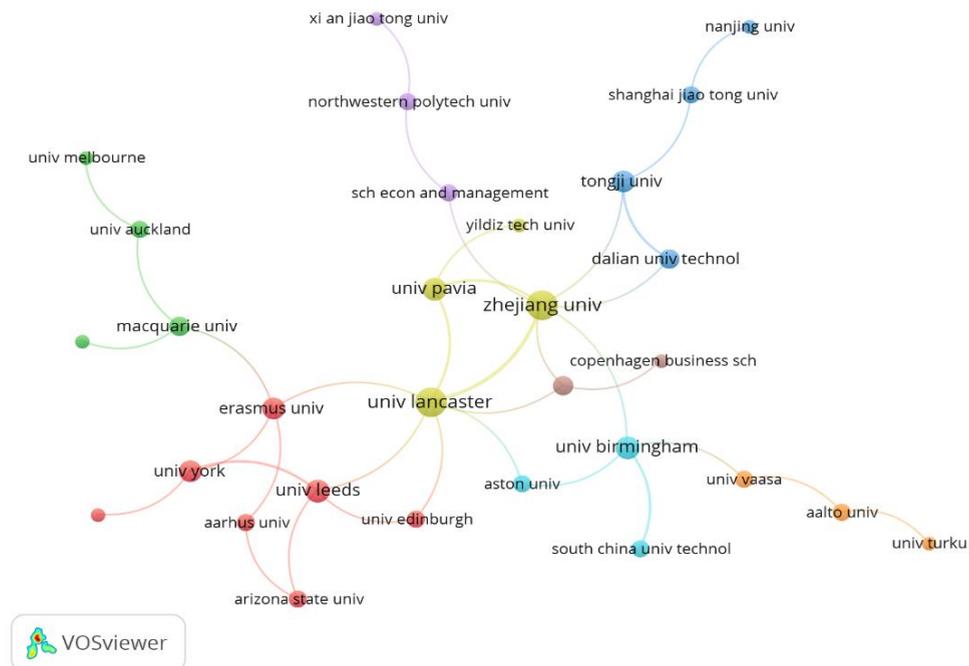

Fig. 4. Institutional co-occurrence cluster map

Table 8. Top 10 Countries by Number and Citation of Publications

Rank	Country	Articles	Rank	Country	TC
1	CHINA	90	1	USA	3789
2	ENGLAND	50	2	ENGLAND	2121
3	USA	47	3	ITALY	1443
4	ITALY	38	4	GERMANY	1284
5	GERMANY	29	5	CHINA	1215
6	AUSTRALIA	22	6	CANADA	1002
7	SPAIN	21	7	AUSTRALIA	922
8	FRANCE	13	8	NEW ZEALAND	695
9	CANADA	9	9	NETHERLANDS	393
10	FINLAND	9	10	SPAIN	386

