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Mastering the interplay of organizational resilience and sustainability: Insights from a hybrid literature review

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Abstract

Organizational resilience enables the firm to thrive in an increasingly turbulent environment, paving the way for sustainability. Although the implications of organizational resilience on sustainability have been widely discussed in the literature, scholarly knowledge examining the interplay between these two phenomena is fragmented. The article addresses this gap through a hybrid domain-based literature review falling at the intersection of organizational resilience and sustainability. Drawing on a knowledge core of 51 scientific contributions, we identified four research streams established on five conceptual foundations. The study findings guide us toward an eco-social interpretation of organizational resilience, whose implications on the firm's viability should be assessed by acknowledging spillovers on environmental sustainability. Management actions to build organizational resilience should follow an ecosystem sustainability orientation. This involves embedding the firm in the eco-social setting in which it operates, emphasizing its homeostatic exchanges with the environment.

KEYWORDS
ecosystem, organization, resilience, sustainability, viability

1 | INTRODUCTION

Increasing environmental turbulence compels firms to seek organizational resilience (Hamel & Välikangas, 2003), which is vital to ensure business continuity amidst unpredictable disruptions (Ciasullo et al., 2021; De Matteis et al., 2023). Resilience has been generally understood as a positive and desirable attribute of the firm (Di Paola et al., 2023). However, scholars and practitioners interpret this concept inconsistently (Kahn et al., 2018). It is generally presented as a multilevel concept that applies to different sections of the firm (Linnenluecke, 2017). At the microlevel, organizational resilience is stored in individual abilities and competencies enabling the firm to address external threats and cope with environmental uncertainty (Lai & Cai, 2023). At the meso-level, it embodies a dynamic capability nurturing the firm's ability to deal with a situation-specific challenge, absorb external pressures, and react timely (Liu & Yin, 2020). At the macro-level, organizational resilience takes nourishment from the firm's intertwinement with external stakeholders, which is conducive to a greater ability to anticipate and address environmental jolts (Wang et al., 2022).

Synthesizing these perspectives, organizational resilience can be understood as "… the maintenance of positive adjustment under challenging conditions such that the organization emerges from those conditions strengthened and more resourceful" (Vogus &

Abbreviations: COVID-19, Coronavirus Disease 19; ESG, Environmental, Social, and Corporate Governance; PRISMA, Preferred Reporting Items for Systematic Reviews and Meta-Analyses; PSALSAR, Protocol, Search, Appraisal, Synthesis, Analysis, Report; RQ, Research question; SDG, Sustainable Development Goals; SPAR-4-SLR, Scientific Procedures and Rationales for Systematic Literature Reviews; VoS, Visualization of Similarities.

Sutcliffe, 2007, p. 3418). Although no consensus exists about what makes an organization resilient (Annarelli & Nonino, 2016), a large portion of the literature adheres to a capability-based view (Duchek, 2020). Organizational resilience stands for a bundle of resources underpinning the firm's ability to adapt, anticipate, and cope with crisis (Rodríguez-Sánchez et al., 2021). Hence, it cannot be gauged as a static attribute (Sevilla et al., 2023). Instead, it is a dynamic capability that predates environmental challenges and is conducive to organizational sustainability (Darkow, 2019), empowering the firm to fulfill environmental, social, and economic value generation thoroughly (Lopes et al., 2017), in line with its triple bottom line concern (Elkington, 1998). In sum, organizational resilience is related to the firm's enduring ability to (1) timely detect information about challenging events within their domain (Kazancoglu et al., 2022), (2) effectively elaborate such information to activate adequate internal responses and cope with environmental jolts (Borah et al., 2023), and (3) design and implement interventions intended to advance the firm's sustainable development (Burnard & Bhamra, 2011).

As a dynamic capability, organizational resilience relies on the resources, processes, and procedures inherited from the past (Palumbo & Manna, 2018). Moreover, it undergoes continuous variations to overcome competitive challenges (Su & Junge, 2023). Finally, it results from retaining best practices that advance organizational performance and viability (Jiang et al., 2019). Previous studies emphasized that heritage and variations are blended into the recipe for organizational resilience (Conz & Magnani, 2020). When heritage prevails over variation, anchored resilience appears, which facilitates restoring the *status quo* after a crisis. Conversely, where variation exceeds heritage, adaptive resilience emerges, which leads the firm to achieve sustainability by handling environmental unpredictability and turbulence (Ishak & Williams, 2018).

Previous studies stressed that organizational resilience is critical to answering the evolving institutional expectations triggered by Sustainable Development Goals (SDG) and Environmental, Social, and Corporate Governance (ESG) criteria (Liang & Li, 2023). Besides, the unprecedented challenges raised by the Coronavirus (Covid-19) pandemic and the energy crisis have further highlighted the need for organizational resilience (Ingram et al., 2023; Mirtsch et al., 2023). However, little is known about how organizational resilience can be factually achieved to enhance business sustainability (Hillmann & Guenther, 2021). Scholars agree that organizational resilience is a unique firm resource (Andersson et al., 2019). It derives from a combination of hard (tangible) and soft (intangible) factors, involving an alignment of management practices and organizational traits to achieve redundancy, responsiveness, and adaptability (Barasa et al., 2018). Organizational resilience establishes a bridge between strategy, structures, and operations (Linnenluecke et al., 2012), encouraging a reconfiguration of business models (Ciasullo, Montera, & Ferrara, 2022) in a perspective of enhanced economic, social, and ecological sustainability (Preghenella & Battistella, 2021).

Many attempts have been made to collect evidence of how it is possible to take advantage of organizational resilience to make the firm capable of generating value and coevolving with the external environment (e.g., Burnard & Bhamra, 2011; Reynolds & Holt, 2021; Weinhofer & Busch, 2013). Nevertheless, insights about how organizational resilience paves the way for sustainability (Kurtz & Varvakis, 2016; Souza et al., 2017) and a sustainability orientation corroborates organizational resilience are limited and fragmented (Hutton, 2018; Yılmaz Börekçi et al., 2021). Inconsistency in the scholarly debate is due to the novelty of research endeavors intended to make sense of the interaction between resilience and sustainability (Fahimnia & Jabbarzadeh, 2016; He et al., 2023) and the heterogeneous perspectives and typologies undertaken to delve into this topic (Fiksel, 2015; Handmer & Dovers, 1996). A knowledge gap emerges, preventing us from fully understanding the interplay between organizational resilience and organizational sustainability (Di Paola et al., 2023). The article contributes to filling this knowledge gap by answering the following research questions (RQ):

> **Research Question 1.** How does the nexus of organizational resilience and organizational sustainability unfold?
>
> **Research Question 2.** What are the main conceptual roots nurturing the extant scholarly debate about the interplay of organizational resilience and organizational sustainability?

Answering these RQs calls for a systematization of the scientific literature, which, to the best of the authors' knowledge, is unprecedented. Previous reviews about the interplay between organizational resilience and organizational sustainability are either affected by a focus on specific managerial areas (e.g., supply chain management; Negri et al., 2021; Silva et al., 2023), particular environmental contingencies (e.g., the Covid-19 pandemic; Rai et al., 2021), or a stage of the organizational life cycle (e.g., post-disaster recovery; Corrales-Estrada et al., 2021). This article is distinctive in that it advances a rich and comprehensive investigation of the scholarly debate to map the state of knowledge and identify the conceptual foundations of this study domain. Such an approach enables us to understand better what it takes to become a resilient organization (Crick & Bentley, 2020) and addresses recent calls for advancements to illuminate the factors conducive to organizational sustainability (Ketprapakorn & Kantabutra, 2022).

The article proceeds as follows. The next section reports the study protocol and describes the methods used to realize this review. The third section depicts the findings, summarizing the research streams populating the debate about organizational resilience and sustainability's nexus. The study results are critically discussed in the fourth section, advancing an integrative framework to interpret the interplay between organizational resilience and sustainability. Conclusions summarize this literature review's relevance and originality, stressing its implications for theory and practice.

2 | METHODS

2.1 | Study design

Echoing the RQs reported above, this study pursued a twofold aim. First, we intended to portray the state of scholarly knowledge about the nexus between organizational resilience and organizational sustainability. Second, we were interested in unveiling the conceptual roots of the extant scientific debate. To achieve these aims, we accomplished a literature review (Cooper, 1988), which enabled us to systematize current knowledge, generate innovative insights, and inspire further developments (Cho, 2022). Referring to organizational resilience as a specific study domain (Annarelli & Nonino, 2016), we implemented a domain-based literature review (Palmatier et al., 2018). Domain-based reviews revolve around a substantive topic to comprehensively understand its articulation and envision an agenda for future research (Paul & Criado, 2020).

Different protocols and reporting approaches are available to accomplish a domain-based literature review (Paul et al., 2023). In this study, we followed the Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) to enhance the replicability and dependability of our research (Paul et al., 2021). We preferred the SPAR-4-SLR to other techniques (Mengist et al., 2020; Moher et al., 2016), such as the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) and the Protocol-Search-Appraisal-Synthesis-Analysis-Report (PSALSAR), since it has been specifically designed for social sciences (Sreenivasan & Suresh, 2022). The SPAR-4-SLR provided a fully fledged rationalization of the decisions taken to realize our review, adding to the study's reliability (Lim et al., 2022). Moreover, it is a rigorous, parsimonious, and efficient protocol (Kumar et al., 2022), delivering a holistic and integrative systematization of the study domain (Tsiotsou & Boukis, 2022). The SPAR-4-SLR protocol is articulated in three steps, as depicted below.