The international collaboration network in the field of organisational resilience research is typified by a moderately connected architecture with distinct regional clusters. Whilst several Western nations occupy structurally central positions, numerous high-output countries demonstrate a limited degree of integration within the global research web. The collaboration network encompasses 64 nations, forming a moderately dense structure containing several key hubs. The network visualisations and centrality metrics (see Fig. 5) reveal that countries such as England, Italy, and the USA possess the highest centrality scores, underscoring their pivotal roles in advancing international collaboration. Notably, England exhibits the highest betweenness centrality, functioning as a bridge between otherwise disconnected clusters. Conversely, China, despite its substantial publication volume, maintains relatively low betweenness and closeness metrics, indicative of a more regionally concentrated cooperation pattern. The network of country collaboration manifests a core–periphery structure, wherein European nations serve as integrators and conduits of knowledge. This asymmetry implies that research visibility and influence are contingent not solely upon publication output but also upon structural embeddedness within the global research community. Augmenting transnational partnerships—particularly involving nascent contributors such as China and India—could robustly advance knowledge dissemination, methodological interchange, and the global progression of organisational resilience scholarship.
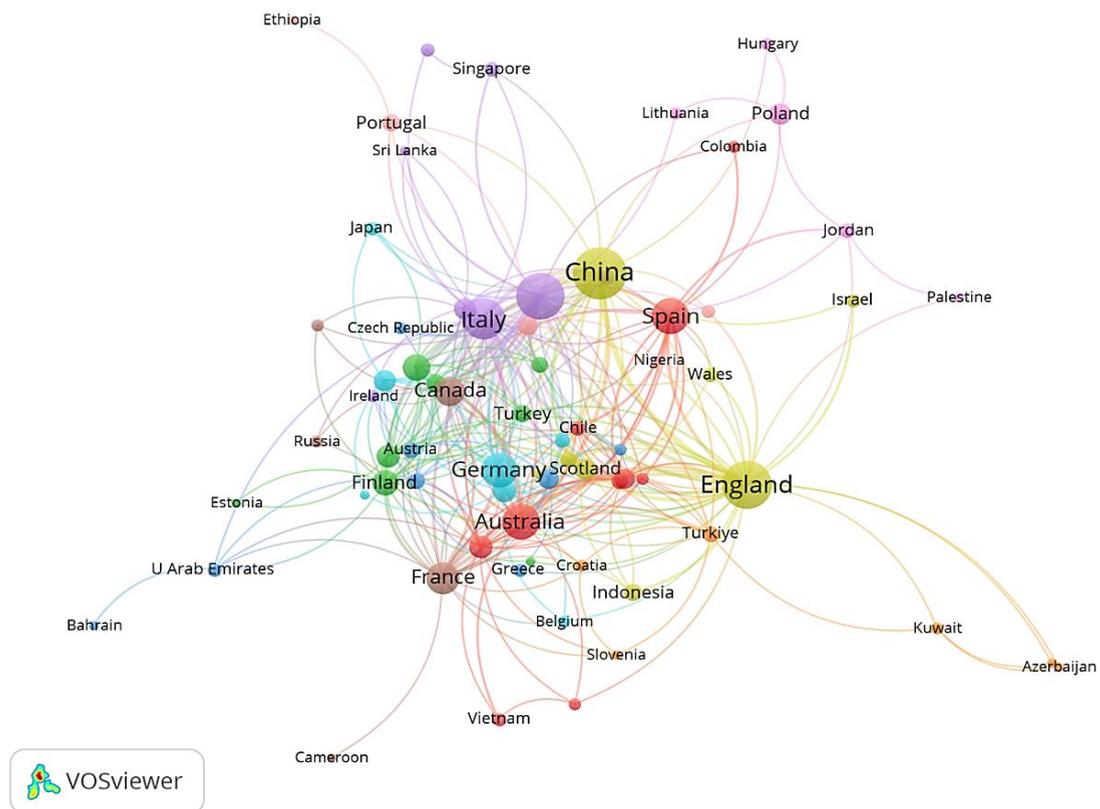

Fig. 5. Country co-occurrence cluster map

4.4 Core Documents and Impact Analysis

The intellectual basis of organisational resilience research is predicated upon a collection of seminal works that have been extensively cited in core academic literature within the field. These influential studies have played a pivotal role in shaping the theoretical and empirical frameworks of resilience-related constructs. An examination of 442 documents facilitated the identification of the top 10 locally cited references (see Table 9). The preeminent article cited most frequently is by (Lengnick-Hall et al., 2011), featured in Human Resource Management Review, accruing 150 local citations. This research conceptualised organisational resilience as a dynamic capability founded upon learning, resource reconfiguration, and social capital—establishing an essential groundwork for subsequent empirical investigations.

Additional frequently cited documents include (Ortiz-de-Mandojana & Bansal, 2016) in the Strategic Management Journal (99 citations), which focus on environmental and sustainability strategies as protective measures against external shocks. Furthermore, Hillmann and Guenther (2021) stated that the International Journal of Management Reviews (81 citations) provided an extensive synthesis of resilience typologies and measurement methodologies. Significantly, preceding contributions such as (Gittell et al., 2006) and (Ambulkar et al., 2015) also exhibit substantial influence, with respective local citation counts of 79 and 69. Collectively, these documents underscore the interdisciplinary nature of resilience research, spanning strategic management, human resources, supply chain operations, and organisational behaviour. Their continued citation in recent publications indicates their pivotal role in forming both conceptual frameworks and methodological orientations within the field.