2.1.1 | Assembling

The literature review started with defining the search strategy and identifying the data source to assemble relevant scholarly contributions. Two activities were realized during the assembling stage. First, the authors met to define the search strategy, which was targeted to the most common datasets used to implement literature reviews, such as Clarivate Analytics' Web of Science™, Dimensions.ai, and Elsevier's Scopus® (Singh et al., 2021). Google Scholar was not consulted since its results are not reproducible in different times and spaces, and it did not include systematic research features (Stapleton et al., 2020), thus compromising the replicability of our study protocol (Levay et al., 2016). A tailored search string was crafted to collect as many contributions as possible, consistent with the study's aim. The search string consisted of two components. The primary one was focused on the main subject of this review (resilience) and contextualized it to the organizational setting. Drawing on previous systematization of the literature, we attempted to expand the breadth of our review, including additional terms—such as firm and business—to resilience, thus having a thorough account of the study domain (Barasa et al., 2018). Since we were interested in maintaining the spotlight on organizational resilience, germane concepts generally associated with it (e.g., adaptability and agility) were not included in the research string (Shela et al., 2023). We used the asterisk (*) to account for any potential variations of the search terms. The Boolean operator OR reciprocally connected the search string's primary components. The secondary component contemplated issues about sustainability and viability. The primary and the secondary components were coupled through the Boolean operator AND. The search string is as follows:

(“org*resil*” OR “manag*resil*” OR “firm resil*” OR “Bus* resil*”) AND (“Sustain*” OR “Viab*”))

We did not set any limitations for collecting items. However, we decided to include only English-written contributions published or accepted for publication within 2022. This decision permitted us to ensure the full replicability of our study protocol. The search was run for “topic” in Web of Science™, “title and abstract” in Dimensions.ai, and “title, abstract, and keywords” in Scopus®. The search was executed on February 28, 2023. Web of Science™ generated 328 items, Dimensions.ai 271 items, and Scopus® 377 items. We performed a preliminary analysis of the three datasets. Scopus® was the most comprehensive database. The hits generated by Web of Science™ and Dimensions.ai mainly represented a subsample of Scopus, which did not miss any relevant contributions. Therefore, we elected Scopus® as the data source for our literature review. We stored collected data in an electronic worksheet and coded items by title, keywords, publication year, study design, and main findings.

2.1.2 | Arranging

The second stage of our research protocol involved arranging the criteria to analyze the documents and determine their inclusion or exclusion. Replicating the approach taken in previous domain-based literature reviews embracing a hybrid approach (e.g., Ciasullo, Lim, et al., 2022; Palumbo et al., 2022), we set three exclusion criteria, which guided us in screening the dataset. First, the items that did not address resilience as an organizational feature and conceptualized it as an institutional mandate were discarded as off-topic. Second, the articles that did not investigate the nexus between organizational resilience and sustainability, but addressed these concepts independently, were retracted as off-scope. Last, the contributions that included policy reports or descriptive literature reviews falling short in advancing our knowledge about the interplay of organizational resilience and organizational sustainability were removed as off-focus.

The three authors evenly participated in screening the dataset. The screening was conducted independently and focused on items' titles, abstracts, and keywords. When the screeners could not decide on the inclusion or exclusion of the items by the titles, abstracts, and keywords, the full text was accessed to understand the topics touched in the collected contributions comprehensively. The majority rule was

adopted to determine the inclusion or exclusion of screened items. At the end of the analysis, 101 contributions were excluded because they were off-topic, 113 because off-scope, and 91 because off-focus. Hence, 72 items were preliminarily included in this literature review.

2.1.3 | Assessing

The last stage of this review consisted of assessing the included items to systematize the scholarly knowledge. The assessment phase was twofold. First, we accomplished a bibliometric analysis, which had two foci, in line with the study aims: (1) to map the state of knowledge in our study domain and (2) to identify the conceptual roots of the extant scientific debate. Bibliographic coupling was used to map the state of the art (Jarneving, 2007). Two documents are bibliographically coupled when they cite a common reference. We used the Visualization of Similarities (VoS) technique and the VoS viewer software (version 1.6.19) to conduct bibliographic coupling (van Eck & Waltman, 2010). VoS viewer generates a two-dimensional map where items are located based on the intensity of their bibliographic coupling. This enabled us to gather the items in clusters which embed distinguishing research streams. We put at

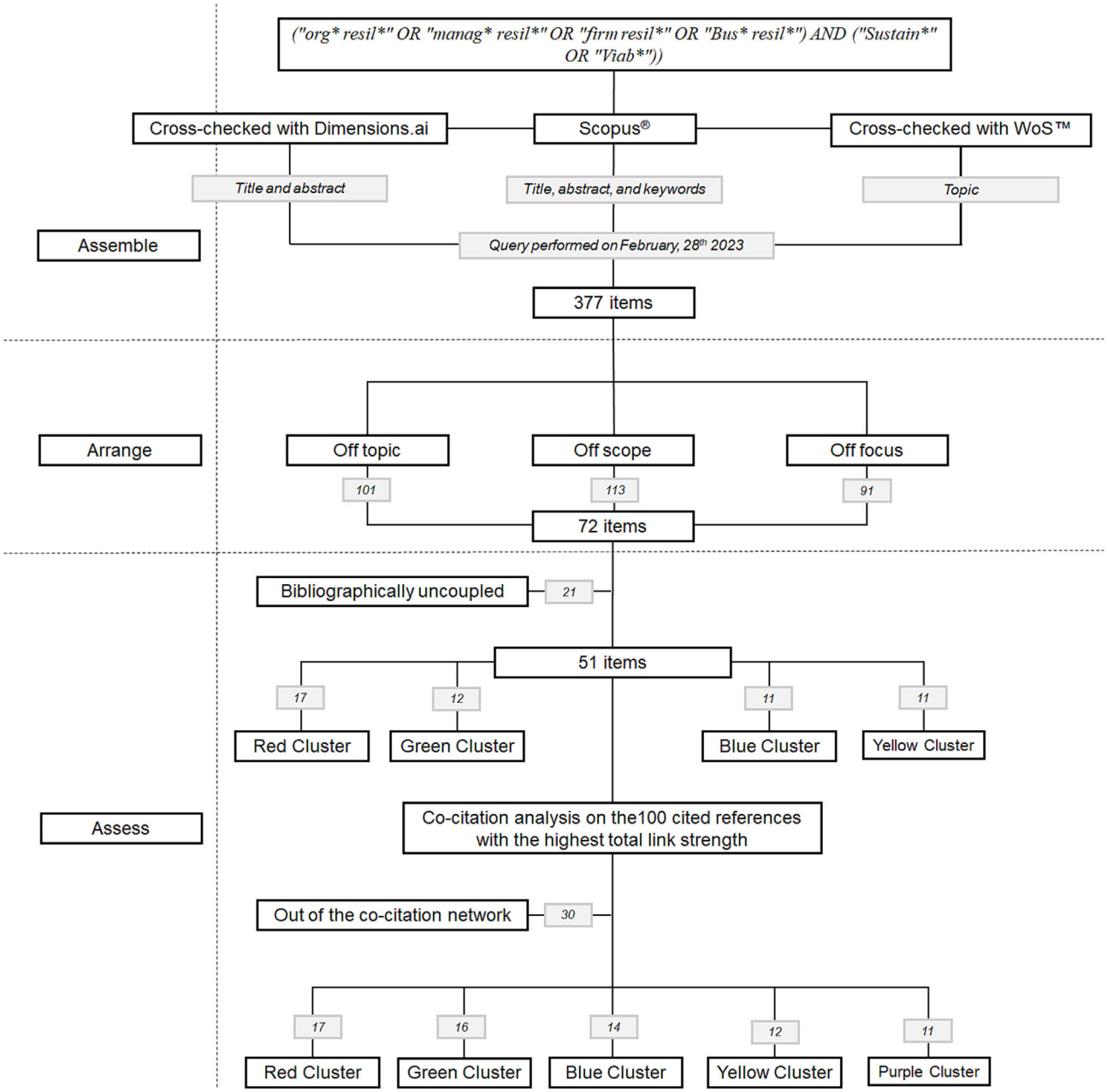


FIGURE 1 The process of items' acquisition, screening, and analysis. *Source*: Authors' own elaboration.

five the minimum total link strength to perform bibliographic coupling. Moreover, we set the minimum number of items for each cluster at eight. Resolution was maintained at one. These parameters led us to find 51 bibliographically coupled items grouped in four research streams.

We focused on the reference lists of bibliographically coupled items to conduct a co-citation analysis, which was specifically directed at illuminating the conceptual foundations of the reviewed records (Gmür, 2003). Co-citation elicits the networks of relevant contributions cited by the analyzed documents. Once again, we exploited VoS Viewer to realize this bibliometric analysis. We concentrated on the 100 cited papers with the highest total strength of co-citation links. We used the same parameters employed for bibliographic coupling to work out clusters. This approach led us to identify 70 highly coupled items clustered in five conceptual networks. Figure 1 graphically depicts the process of items' collection, analysis, and selection, depicting it through a flowchart.

An interpretive and narrative approach was used to report the study findings and deliver an integrative account of this literature review's results. Drawing on Tranfield et al. (2003), we opted for a nonstructured and non-standardized approach to arrange the study findings. We used open coding based on the items' research design and main results to define their contribution to the study domain. Besides, we used axial coding to connect items within and across the clusters. This reporting approach enabled us to improve the explicative power of our literature review, allowing us to synthesize the state of the art and identify valuable avenues for further research.

3 | FINDINGS

3.1 | An overview of reviewed items

The knowledge core of this literature review consisted of 51 scientific contributions. Publication years ranged from 2002 to 2022. Figure 2 depicts this study domain's growth during this review's time frame. About two in three articles have been issued in the 5 years preceding this study (62.7%), underlining the timeliness of this research topic. The dataset included only three book chapters. The remaining part consisted of articles published in scientific journals undergoing double-blind peer review. Even though more than 30 sources were listed in the dataset, *Business Strategy and the Environment*, *Ecology and Society*, the *International Journal of Production Research*, and *Sustainability* accounted for one in four items. Most contributions were coauthored by at least two authors ($\mu = 3$; $\sigma = 1.6$, ranging from a minimum of 1 to a maximum of 10 authors), with only two being single-authored.

Conceptual papers prevailed over other research designs, representing about 4 in 10 items (39.2%). They primarily consisted of theoretical developments based on unsystematic reviews of the literature. The remaining part included empirical studies evenly distributed between qualitative (31.4%) and quantitative research (29.4%). Most empirical analyses focused on Asia (36%), Europe (33%), and America (26%). Africa and Oceania were underrepresented. Table 1 includes an overview of the reviewed records, reporting their bibliographic attributes, study design, and key findings.

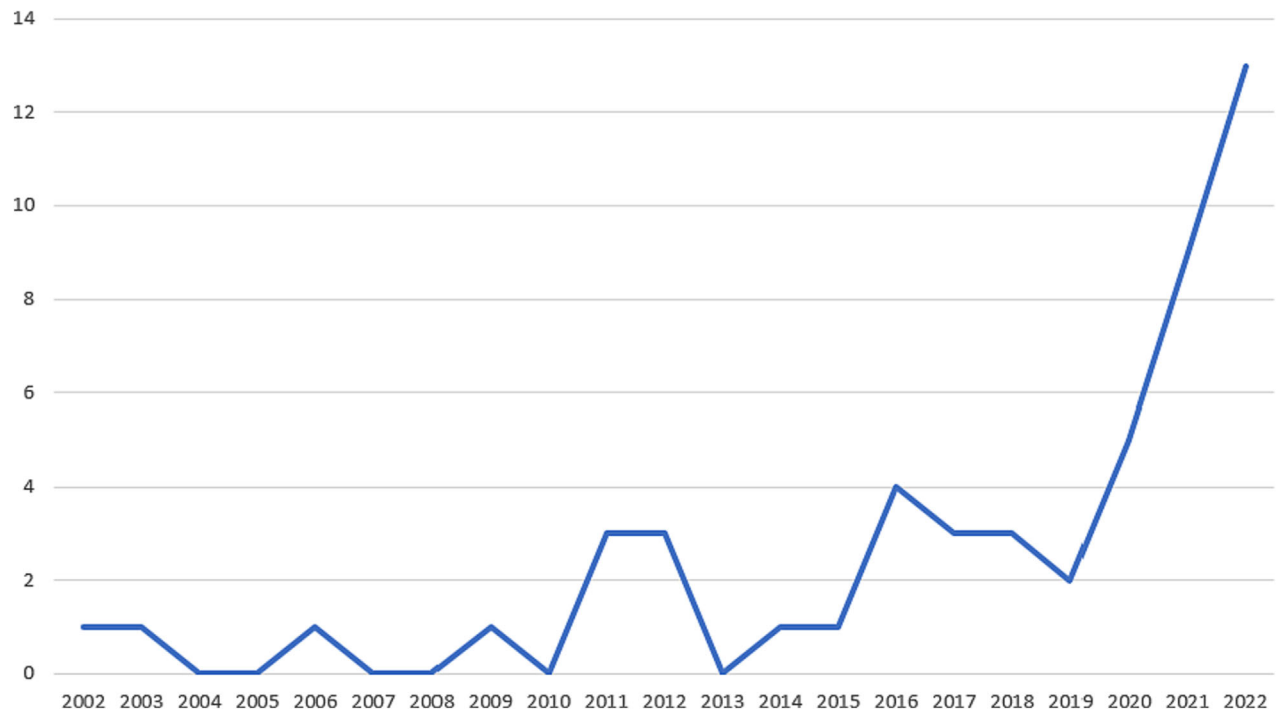


FIGURE 2 The publication years of reviewed items. *Source*: Authors' own elaboration.

TABLE 1 The items included in the literature review ($n = 51$).

Cluster	Authors	Title	Year	Source	Sector
Blue	Al-Atwi A.A., Amankwah-Amoah J., and Khan Z.	Micro-foundations of organizational design and sustainability: The mediating role of learning ambidexterity	2021	International Business Review	Manufacturing, construction, and service industries
Blue	Avery G.C. and Bergsteiner H.	Sustainable leadership practices for enhancing business resilience and performance	2011	Strategy & Leadership	N/A
Blue	Ciasullo M.V., Montera R., and Douglas A.	Building SMEs' resilience in times of uncertainty: The role of big data analytics capability and co-innovation	2022	Transforming Government: People, Process and Policy	Manufacturing and service industries
Blue	Danes S.M., Lee J., Amarapurkar S., Stafford K., Haynes G., and Brewton K.E.	Determinants of family business resilience after a natural disaster by gender of business owner	2009	Journal of Developmental Entrepreneurship	Agriculture, manufacturing, and service industries
Blue	He Z., Huang H., Choi H., and Bilgihan A.	Building organizational resilience with digital transformation	2023	Journal of Service Management	Service industries
Blue	Kantabutra S. and Ketprapakorn N.	Toward an organizational theory of resilience: An interim struggle	2021	Sustainability	N/A
Blue	Ketprapakorn N. and Kantabutra S.	Toward an organizational theory of sustainability culture	2022	Sustainable Production and Consumption	N/A
Blue	Mzid I., Khachlouf N., and Soparnot R.	How does family capital influence the resilience of family firms?	2019	Journal of International Entrepreneurship	Manufacturing and service industries
Blue	Wang J., Xue Y., and Yang J.	Can proactive boundary-spanning search enhance green innovation? The mediating role of organizational resilience	2022	Business Strategy and the Environment	Manufacturing sector
Blue	Yu J. and Zhu L.	Corporate ambidexterity: Uncovering the antecedents of enduring sustainable performance	2022	Journal of Cleaner Production	Manufacturing and service industries
Blue	Zhang X., Ye J., Wang D., Tian F., and Fu S.	Leadership mindsets, cultural norms and organizational resilience in China: The moderating effect of supportive human resource practices	2022	Asia Pacific Business Review	Manufacturing and service industries
Green	Beech N., Devins D., Gold J., and Beech S.	In the family way: An exploration of family business resilience	2020	International Journal of Organizational Analysis	N/A
Green	Clément V. and Rivera J.	From adaptation to transformation: An extended research agenda for organizational resilience to adversity in the natural environment	2017	Organization and Environment	N/A
Green	Dervitsiotis K.N.	The pursuit of sustainable business excellence: Guiding transformation for effective organizational change	2003	Total Quality Management and Business Excellence	N/A

TABLE 1 (Continued)

Cluster	Authors	Title	Year	Source	Sector
Green	Gray D. and Jones K.F.	Using organisational development and learning methods to develop resilience for sustainable futures with SMEs and micro businesses: The case of the "business alliance"	2016	Journal of Small Business and Enterprise Development	Service industries
Green	Lebel L., Anderies J.M., Campbell B., Folke C., Hatfield-Dodds S., Hughes T.P., and Wilson J.	Governance and the capacity to manage resilience in regional social-ecological systems	2006	Ecology and Society	N/A
Green	Linnenluecke M.K., Griffiths A., and Winn M.	Extreme weather events and the critical importance of anticipatory adaptation and organizational resilience in responding to impacts	2012	Business Strategy and the Environment	N/A
Green	Moran B. and Tame P.	Organizational resilience: Uniting leadership and enhancing sustainability	2012	Sustainability	N/A
Green	Ortiz-de-Mandojana N. and Bansal P.	The long-term benefits of organizational resilience through sustainable business practices	2016	Strategic Management Journal	Manufacturing and service industries
Green	Tuazon G.F., Wolfgramm R., and Whyte K.P.	Can you drink money? Integrating organizational perspective-taking and organizational resilience in a multi-level systems framework for sustainability leadership	2021	Journal of Business Ethics	Water management
Green	Walker B., Carpenter S., Anderies J., Abel N., Cumming G., Janssen M., Lebel L., Norberg J., Peterson G.D., and Pritchard R.	Resilience management in social-ecological systems: A working hypothesis for a participatory approach	2002	Ecology and Society	N/A
Green	Williams A., Whiteman G., and Kennedy S.	Cross-scale systemic resilience: Implications for organization studies	2021	Business and Society	N/A
Green	Winn M., Kirchgeorg M., Griffiths A., Linnenluecke M.K., and Gunther E.	Impacts from climate change on organizations: A conceptual foundation	2011	Business Strategy and the Environment	N/A
Red	Ahmić A.	Strategic sustainability orientation influence on organizational resilience: Moderating effect of firm size	2022	Business Systems Research	Manufacturing, commerce, and service companies
Red	Arsovski Z., Arsovski S., Aleksic A., Stefanovic M., and Tadic D.	Vulnerabilities of virtual and networked organizations	2012	International Journal of Web Portals	Automotive industry
Red	Ates A. and Bititci U.	Change process: A key enabler for building resilient SMEs	2011	International Journal of Production Research	Manufacturing sector
Red	Billington M.G., Karlsen J., Mathisen L., and Pettersen I.B.	Unfolding the relationship between resilient firms and the region	2017	European Planning Studies	Manufacturing sector
Red	Carmeli A., Dothan A., and Boojihawon D.K.	Resilience of sustainability-oriented and financially-driven organizations	2020	Business Strategy and the Environment	N/A

TABLE 1 (Continued)

Cluster	Authors	Title	Year	Source	Sector
Red	Gilinsky A., Jr., Ford J., Newton S.K., and Brown D.	An exploratory investigation into strategic resilience in the US wine industry	2020	Journal of Wine Research	Wine industry
Red	Koronis E. and Ponis S.	Better than before: The resilient organization in crisis mode	2018	Journal of Business Strategy	N/A
Red	Manab N.A. and Aziz N.A.A.	Integrating knowledge management in sustainability risk management practices for company survival	2019	Management Science Letters	Service sector
Red	Potrich L.N., Selig P.M., Matos F., and Giugliani E.	Organisational resilience in the digital age: Management strategies and practices	2022	Contributions to Management Science	N/A
Red	Pradhan R.K. and Bhattacharyya P.	Building organisational resilience: Role of cherishing at work	2018	International Journal of Entrepreneurship and Innovation Management	N/A
Red	Van Breda A.D.	Building resilient human service organizations	2016	Human Service Organizations Management, Leadership and Governance	Human services
Red	Van den Berg J., Alblas A., Blanc P.L., and Romme A.G.L.	How structural empowerment boosts organizational resilience: A case study in the Dutch home care industry	2022	Organization Studies	Home care services
Red	Winnard J., Adcroft A., Lee J., and Skipp D.	Surviving or flourishing? Integrating business resilience and sustainability	2014	Journal of Strategy and Management	N/A
Red	Wissman-Weber N.K. and Levy D.L.	Climate adaptation in the Anthropocene: Constructing and contesting urban risk regimes	2018	Organization	Public governance
Red	Xie X., Wu Y., Palacios-Marqués D., and Ribeiro-Navarrete S.	Business networks and organizational resilience capacity in the digital age during COVID-19: A perspective utilizing organizational information processing theory	2022	Technological Forecasting and Social Change	Manufacturing sector
Red	Yllmaz Borekci D., Rofcanin Y., Heras M.L., and Berber A.	Deconstructing organizational resilience: A multiple-case study	2021	Journal of Management and Organization	Manufacturing and service industries
Red	Zhang J., Long J., and von Schaewen A.M.E.	How does digital transformation improve organizational resilience?—Findings from PLS-SEM and FSQCA	2021	Sustainability	Manufacturing and service industries
Yellow	Chesley J. and D'avellav V.	Resilience of inter-organizational systems	2020	Research Handbook on Organizational Resilience	Energy sector
Yellow	Curtis K.R. and Slocum S.L.	Firm resiliency post-economic shock: A case study of rural wineries during the COVID-19 pandemic	2022	Journal of Food Distribution Research	Wine industry
Yellow	Granig P. and Hilgarter K.	Organisational resilience: A qualitative study about how organisations handle trends and their effects on business models from experts' views	2020	International Journal of Innovation Science	Manufacturing and service industries

TABLE 1 (Continued)