Table 9. Summary of the Top 10 Local Cited Documents

Rank	Document	Local Citations
1	LENGNICK-HALL CA, 2011, HUM RESOUR MANAGE R	150
2	ORTIZ-DE-MANDOJANA N, 2016, STRATEGIC MANAGE J	99
3	HILLMANN J, 2021, INT J MANAG REV	81
4	GITTELL JH, 2006, J APPL BEHAV SCI	79
5	AMBULKAR S, 2015, J OPER MANAG	69
6	DESJARDINE M, 2019, J MANAGE	68
7	CONZ E, 2020, EUR MANAG J	45
8	ANNARELLI A, 2016, OMEGA-INT J MANAGE S	40
9	SAJKO M, 2021, J MANAGE	40
10	DO H, 2022, J BUS RES	39

4.5 Keyword Co-occurrence Network and Thematic Evolution Analysis

The keyword co-occurrence network elucidates the cognitive architecture of the research domain, highlighting central concepts and their interactions. As depicted in the co-word network (see Fig.6), "organisational resilience" emerges as the most predominant and highly interconnected node, underscoring its pivotal role in the domain's theoretical and empirical discussions. Closely associated clusters comprise keywords such as "crisis management," "dynamic capabilities," "supply chain resilience," "entrepreneurship," and "digital transformation," which form distinct yet interconnected thematic communities.
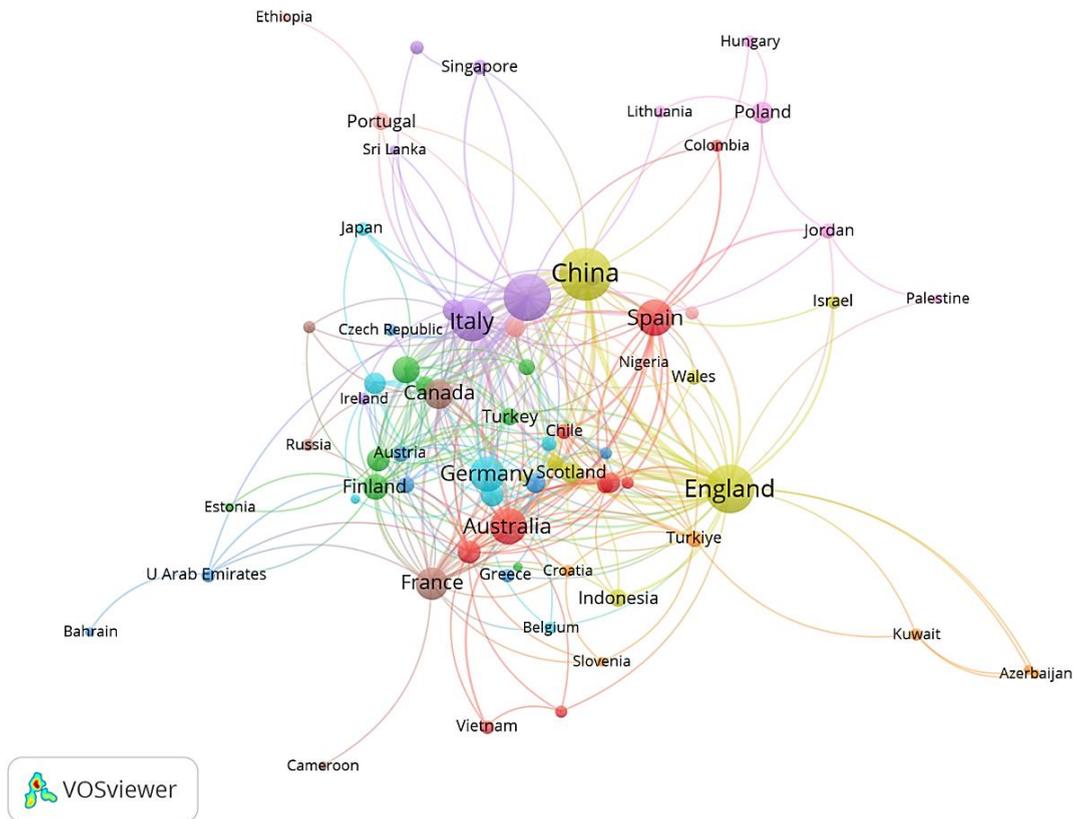
Fig. 6. Keywords Co-occurrence Network map