Cluster	Authors	Title	Year	Source	Sector
Yellow	Hajishirzi R., Costa C.J., and Aparicio M.	Boosting sustainability through digital transformation's domains and resilience	2022	Sustainability	Construction, manufacturing, and service industries
Yellow	Kurtz D.J. and Varvakis G.	Dynamic capabilities and organizational resilience in turbulent environments	2016	Competitive Strategies for Small and Medium Enterprises: Increasing Crisis Resilience, Agility and Innovation in Turbulent Times	N/A
Yellow	Miceli A., Hagen B., Riccardi M.P., Sotti F., and Settembre-Blundo D.	Thriving, not just surviving in changing times: How sustainability, agility and digitalization intertwine with organizational resilience	2021	Sustainability	N/A
Yellow	Rai S.S., Rai S., and Singh N.K.	Organizational resilience and social-economic sustainability: COVID-19 perspective	2021	Environment, Development and Sustainability	Manufacturing and service industries
Yellow	Souza A.A.A., Alves M.F.R., Macini N., Cezarino L.O., and Liboni L.B.	Resilience for sustainability as an eco-capability	2017	International Journal of Climate Change Strategies and Management	Manufacturing sector
Yellow	Thomas A., Pham D.T., Francis M., and Fisher R.	Creating resilient and sustainable manufacturing businesses—A conceptual fitness model	2015	International Journal of Production Research	Manufacturing sector
Yellow	Trabucco M. and De Giovanni P.	Achieving resilience and business sustainability during COVID-19: The role of lean supply chain practices and digitalization	2021	Sustainability	Agriculture, manufacturing, and service industries
Yellow	Yuan R., Luo J., Liu M.J., and Yu J.	Understanding organizational resilience in a platform-based sharing business: The role of absorptive capacity	2022	Journal of Business Research	Hospitality

Source: Authors' own elaboration.

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
Blue	Asia	The article examines the relationship between organizing paradoxes (formalization and decentralization), organizational learning (exploration and exploitation), and organizational resilience	Empirical-quantitative	Data were collected from 98 CEOs and 325 employees; structural equation modeling was run to elaborate data	Firms that can embrace organizing paradox achieve a greater learning ambidexterity, which paves the way for enhanced organizational resilience

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
Blue	N/A	The article presents a sustainable leadership model arguing that it paves the way for organizational resilience	Conceptual	The study draws on empirical insights and an unsystematic literature review to recommend conceptual advancements	Organizational resilience requires the adoption of a sustainable leadership style embracing a people orientation and adopting a long-term orientation
Blue	Europe	The article sheds light on the efforts put in by small and medium enterprises to develop resilience in the face of turbulent settings	Empirical-quantitative	Data were collected from 192 small and medium-sized enterprises; bootstrapping and regression analysis were used	Organizations investing in big data analytics achieve greater organizational resilience; co-innovation practices mediate the link between big data analytics and organizational resilience
Blue	United States	The study investigates how human, social, and financial capital, natural disaster exposure, and federal disaster assistance affect the resilience of family-owned organizations	Empirical-quantitative	Data were collected from 311 family firms; parallel hierarchical regression analyses were accomplished	Social capital resources significantly contribute toward resilience; furthermore, disaster assistance advances organizational resilience for organizations adopting a support-seeking response
Blue	United States	The article examines the relationship between digital transformation and organizational resilience	Empirical-quantitative	Data were collected from 474 people; structural equation modeling was implemented	The digital intensity and digital transformation add to organizational resilience, supporting the firm in the development of systematic control systems that sustain operations in crises; however, they do not necessarily increase individual resilience since they are indirectly related to the employees' ability to understand crises and implement adaptive solutions
Blue	N/A	The article proposes a theory of resilience, mapping its interplay with sustainability	Conceptual	The article proposes a conceptual advancement relying on an unsystematic literature review	To accomplish resilience, organizations should develop a mindset based on the values of sustainability, embracing a long-term oriented vision
Blue	N/A	The article advances a theory of sustainability organizational culture as an interim struggle	Conceptual	The article is based on a critical review of the literature	Organizational resilience requires a sustainability orientation and the adoption of prudence and perseverance in making management decisions; also, it is based on employees' affective commitment
Blue	Tunisia	The article examines the role of family capital (human, social, and financial capital) in the resilience of family firms	Empirical-qualitative	Data were collected from four companies in different sectors; semi-structured, face-to-face interviews were implemented to collect data	Social capital is identified as the primary driver of organizational resilience, accompanied by human capital; both social and human capital advance the financial capital of the firm, which further contributes to organizational resilience

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
Blue	China	The article analyzes the impact of proactive boundary-spanning search on firms' green innovation, contemplating the mediating role of organizational resilience	Empirical-quantitative	Data were collected from 218 companies; hierarchical regressions were implemented	The relationship between proactive boundary spanning and organizational resilience follows an inverted U-shape relationship; attention should be paid to how companies scan the environment to deal with increased uncertainty
Blue	China	The article examines the impact of combinations of instrumental and moral drives on sustainable performance	Empirical-quantitative	Data were obtained from 397 respondents; fuzzy-set qualitativecomparative analysis method was adopted	Moral self-awareness is a sufficient and necessary condition to achieve organizational resilience; it enables the implementation of instrumental drivers, unleashing sustainable performance
Blue	China	The article examines the impact of leaders' mentality on organizational resilience	Empirical-quantitative	Data were collected from 163 companies; a mediation analysis was accomplished	Organizational resilience implies the adoption of a growth-oriented mindset boosting collaborative culture norms; the design of supportive human resource management practices facilitates the achievement of organizational resilience
Green	N/A	The article explores the concept of resilience within a family business context, investigating the implications of familiness	Conceptual	The article proposes conceptual advancements based on a literature review	Familiness affects the translation of individual resilience into organizational resilience, influencing the socio-ecological interaction of the firm with the external environment
Green	N/A	The article examines how organizations can manage their resilience in response to adverse conditions stemming from ecological adversity	Conceptual	The article proposes a conceptual advancement based on extant literature	An inverted U-shaped relationship relates ecological adversity and protective adaptation; when firms undertake transformation intended to address environmental adversity, drawbacks can be generated on the local ecosystem, endangering the viability of the firm
Green	N/A	The article investigates how firms cope with periods of dramatic change pursuing the objective of survival	Conceptual	The article proposes a theoretical framework explaining how to achieve organizational resilience	To develop organizational resilience, firms should detect strategic inflection points to address critical environmental changes. Effective transformation relies on optimal levels of connectivity, stress, empowerment, diversity, and conversations
Green	United Kingdom	The article explores how collaborative development and learning advance the ability of micro, small, and medium-sized enterprises to achieve resilience and sustainability	Empirical-qualitative	An ethnographic study was conducted, relying on participant observation	The resilience and sustainability of small-sized organizations depend on collective organizational development and learning, which create a shared collaborative identity

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
Green	N/A	The article investigates the governance attributes which are conducive to increased resilience in regional systems	Conceptual	The article is based on conceptual advancements obtained from nine cases around the world	Fitting governance mechanisms rooted on participation, accountability, and polycentricity are needed to establish a fertile social–ecological regional system nurturing organizational resilience
Green	N/A	The article proposes a comprehensive conceptual framework for organizational adaptation and resilience to extreme weather events	Conceptual	The article advances an integrative framework to understand how firms achieve resilience when they face major environmental disruptions	Developing organizational resilience is a long-term process which longitudinally characterizes the life of the firm; it is rooted in anticipative adaptation resulting from previous experiences and from sensemaking about current disruptions enabling to overcome extant ideologies and approaches
Green	N/A	The article proposes a model for developing leadership and resilience as a means to enhance sustainability	Conceptual	The authors conceptually define what organizations should do to nurture organizational resilience	Organizational resilience requires the engagement of people in a committed effort to advance the organizational ability to thrive in an unpredictable environment: Firms should create awareness about resilience, train people, and encourage them to take resilient actions
Green	United States	The study investigates the relationship between social and environmental practices and organizational resilience	Empirical-quantitative	A matched-pair analysis was implemented on a sample of 121 firms; analysis of variance and survival analysis were implemented	Firms embracing social and environmental practices develop organizational resilience, address maladaptive tendencies, and cope positively with unexpected situations
Green	United States, Canada, and New Zealand	The article develops a multilevel systems framework integrating organizational resilience and organizational perspective-taking	Empirical-qualitative	A multiple case study approach was taken; data were collected through archival interviews, data, and ethnographic observations	Organizational perspective-taking, which involves connecting stakeholders with alternative and differentiated perspectives, is a form of knowledge integration advancing resilience and increasing the ability to cope with unprecedented challenges
Green	N/A	The article advances an evolving approach to analyzing resilience in social–ecological systems and recommends ways to manage resilience	Conceptual	The authors develop a four steps framework to analyze resilience management in social–ecological systems	Achieving resilience in social–ecological systems involves engaging relevant stakeholders in a collective effort aimed at anticipating disruptions or effectively dealing with them; a preliminary assessment of risk factors at the ecosystem level, the definition of the drivers of unsustainability, and the continuous engagement of stakeholders are needed to accomplish resilience

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
Green	N/A	The article collects insights from natural science to help organizational scholars to examine cross-scale resilience	Conceptual	The authors adopt a cross-scale perspective to formulate original propositions about how to achieve organizational resilience	Organizational resilience should be managed in light of the broader social–ecological systems in which the organization participates; long-term organizational resilience cannot be managed without an understanding of nested socio-ecological systems
Green	N/A	The article develops a conceptual foundation to investigate how organizations address and adapt to massive discontinuous change	Conceptual	The article recommends a conceptual advancement based on a literature review	Organizational resilience and, consequently, the reduction of vulnerability should be rooted in an anticipatory approach
Red	Bosnia and Herzegovina	The study examines how strategic sustainability influences organizational resilience considering the moderating role of organizational size	Empirical-quantitative	Data were collected from 124 companies	Companies adopting a strategic sustainability orientation develop organizational resilience, achieving anticipation, coping, and adaptation capabilities. Large-sized companies focus more on adaptation, while small-sized firms focus on coping
Red	Serbia	The article proposes a framework to assess organizational resilience in virtual organizations	Empirical-qualitative	A fuzzy-Delphi method was used to frame resilience in virtual organizations; the framework was contextualized to a case study	To achieve resilience, virtual organizations should rely on hard and soft interventions, improving systems and engaging employees in advancing organizational adaptability
Red	Europe	The article investigates change management process capability as a key factor leading to SMEs' organizational resilience	Empirical-qualitative	A multiple case study was implemented, involving 232 senior managers in 37 manufacturing SMEs	A change management perspective should be embraced to achieve organizational resilience in SMEs. Long-term perspective and people orientation are required to enhance the positive effects of change on organizational resilience
Red	Norway	The article embraces a microlevel focus to investigate the features of organizational resilience	Empirical-qualitative	A multiple case study approach based on critical incident technique was used	Organizational resilience should be conceived of as a dynamic capability composed of cognitive, behavioral, and contextual attributes. Its uniqueness depends on the social, cultural, and economic relationships between the firm and the regional environment
Red	N/A	The article develops a conceptual model to explain how negative and positive financial performance gaps motivate organizations to build a more resilient system	Conceptual	The article proposes a theoretical advancement	The sustainability orientation of the organization influences the way it looks for relevant information and searches solutions when an adverse situation is faced, thus affecting the path toward resilience