The strategic thematic map (Fig.7) facilitates a two-dimensional assessment of theme maturity, referred to as density, and thematic significance, termed centrality. Quadrants serve to differentiate among Motor Themes, characterised by both high centrality and density, Niche Themes, distinguished by high density but low centrality, Emerging or Declining Themes, which exhibit low density and centrality, and Basic Themes, identified by high centrality yet low density (Cobo et al., 2011).

Motor Themes, such as digital transformation, supply chain resilience, and dynamic capability theory, are extensively developed and play a critical role in structuring the research field. Basic Themes, encompassing organisational resilience, SMEs, COVID-19, and digitalisation, function as foundational constructs with significant relevance yet exhibit varied conceptual development. Their relatively lower density suggests that these themes, although widely discussed across the literature, necessitate further theoretical refinement and empirical consolidation. Niche Themes, including ambidextrous learning, adaptive capacity, and transformational leadership, indicate specialised investigations within specific contexts. These topics reflect specialised research directions with constrained integration into broader frameworks, suggesting potential for interdisciplinary expansion. Emerging or Declining Themes, such as project resilience and sensemaking, may represent nascent trends or diminishing scholarly attention. Continuous observation is imperative to discern between ascending and declining trends. These patterns suggest that research on organisational resilience is experiencing both horizontal expansion—into digital, environmental, and social domain and vertical deepening—through theoretical refinement and contextual specificity.
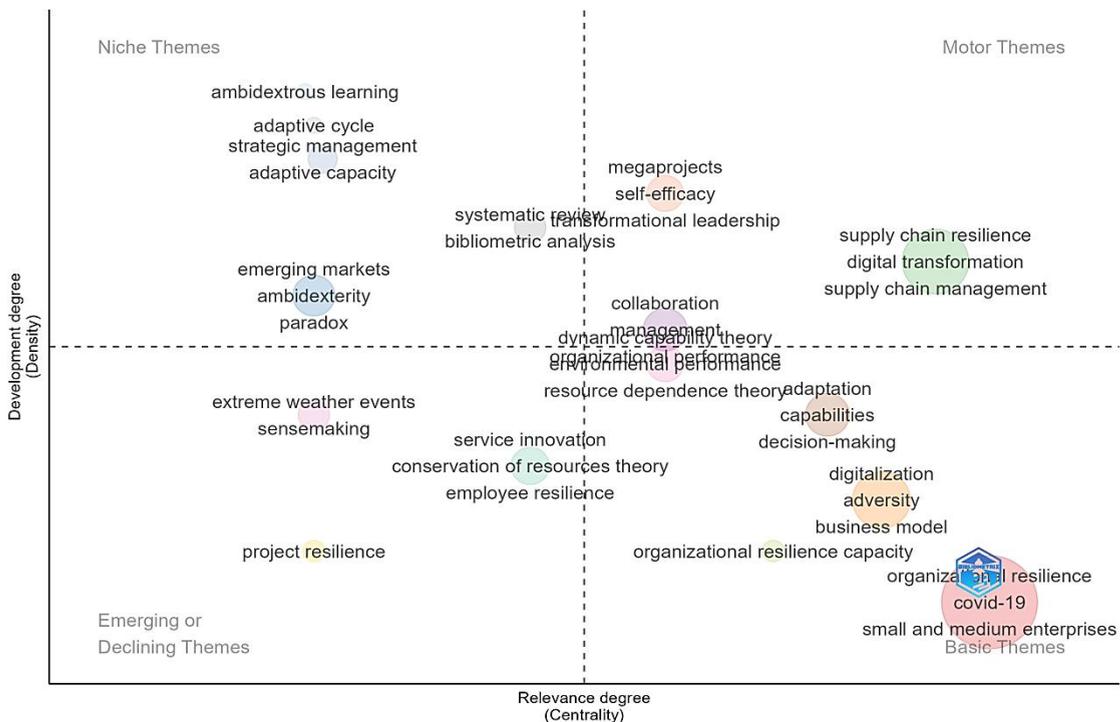
Fig. 7.Thematic Structure and Strategic Landscape of the Research Field map by Biblioshiny