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
Red	United States	The article intends to provide a roadmap for firms seeking to increase their resilience in planning for natural disasters	Empirical-qualitative	A multiple case study approach was taken; content analysis was exploited for theory building	The development of organizational resilience is affected by firms' ability to build stakeholders' support and secure fast access to adequate resources and capabilities to face disruptions; knowledge sharing and collective mindfulness are especially relevant
Red	N/A	The article investigates the organizational drivers of resilience, providing a new direction for crisis management	Conceptual	Theoretical advancement based on an unsystematic literature review	Organizations should make an effort to develop a resilience culture based on trust, openness, and identity
Red	Malaysia	The article examines the moderating effect of knowledge management on the relationship between organizational resilience and organizational survival	Empirical-quantitative	Data were collected from 88 public companies. Partial Least Square structural equation modelling was used	The positive implications of organizational resilience on firms' survival are boosted by knowledge management, nurturing a positive culture to develop proactiveness, responsiveness, and adaptability
Red	N/A	The article investigates how resilience can contribute to the sustainable adaptation of organizations	Conceptual	The article advances conceptual insights drawing from an unsystematic literature review	Tangible and intangible factors—such as training, relationships with stakeholders, and applied technologies—concur in enhancing the firms' intellectual capital, strengthening resilience
Red	N/A	The article relies on cherishing to advance a conceptualization of organizational resilience	Conceptual	The article proposes a cherishing-based conceptualization of organizational resilience, drawing on a literature review	Cherishing practices at work increase individual resilience, which, in turn, paves the way for the strengthening of organizational resilience
Red	N/A	The article advances a conceptual model of organizational resilience, looking at systems, staff, and processes	Conceptual	The study proposes conceptual insights based on a review of extant literature and evidence collected from personal experience	Achieving organizational resilience requires a focus on systems, staff, and processes, implementing a fully fledged resilience paradigm which acknowledges the multidimensionality of organizational resilience and commit people to improving it
Red	Netherlands	The article reflects on the implications of empowerment on organizational resilience	Empirical-qualitative	An in-depth case study approach was taken, which focused on a single organization; a longitudinal approach was used to collect data through interviews and critical incidents	Top-management commitment increases psychological safety at work, which augments structural empowerment and enacts a positive cycle nurturing organizational resilience
Red	N/A	The article investigates the interplay between sustainability and resilience, supporting decision-makers to proactively build such characteristics.	Conceptual	The article advances an integrated interpretation of resilience and sustainability relying on the conceptualization of the company as a complex adaptive system	Resilience allows translating into practice sustainability thinking, shaping management decisions, and setting the conditions for the continuous improvement of the firm's competitive advantage

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
Red	United States	The article introduces the concept of "risk regime," understanding it as a contingently stabilized system with governance, economic, and discursive dimensions	Empirical-qualitative	An in-depth case study approach was used, concerning the city of Boston; longitudinal analysis was accomplished to collect relevant evidence	The way organizational resilience is framed and handled is influenced by the emergence of a risk regime, which affects the way risks are defined, constructed, and managed
Red	China	The study investigates the influence of business networks on firms' organizational resilience capacity	Empirical-quantitative	Data were collected from 409 companies; regression analysis was implemented	Network breadth and depth positively influence organizational resilience capacity; they pave the way for ambidextrous learning, which is further advanced by digitalization
Red	Turkey	The article intends to shed light on the distinctive conceptual attributes of organizational resilience, operational resilience, and relational resilience	Empirical-qualitative	A multiple case study approach was taken, involving four companies; document analysis, interviews, and observations were arranged to collect data	Relational resilience is aimed at maintaining organizational and interorganizational links against crises; it complements operational resilience, which involves ensuring task completion and work performance when disruptions are faced. Both are required to achieve resilience
Red	China	The article proposes a conceptual model exploring how the digital transformation affects exploitative innovation and exploratory innovation, shaping organizational resilience	Empirical-quantitative	Data were collected from 339 entities; fuzzy-set qualitative comparative analysis and structural equation modeling were used	The digital transformation adds to organizational resilience directly and indirectly, stimulating exploitative and exploratory innovation
Yellow	Canada	The article investigates how multiple organizations collaborate to deal with large-scale, complex problems	Empirical-qualitative	A mixed-method study was implemented, focusing on three interorganizational systems	Interorganizational relationships enhance the individual and collective capability to deal with complex and unforeseen problems; partnerships should be established on participation, clear governance structure, and compelling mission and vision
Yellow	United States	The article investigates the resiliency of wineries with a focus on the challenges raised by the pandemic	Empirical-qualitative	Five wineries were involved in the analysis; data were collected through in-person interviews	Organizations establishing positive interactions with relevant stakeholders are more likely to withstand external challenges and achieve resilience and sustainability
Yellow	Austria	The study examines how organizations assess and deal with complex and relevant challenges	Empirical-qualitative	A 4-month qualitative interview-based study was realized, involving 18 experts	Achieving resilience involves modifying the extant business models, emphasizing proactive strategies intended to look beyond trends, and shaping future changes
Yellow	Iran	The article investigates how digital transformation and organizational resilience might help businesses become more sustainable	Empirical-quantitative	Data were collected from 208 people; structural equation modeling was implemented	Organizational resilience and customer engagement are complementary to achieve a viable competitive advantage, which increases the firms' social,

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
					environmental, and economic sustainability
Yellow	N/A	The article analyzes how dynamic capabilities assist adaptation and resilience in maintaining competitiveness in turbulent environments	Conceptual	The article proposes a theoretical advancement in light of the results of an unsystematic literature review	Dynamic capabilities add to organizational resilience, enhancing the firms' ability to spot and interpret opportunities in the external environment, learn new capabilities, integrate capabilities to create innovative bundles and deploy capabilities to deal with complex and unpredictable environments
Yellow	N/A	The article embraces a conceptual perspective to envisage how organizations strive to become strategically resilient by leveraging digitization and agility as enablers	Conceptual	The authors introduce conceptual advancements relying on an unsystematic literature review	Although resilience and sustainability are mutually related, it is not clear how they relate; agility determines resilience, while digital transformation sets the conditions for increased sustainability
Yellow	India	The article intends to assess the impact of resilience on social sustainability and economic sustainability	Empirical-quantitative	The authors collected data from 261 respondents; structural equation modeling was implemented	Organizational resilience improves the economic and social sustainability of the firm; interorganizational and intraorganizational information-sharing mechanisms on a large scale boost resilience, facilitating crisis anticipation and management
Yellow	Brazil	The article identifies the dynamic capabilities that foster organizational resilience toward sustainability	Empirical-qualitative	Four companies were involved in a multiple case study; interviews based on open-ended questions were accomplished	Partnerships and positive interactions with the eco-social environments complement internal initiatives aimed at developing organizational resilience, adding to its contribution to sustainability
Yellow	United Kingdom	The article advances a framework to guide companies toward improved business performance	Empirical-qualitative	A literature review was accomplished, followed by a survey addressed to 25 members of an organization	An integrated approach merging operational and strategic capabilities is needed to achieve organizational resilience; this involves focusing on internal factors, which are intended to generate reliability and robustness, and external factors, which build agility and redundancy
Yellow	Europe	The article investigates how firms can enjoy a sustainable business when they face environmental disruptions	Empirical-quantitative	Data were collected from 119 companies; logistic regression models were run	While digitalization was not found to affect organizational resilience, positive exchanges with suppliers enhanced sustainability performance and resilience, enabling firms to withstand unprecedented challenges

TABLE 1 (Continued)

Cluster	Context	Study aims	Study design	Methods	Key findings
Yellow	China	The article examines the resilience mechanism of platform-based sharing economy ventures, looking at absorptive capacity	Empirical-qualitative	A case study approach was taken; data were collected through in-depth interviews, informal dialogues, focus group discussions, and secondary archival data	Organizational resilience is facilitated by interorganizational collaboration and by encouraging the absorption and combination of new knowledge; advancing continuous development, this approach creates distinctive absorptive capacity, which strengthen viability

Source: Authors' own elaboration.

3.2 | The output of the bibliographic coupling

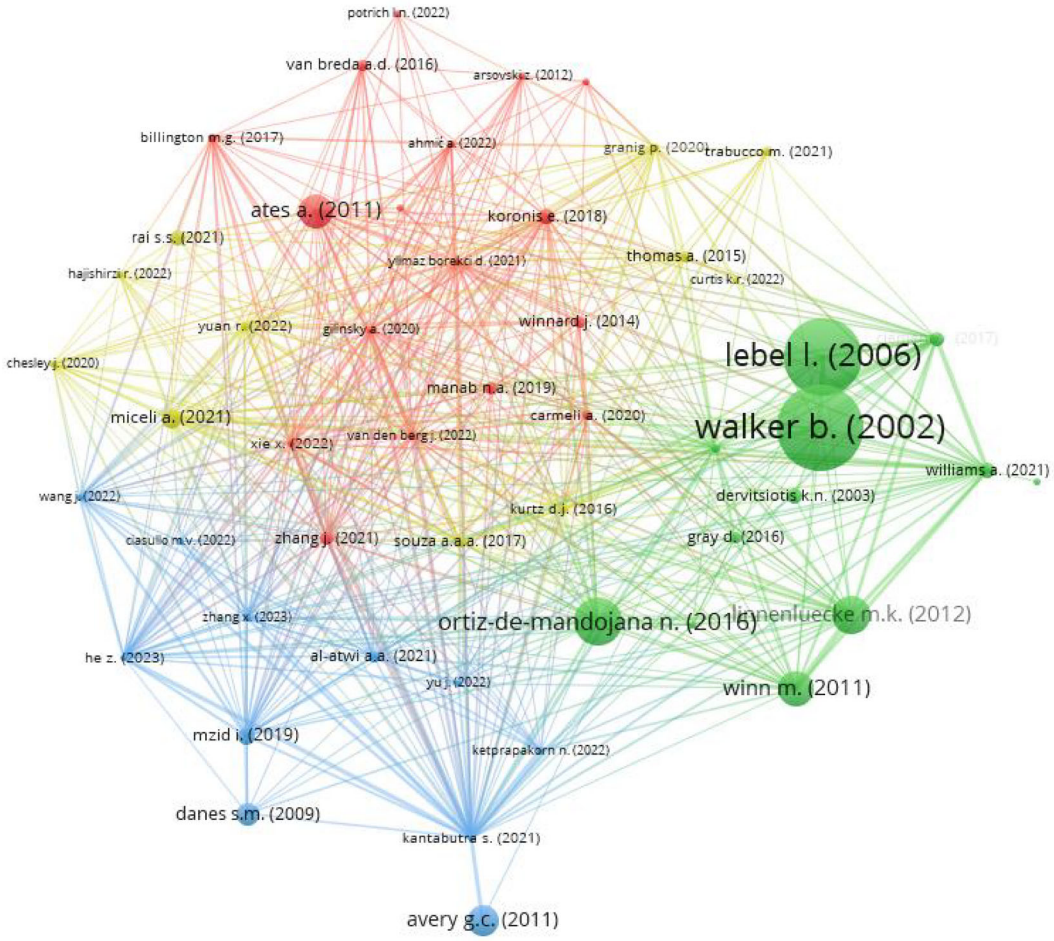
The clusters obtained from bibliographic coupling are graphically displayed in Figure 3. As previously anticipated, reviewed items were aggregated into four groups. They embedded different research streams investigating the nexus between organizational resilience and organizational sustainability. Table 2 reports some descriptive information about the composition of the clusters obtained from bibliographic coupling, emphasizing the central themes and key references for each research stream.

The green cluster included 12 items published between 2002 and 2021. It proposes a socio-ecological understanding of the interplay between organizational resilience and organizational sustainability. Resilient organizations are driven by a sustainability orientation, which inspires their efforts toward achieving fitness within the ecosystem. The blue cluster consisted of 11 scientific contributions issued between 2009 and 2022. It argues that organizational resilience is built on a solid mindset embracing perseverance and prudence to foster the firm's long-term viability. The yellow cluster involved 11 items published between 2015 and 2022. It understands resilience as a dynamic capability and points out the importance of interorganizational relationships to nurture it. Lastly, the red cluster comprises 17 contributions issued between 2011 and 2022. It contextualizes resilience in the organizational setting and highlights the need for formal and informal initiatives to set the ground for a resilience paradigm throughout the firm.

3.2.1 | The green cluster: Framing organizational resilience from a socio-ecological perspective

The green cluster embraces a socio-ecological perspective to examine the nexus between organizational resilience and organizational sustainability. Resilience derives from a reflective practice originating from appreciating the ecological and social attributes of the firm's context. Such reflective practice inspires management initiatives aimed to advance organizational viability (Walker et al., 2002). When challenged by massive disruptions in the ecosystem, the firm reflectively answers with tailored interventions leveraging redundancy, anticipation, and adaptation (Winn et al., 2011). This involves reacting to adversities, developing an enduring capability to withstand environmental unpredictability, and contributing to the ecosystem's stability (Linnenluecke et al., 2012). Precautions should be taken to avoid that increasing individual resilience might come at the cost of endangered equilibria in the ecosystem. In fact, getting redundancy might entail unsustainable management practices, which undermine viability (Clément & Rivera, 2017). These considerations are especially prominent among entities not seeking profit generation and embracing a socio-emotional perspective, which strengthens their intertwinement with the local ecosystem (Beech et al., 2020).

A cross-scale interpretation of resilience arises, which goes beyond the organization's boundaries (Williams et al., 2021). Organizational resilience cannot be understood as a single effort enabling



Legenda:

Blue cluster - Nurturing a resilient mindset

Green cluster - Framing organizational resilience from a socio-ecological perspective

Red cluster - Setting the stage for organizational resilience

Yellow cluster - Handling organizational resilience as a dynamic capability

FIGURE 3 The output of bibliographic coupling. Blue cluster = nurturing a resilient mindset; green cluster = framing organizational resilience from a socio-ecological perspective; red cluster = setting the stage for organizational resilience; yellow cluster = handling organizational resilience as a dynamic capability. *Source*: Authors' own elaboration.

the firm to overcome environmental jolts. Instead, it results from a collective action enacted at the ecosystem level and embodying the quest for sustainability. On the one hand, accountability, polycentricity, and participation at the ecosystem level boost the firm's commitment to achieving organizational resilience (Lebel et al., 2006). On the other hand, the greater the involvement in cocreating individual and collective resilience, the heavier the firm's sustainability orientation (Tuazon et al., 2021).

Social and environmental practices facilitate organizational resilience, advancing the firm's ability "… to sense and correct maladaptive tendencies and cope positively with unexpected situations" (Ortiz-de-Mandojana & Bansal, 2016, p. 1627). Resilient organizations are aware of the need for internal and external sustainability in their strategic and operational activities, embrace ownership for initiatives to preserve the ecosystem, and partake in collective actions to substantiate their sustainability orientation (Moran & Tame, 2012). This is coherent with a management approach aimed at sustainable business excellence (Dervitsiotis, 2003), according to which resilience involves the ability to bounce back to normality from a period of crisis, as well as the openness to learn and absorb innovative knowledge from challenging time, which improves the capability to thrive in a turbulent setting (Gray & Jones, 2016).

TABLE 2 An overview of the clusters obtained from bibliographic coupling.

Cluster	Label	No of items	Range of publication year	Main theme(s) addressed	Key references
Blue cluster	Nurturing a resilient mindset	11	2009/2022	Digitalization fosters organizational agility and paves the way for resilient practices intended to advance the firm's ability to thrive in an increasingly turbulent environment and achieve sustainability. However, this does not happen in the void. Digitalization and agility are established in a resilience mindset, which embraces moral awareness and sustainability orientation to advance organizational practices	Avery and Bergsteiner (2011), Danes et al. (2007), and Yu and Zhu (2022)
Green cluster	Framing organizational resilience from a socio-ecological perspective	12	2002/2021	Organizational resilience results from reflective practices which contextualize organizational activities in the firm's ecosystem. This calls for a socio-ecological understanding of organizational resilience. It emphasizes that resilience is best managed across organizational boundaries, stressing its continuous interplay with internal viability and external sustainability	Beech et al. (2020), Clément and Rivera (2017), and Lebel et al. (2006)
Red cluster	Setting the stage for organizational resilience	17	2011/2022	Firms should undertake tailored initiatives to accomplish organizational resilience. Such interventions focus on the formal aspects and informal dimensions of the organization. On the one hand, change initiatives are required to embed resilience in management decisions. On the other hand, human resource management and development initiatives are necessitated to enact a culture receptive to resilience and to encourage people to commit to resilient behaviors	Ates and Bititci (2011), Carmeli et al. (2020), and Yılmaz Börekçi et al. (2021)
Yellow cluster	Handling organizational resilience as a dynamic capability	11	2015/2022	Organizational resilience is a dynamic capability enabling the firm to sense, seize, and exploit opportunities in the external environment and to notice and avoid threats undermining organizational viability. Such dynamic capability is nurtured by interorganizational relationships advancing the awareness of evolving environmental jolts and the readiness to undertake timely actions	Curtis and Slocum (2022), Souza et al. (2017), and Yuan et al. (2022)

Source: Authors' own elaboration.

3.2.2 | The blue cluster: Nurturing a resilience mindset

Digital transformation is one of the most relevant drivers of organizational resilience. Exploiting big data analytics, digital transformation empowers organizations to anticipate evolving ecosystem trends, facilitating timely initiatives to cope with environmental uncertainty (Ciasullo, Montera, & Douglas, 2022). Digitalization augments the firm's readiness to spot challenges in the competitive domain, adding to organizational adaptability and proactiveness (He et al., 2023). However, relying exclusively on data processing capacities to scan the environment and span corporate boundaries is insufficient to achieve resilience (Wang et al., 2022). Resilience entails managing organizational paradoxes to accomplish ambidexterity and balance exploration and exploitation, avoiding the trap of formalization and rationalization triggered by digitalization (Al-Atwi et al., 2021).

Digitalization should be combined with a resilient mindset to overcome paradoxes and prepare the terrain for organizational resilience (Zhang et al., 2023). Moral self-awareness is an essential ingredient of such a mindset, putting ambidexterity at the service of the firm's long-term viability and aligning the pursuit of economic goals with environmentally and socially sustainable targets (Yu & Zhu, 2022). Besides, sustainable leadership is required to embody the value of resilience in individual and collective actions, committing people to sustainable excellence (Avery & Bergsteiner, 2011). The combination of moral self-awareness and sustainable leadership nurtures a

resilient mindset (Kantabutra & Ketprapakorn, 2021), which leverages prudence and perseverance to foster organizational sustainability (Ketprapakorn & Kantabutra, 2022). A resilient mindset unleashes the firm's human and relational capital (Mzid et al., 2019), advancing its dynamic capability to thrive amidst uncertainties and cope with unforeseen challenges and disruptions (Danes et al., 2007).

3.2.3 | The yellow cluster: Handling organizational resilience as a dynamic capability

The yellow cluster frames organizational resilience as a dynamic capability arising from jointly optimizing structural, technological, and human assets and improving the firm's ability to achieve eco-social sustainability (Souza et al., 2017). As previously anticipated, organizational resilience derives from the firm's ability to blend digitalization and agility, generating a twofold sustainability advantage (Miceli et al., 2021). First, it propels the firm to commit resources to environmental scanning to sense, seize, and exploit opportunities and handle unpredictable threats (Kurtz & Varvakis, 2016). Second, it stimulates the reconfiguration of business models according to an eco-social view of the firm, which stresses the need for maintaining and managing continuous exchanges with the external environment (Granig & Hilgarter, 2020). This calls for an integrated approach to improve organizational resilience, which assembles core competencies and infrastructural resources to advance the firm's viability (Thomas et al., 2015).

As a dynamic capability, organizational resilience is nurtured by the firm's readiness to establish positive exchanges in the ecosystem, developing a greater sensitivity to evolving environmental trends (Curtis & Slocum, 2022) and absorbing energies and resources from interacting with relevant stakeholders (Yuan et al., 2022). Interorganizational relationships are fostered by digitalization, which expands information flow across the firm's boundaries (Trabucco & De Giovanni, 2021) and facilitates the stakeholders' engagement in inspiring management decisions and actions (Hajishirzi et al., 2022). Scholars argue the positive implications of interorganizational relationships on resilience, stressing its contribution to advancing the firm's ability to assess and deal with environmental jolts (Rai et al., 2021). However, where trust, commitment, and negotiated order are missing, exchanges with stakeholders are impaired. In such circumstances, competition prevents the achievement of organizational resilience, with adverse effects on sustainability (Chesley & D'avellav, 2020).