The thematic structure analysis elucidates both the established fundamental concepts and identifies areas that are underdeveloped yet possess significant potential. Themes such as organisational resilience capacity, employee resilience, and service innovation—situated in the transitional phase between foundational and niche themes—may represent promising avenues for future theoretical refinement and empirical investigation. Furthermore, the central positioning of digital transformation and supply chain resilience emphasises their broad relevance in volatile environments, indicating these areas as productive subjects for longitudinal and comparative research.

The thematic evolution (Fig.8) analysis vividly captures the shifting landscape of keyword trends across three pivotal phases: 2002–2018, 2019–2023, and 2024–2025. During the initial phase of 2002-2018, there was an intense concentration on risk management, the robustness of supply chains, and the realm of sustainability, all aimed at mitigating operational risks and ensuring seamless continuity. Advancing into 2019-2023, the research horizon broadened remarkably to embrace corporate social responsibility, family business dynamics, service innovation, and entrepreneurship. This era's hallmark was its emphasis on resilience as an ever-evolving, learning-centric process. Moreover, it cast a spotlight on pressing socio-economic challenges, magnified by global upheavals like the COVID-19 pandemic. Venturing into 2024-2025, the spotlight shifted to powerful themes of adaptation, intellectual capital, and sophisticated crisis management strategies. These elements underscore strategic agility and the art of resilience-building. Throughout, the unwavering focus on 'organisational resilience' as a foundational concept, seamlessly fused with 'sustainability,' 'digitalisation,' and 'firm performance,' profoundly illustrates the deep-rooted integration of resilience within the very fabric of business strategy and forward-thinking innovation.
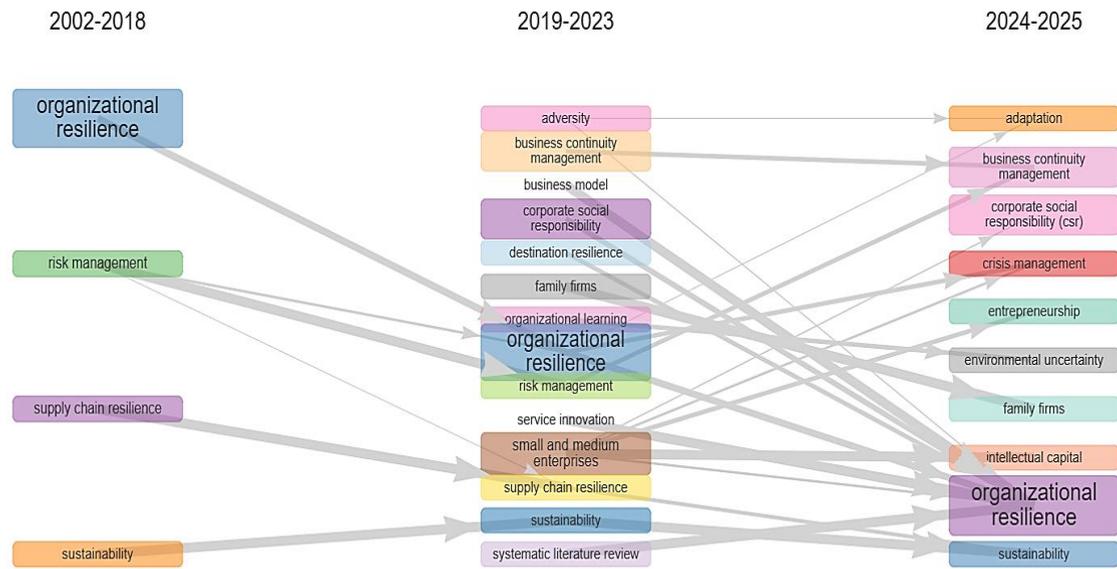
Fig. 8. Thematic Evolution map by Biblioshiny