3.2.4 | The red cluster: Setting the stage for organizational resilience

Pursuing organizational resilience, the firm translates into practice a resilient mindset, acknowledging its intertwinement with the ecosystem and shaping management decisions in light of it (Winnard et al., 2014). Embedding resilience in management decisions implies going beyond a risk regime in handling organizational processes and making explicit the eco-social threats faced by the firm (Wissman-Weber & Levy, 2018). It requires deep change management initiatives to prepare the ground for resilience (Ates & Bititci, 2011). More specifically, change management acts on the tangible and intangible features of the firm to corroborate its strengths and fix its vulnerabilities (Arsovski et al., 2012).

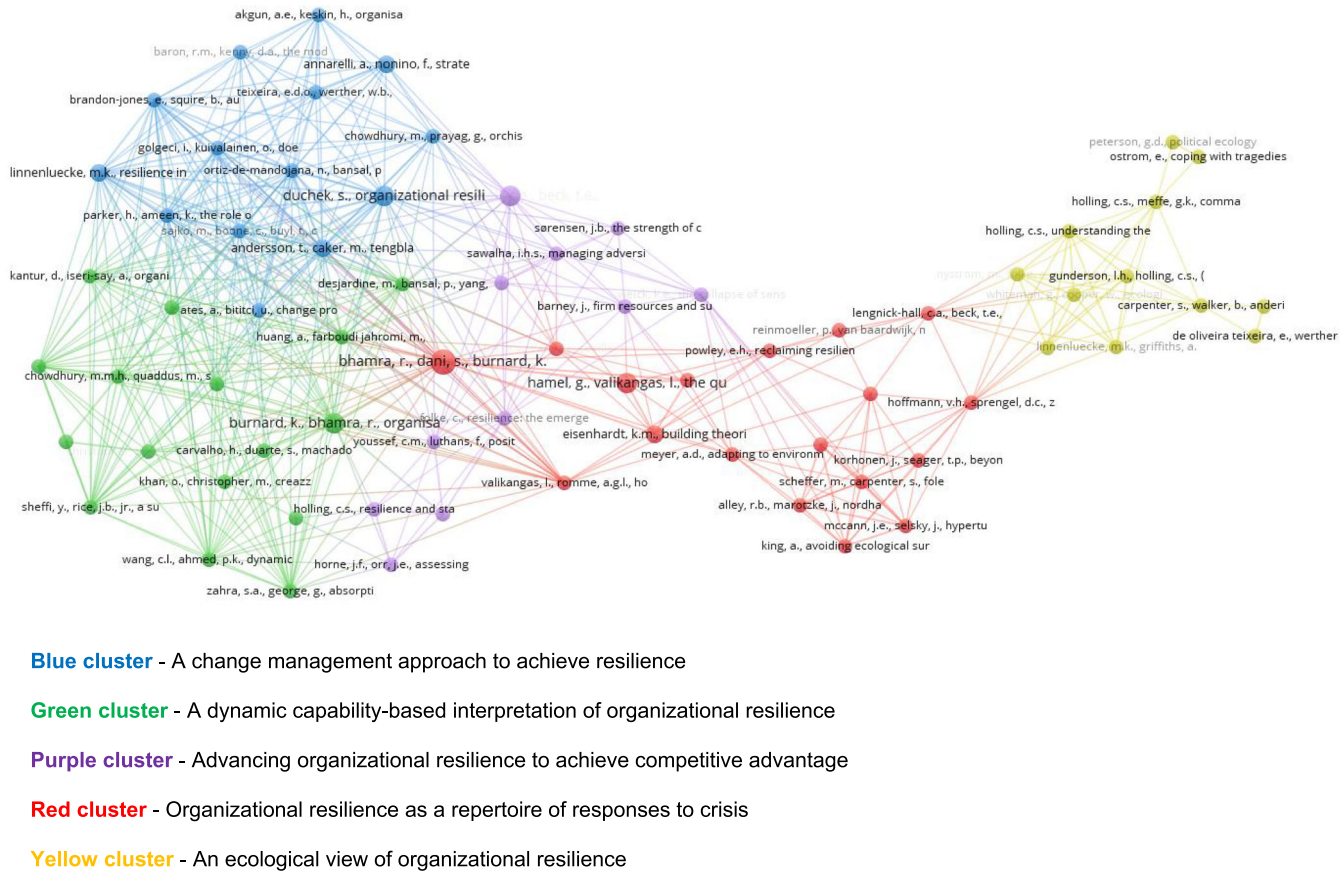
Focusing on the formal aspects, organizational resilience entails a compelling strategic orientation toward sustainability, which is conducive to enhancing the firm's adaptive, innovative, and absorptive capabilities to deal with an increasingly turbulent and complicated environment (Ahmić, 2022). Such a strategic orientation is coupled with reconfiguring organizational structures and mechanisms, enacting flexibility and responsiveness through decentralization and empowerment (van den Berg et al., 2022). However, this is not enough to set the conditions for organizational resilience. An effort should be made to combine operational resilience triggered by decentralization and empowerment and relational resilience based on "… good quality relationships within and between organizations" (Yılmaz Börekçi et al., 2021, p. 424). Creating a broad and intricated network of mutual exchanges with stakeholders boosts the firm's anticipative and coping capabilities (Xie et al., 2022), enabling it to identify and accomplish innovative paths of development, which add to its viability (Zhang et al., 2021).

Participating in a vivid network enhances knowledge management, which is critical to augment organizational resilience and boost its implications on sustainability (Manab & Aziz, 2019). Participation in networks enables primary and vicarious learning, which permits recontextualizing resilience at the ecosystem level (Carmeli et al., 2020). This promotes knowledge sharing and heralds a collective mindset to curb environmental unsustainability and overexploitation (Gilinsky et al., 2020). Furthermore, interorganizational relationships increase the spillover of organizational resilience from the firm to the environment, paving the way for the ecosystem's sustainability (Billington et al., 2017).

Formal initiatives should be accompanied by updates in the informal organization to commit people and enact a mutual reinforcement of collective and individual resilience. On the one hand, this requires building and sustaining a positive and empowering organizational culture, which puts trust, identity, and openness at the service of organizational resilience (Koronis & Ponis, 2018). On the other hand, it entails espousing a resilience paradigm in managing people (van Breda, 2016). For this purpose, attention should be paid to making human resources confident in mastering the knowledge, skills, and attitudes required to stick to a resilience paradigm (Potrich et al., 2022). Besides, cherishing employees to embody resilience at the individual and collective level is needed to substantiate the firm's sustainability strategy and establish a climate conducive to resilience (Pradhan & Bhattacharyya, 2018).

3.3 | The results of the co-citation analysis

Figure 4 displays the output of the co-citation analysis. We retrieved five clusters representing the theoretical foundations that inspired the



Blue cluster - A change management approach to achieve resilience

Green cluster - A dynamic capability-based interpretation of organizational resilience

Purple cluster - Advancing organizational resilience to achieve competitive advantage

Red cluster - Organizational resilience as a repertoire of responses to crisis

Yellow cluster - An ecological view of organizational resilience

FIGURE 4 The output of co-citation analysis. Blue cluster = a change management approach to achieve resilience; green cluster = a dynamic capability-based interpretation of organizational resilience; purple cluster = advancing organizational resilience to achieve competitive advantage; red cluster = organizational resilience as a repertoire of responses to crisis; yellow cluster = an ecological view of organizational resilience. *Source*: Authors' own elaboration.

debate about the interplay between organizational resilience and organizational sustainability. Table 3 summarizes the prevalent themes addressed within each network. The yellow cluster encompassed 12 items published between 1996 and 2020. It sticks to an ecological perspective and conceives the firm as part of an ecosystem striving for resilience and sustainability (Winn & Pogutz, 2013). Resilience cannot be fully grasped if the attention is focused within the firm's boundaries. Instead, a cross-scale understanding of resilience is required to acknowledge the firm's ability to be resilient and sustainable (Peterson, 2000). In line with these considerations, ecological sensemaking should inspire management decisions (Whiteman & Cooper, 2011): It advances the organizational awareness of challenges faced in the domain and inspires proactive actions enacting a coevolution of the firm with the environment (Carpenter et al., 2001).

The red cluster included 17 items published between 1982 and 2013. It focuses on the efforts taken by the firm to answer environmental uncertainty and hyper-turbulence (McCann & Selsky, 1984). Resilience revisits organizational routines to achieve a timely and effective adaptation to the environment (Lengnick-Hall & Beck, 2005). It is primarily conceived as a tool in the repertoire of organizational instruments to cope with environmental jolts (Meyer, 1982) and overcome unprecedented crises (Pearson & Clair, 1998). Organizational resilience is stored in redundant resources and spare capacities accumulated by the firm in normal times (Korhonen & Seager, 2008). It is activated when unforeseen disruptions in the external environment are faced to restore the ordinary functioning of the organization (Powley, 2009).

The green cluster consisted of 16 items issued between 1990 and 2021. It proposes an expanded conceptualization of organizational resilience (Kantur & İşeri-Say, 2012). It is interpreted as a dynamic capability (Chowdhury & Quaddus, 2017) involving both the recovery after disruptive events and the anticipation of environmental challenges and threats (DesJardine et al., 2019). Organizational resilience is nurtured by the firm's adaptive, innovative, and absorptive capabilities (Wang & Ahmed, 2007; Zahra & George, 2002), which allow it to assimilate, integrate, and exploit resources to enrich its bundle of core competencies and enhance organizational viability (Prahalad & Hamel, 1990).

The blue cluster was composed of 14 items published between 1986 and 2021. It emphasizes the need for conjointly managing organizational resilience at the strategic and operational levels (Annarelli & Nonino, 2016). This calls for timely and consistent change management initiatives (Ates & Bititci, 2011). On the one hand, attention should be paid to embedding the traits of resilience in the

TABLE 3 An overview of the clusters obtained from co-citation analysis.