4.6   Research Trends and Emerging Frontiers

Organisational resilience has become a key topic in multidisciplinary research, seen as crucial for managing uncertainty, crises, and disruption. This study, using Bibliometrix and VOSviewer, analyses the knowledge structure and thematic changes in organisational resilience from 2003 to 2025. The increasing scholarly output and thematic diversity over the past two decades highlight the field's growth and importance. Notwithstanding its swift advancement, the research on organisational resilience persists in an evolving phase. The domain is characterised by theoretical fragmentation, with extant studies predominantly emphasising discrete elements—such as resilience antecedents, capabilities, or outcomes—rather than presenting integrative, process-based frameworks. Our analysis of keyword co-occurrence and thematic evolution indicates that the majority of studies continue to adopt singular theoretical perspectives and remain concentrated in management or organisational behaviour journals. There is an exigent need for collaboration across academic communities and enhanced cross-disciplinary synthesis to promote conceptual convergence and methodological pluralism.

The analysis of the co-word network elucidates that "organisational resilience" retains its status as the dominant focal point within the domain, while emergent terms such as "intellectual capital," "adaptation," "entrepreneurship," and "crisis management" are gaining increased centrality and function as bridges between previously isolated subdomains. Likewise, the examination of thematic evolution reveals a significant chronological transition from risk-focused themes (e.g., "risk management," "business continuity") towards those oriented around capability and innovation (e.g., "digital transformation," "resilience capability"). These transformations underscore an enhanced acknowledgment of resilience as a dynamic, learning-centric, and knowledge-based process.

Considering these advancements, distinct research trajectories and novel frontiers are discernible: Primarily, it is imperative to fortify the theoretical underpinnings of organisational resilience. Whereas previous investigations concentrated on system stability and structural redundancy, forthcoming inquiries ought to intensify the amalgamation of dynamic capabilities theory, complex adaptive systems, and institutional perspectives. The resilience construct is necessitated to transform from a static attribute into a multi-level process encompassing perception, interpretation, reconfiguration, and renewal.

Subsequent research endeavours should delve into the antecedent and boundary conditions of resilience with increased profundity. As illustrated by our thematic evolution map, resilience is impacted by both external pressures (e.g., environmental uncertainty, global crises, carbon neutrality objectives) and internal factors (e.g., digital maturity, organisational culture, leadership cognition). It is imperative that scholarly inquiry further investigates the interplay of these forces, potentially through mediating mechanisms such as strategic agility, employee empowerment, and innovation ambidexterity.

Thirdly, scholarly research ought to encompass the processual nature inherent in organisational resilience. Instead of regarding resilience as a binary outcome (resilient or non-resilient), scholars are advised to systematically chart its formation, activation, and transformation throughout various stages of a crisis (pre-crisis anticipation, during-crisis absorption, and post-crisis adaptation). This requires the employment of longitudinal studies, crisis-stage modelling, and time-series designs equipped to trace resilience over temporal dimensions.

Fourth, subsequent research endeavours should expand the spectrum of outcome variables examined. Although current scholarly work predominantly concentrates on performance outcomes, such as recovery speed and profitability, it is imperative to allocate greater attention to learning outcomes, innovation renewal, stakeholder trust, and the reconstruction of legitimacy. Furthermore, the implications of resilience warrant a comprehensive dissection across various strata—encompassing individual, team, organisational, and inter-organisational levels—employing multilevel modelling techniques and nested data analysis.

Finally, it is imperative that future research addresses the digital and ecological transformation of organisations. As evidenced by our co-occurrence and thematic maps, the concepts of "digital transformation" and "digital resilience" are becoming increasingly prominent within research priorities. The incorporation of digital technologies not only alters business processes but also engenders new sources of resilience through real-time sensing, remote coordination, and adaptive decision-making. Nevertheless, these advantages are not inherently realised; digital investments frequently experience postponed returns, and the cultivation of digital resilience capabilities is reliant on absorptive capacity, resource orchestration, and technological alignment. The emergence of sophisticated ecosystems, platform economies, and symbiotic competition presents novel challenges and avenues for scholarly inquiry. Entities are required to manoeuvre through volatile environments while retaining adaptability, restructuring value networks, and capitalising on both internal and external resources. Consequently, forthcoming research should investigate the interaction between organisational resilience and ecosystem logic, platform dependencies, and industry digital pathways.

In summary, the examination of organisational resilience is progressing into a phase characterised by conceptual advancement and empirical diversification. As environmental complexity and disruption become prevalent, resilience is anticipated to remain a pivotal theme in organisational scholarship. It is projected that the volume of academic publications in this field will persist in increasing, propelled by the theoretical imperative for integration, the methodological imperative for broadening scope, and the practical imperative for generating actionable insights into the mechanisms through which organisations survive and prosper during periods of crisis.

5.   CONCLUSION

This study offers practice-oriented insights for managers aiming to cultivate organisational resilience in increasingly volatile and uncertain environments. The observed evolution of research themes highlights a growing emphasis on digital capabilities, entrepreneurial orientation, and organisational learning as foundational mechanisms that support organisational readiness, adaptability, and long-term viability. For managers—particularly those operating SMEs or firms exposed to institutional complexity and market turbulence—these findings suggest the importance of viewing resilience not as a reactive outcome, but as a capability that must be proactively developed and continuously renewed. The bibliometric evidence

further underscores the value of integrating crisis management perspectives with organisational resilience frameworks across different stages, including pre-crisis preparedness, in-crisis responsiveness, and post-crisis adaptation. This integrated perspective encourages managers to align digital initiatives, learning routines, and adaptive practices with resilience-building objectives, thereby enhancing both strategic coherence and operational robustness. In addition, the limited representation of emerging economy contexts in the existing literature implies that managers in settings such as China may need to adapt dominant resilience frameworks to local institutional conditions, organisational structures, and resource constraints, rather than directly replicating models derived from Western contexts.

This study offers a systematic overview and strategic roadmap for research on organisational resilience, providing theoretical references and empirical directions for both academic researchers and business practitioners. Several limitations must be acknowledged. The data utilised in this study were exclusively sourced from the Web of Science Core Collection, thus excluding publications indexed in other databases or composed in non-English languages. Consequently, some pertinent studies may have been inadvertently omitted, which could potentially constrain the comprehensiveness and precision of the findings. Future research ought to consider broadening the scope of data sources and incorporating multilingual literature to furnish a more holistic view of organisational resilience research. To further enhance existing research perspectives and strengthen theoretical foundations, future research should undertake additional comprehensive bibliometric analyses concentrating on the intersection of digital transformation, artificial intelligence, and organisational adaptation.

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The authors confirm the equal contribution to this paper and approve the final version.

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All authors declare that they have no conflict of interest.

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About the Authors

Tao Mei is a PHD candidate at Faculty of Business, Economics, and Accountancy, Universiti Malaysia Sabah (UMS), Malaysia. Her main research activities are the digitalisation of Small and Medium-sized Enterprises and organisational performance management. She can be contacted via email at TAO_MEI_DB22@iluv.ums.edu.my.

Sidah Idris is an Associate Professor at Faculty of Business, Economics, and Accountancy, Universiti Malaysia Sabah (UMS), Malaysia. Her main research activities are transportation and supply chain management. She can be contacted via email at syaidah@ums.edu.my.