Cluster	Label	No of items	Range of publication year	Main theme(s) addressed	Key references
Blue cluster	A change management approach to achieve resilience	14	1986/2021	Organizational resilience relies on compelling and consistent change management initiatives, which are twofold. First, they build the structural traits of resilience. Second, they span the organizational boundaries to foster organizational responsiveness to unforeseen environmental jolts	Ates and Bititci (2011), Andersson et al. (2019), and Brandon-Jones et al. (2014)
Green cluster	A dynamic capability-based interpretation of organizational resilience	16	1990/2021	Organizational resilience is embedded in the set of adaptive, absorptive, and innovative capabilities of the firm, enabling it to withstand crisis, bounce back to the precrisis situation, and anticipate critical events that undermine organizational viability	Chowdhury and Quaddus (2017), DesJardine et al. (2019), and Kantur and İşeri-Say (2012)
Purple cluster	Advancing organizational resilience to achieve competitive advantage	11	1973/2015	Organizational resilience is a distinctive source of competitive advantage. Tailored initiatives should be taken to nourish the seeds of organizational resilience. In line with its conceptualization as a dynamic capability, human resource management practices are precious to nurturing organizational resilience continuously	Home and Orr (1997), Lengnick-Hall et al. (2011), and McManus et al. (2008)
Red cluster	Organizational resilience as a repertoire of responses to crisis	17	1982/2013	Organizational resilience includes the repertoire of mechanisms and initiatives available to the organization to cope with challenging events preventing viability. It is stored in redundant resources and spare capacities to deal with fluctuations in the ordinary functioning of the firm	Korhonen and Seager (2008), McCann and Selsky (1984), and Powley (2009)
Yellow cluster	An ecological view of organizational resilience	12	1996/2020	Firms are part of the ecosystem. Hence, resilience cannot be fully grasped at the organizational level. A cross-scale interpretation of resilience is required to shed light on the drivers enabling the firm to achieve fitness with the environment and coevolve with it, achieving viability	Peterson (2000), Whiteman and Cooper (2011), and Winn and Pogutz (2013)

Source: Authors' own elaboration.

organizational design, empowering the firm to cope with environmental shocks (Andersson et al., 2019). On the other hand, boundary-spanning mechanisms should be introduced to enable the firm to perceive transformation in the ecosystem and undertake initiatives to adapt or anticipate environmental transformations (Brandon-Jones et al., 2014; Gölgeci & Kuivalainen, 2020).

Lastly, the purple cluster included 11 contributions released between 1973 and 2015. It delves into the approaches and practices needed to advance organizational resilience and make it a distinctive source of competitive advantage (Barney, 1991). Human resource management is one of the most relevant drivers of distributed organizational resilience (Lengnick-Hall et al., 2011). It promotes positive behaviors at work (McManus et al., 2008) and is conducive to the establishment of an empowering culture (Sørensen, 2002), which facilitates the development of adaptive, absorptive, and innovative capabilities at the individual and collective levels (Home & Orr, 1997).

4 | DISCUSSION

4.1 | An integrative review of the study findings

Figure 5 delivers an integrative framework that comprehensively interprets the study findings. Adopting a socio-ecological view of the firm, resilience and sustainability are deeply intertwined. However, their interplay is not clear-cut. A strategic orientation directed at sustainable business excellence enacts the organizational commitment to resilience. Such orientation is encapsulated in a resilient mindset, which steers management decisions and drives corporate actions within and outside the firm's boundaries. On the one hand, a resilient mindset fosters organizational agility, which gets nourishment from the firm's absorptive, adaptive, and innovative capabilities. Adaptive and absorptive capabilities build organizational robustness and reliability, enabling the firm to withstand and overcome unforeseen challenges and disruptions triggered by environmental and social jolts.

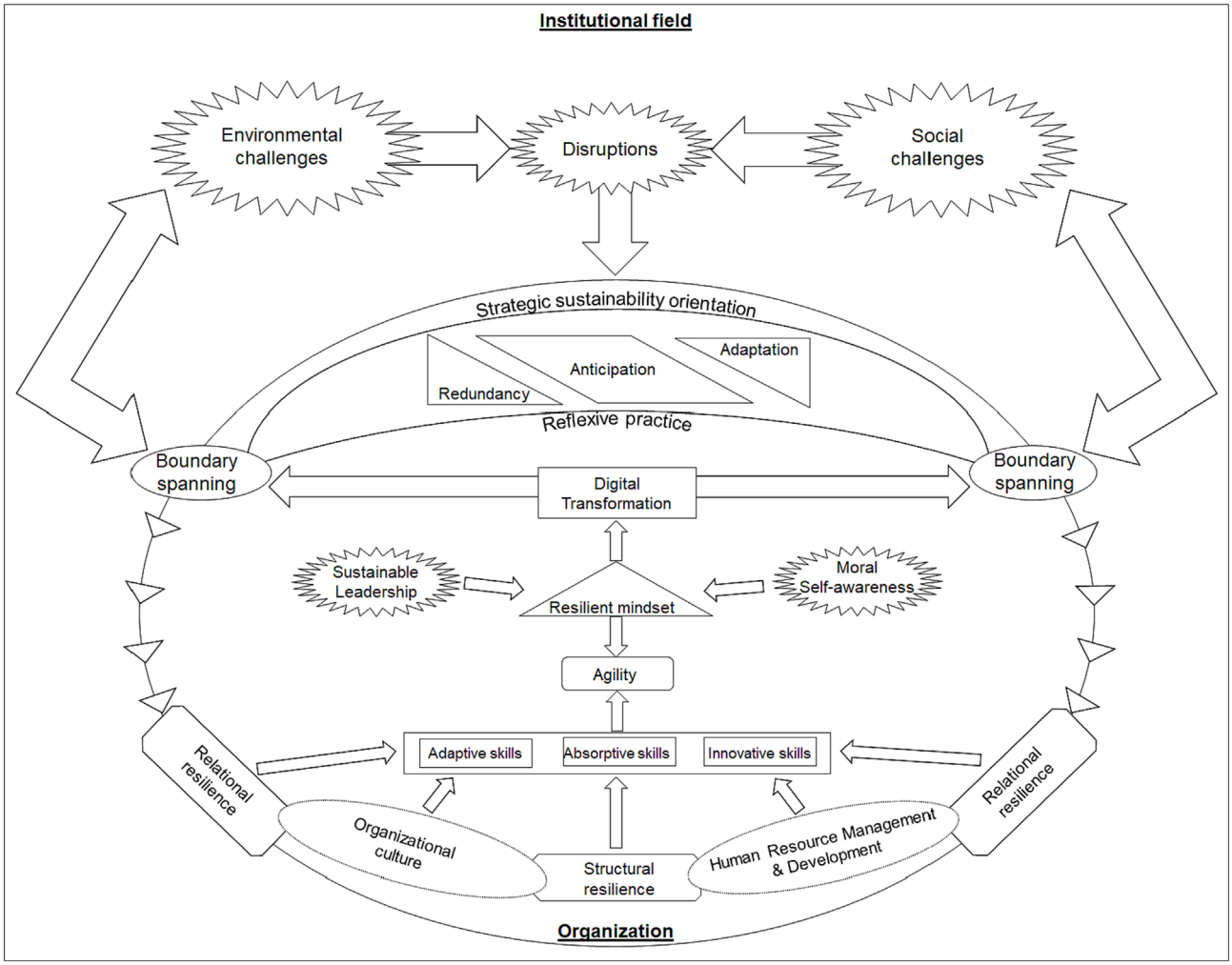


FIGURE 5 An integrative representation of the study findings. *Source*: Authors' own elaboration.

Furthermore, adaptive and absorptive capabilities combine to advance the firm's responsiveness to anticipate environmental trends. They improve the firm's readiness to undertake proactive change management initiatives intended to protect and enrich the sources of competitive advantage. On the other hand, a resilient mindset prompts the firm to take advantage of the opportunities disclosed by digital transformation to scan the environment and gain awareness of environmental shocks putting under stress the organizational viability. Within this context, digitalization serves two purposes. First, it augments the breadth and depth of the firm's interactions with relevant stakeholders, improving environmental sensemaking. Second, it upgrades the firm's ability to collect and elaborate vast amounts of data about environmental trends, facilitating the organizational sense-giving process. In sum, while organizational agility adds to the firm's structural resilience, digitalization augments its relational resilience, enabling coevolution with the ecosystem.

Organizational culture and human resource management practices establish a bridge between structural and relational resilience. A corporate culture supporting engagement and empowerment fosters the absorption of information collected by boundary spanners. This leads to expanding the firm's dynamic capabilities, enacting a virtuous cycle boosting structural and relational resilience. Besides, training and human resource development catalyze the generation of innovative capabilities, renovating the bundle of resources on which the firm relies to strengthen its viability. In sum, organizational resilience derives from an endless interplay between structural and relational resilience, nourishing the improvement of the firm's dynamic capabilities and propelling its strategic and operational initiatives to achieve a sustainable alignment with the external environment.

To attain such alignment, organizational resilience should be handled as a reflective practice, acknowledging the firm as part of the ecosystem. When assessing the implications of strategic and management decisions to sustain organizational resilience, attention should be paid to spillovers on the ecosystem's ecological and social sustainability. In fact, redundancy, adaptation, and anticipation can be developed at the cost of impaired environmental sustainability. This happens when the firm overexploits the external environment to get the resources necessary to build structural resilience. Deteriorating the sustainability of the ecosystem, this approach undermines the

firm's viability, making initiatives aimed at generating organizational resilience futile.

Conceiving organizational resilience as a reflective practice implies assuming that efforts directed at advancing the firm's capability to withstand and overcome unprecedented environmental challenges are not necessarily conducive to sustainability. While they increase the firm's ability to thrive in a turbulent competitive domain, they aggravate environmental turbulency if structural and relational resilience is improved by spoiling the ecosystem's resources. This calls for a sustainable approach to organizational resilience, which does not exclusively look at the answers arranged by the firm to cope with environmental jolts and sheds light on how initiatives aimed at building organizational resilience have an impact on internal and external sustainability.

4.2 | Study limitations

The findings should be read in light of the limitations that affected our literature review. First, the reviewed contributions were collected from a single data source, that is, Elsevier's Scopus®. Although this might have constrained the breadth and extensiveness of our research, the cross-check with other citation datasets that are largely used to conduct literature reviews, such as Dimensions.ai and Clarivate Analytics' Web of Science, ensured the comprehensiveness of our research.

Second, the focus on English-written contributions prevented us from getting the various nuances of organizational resilience portrayed in the international debate. However, it enhanced the replicability of our study protocol, adding to the reliability of our literature review. Similarly, considering only scientific publications issued for publication within 2022 did not allow us to contemplate working papers and/or recent research endeavors in our literature review. Nonetheless, this decision enhanced our study protocol's reproducibility, adding to our study's dependability and consistency.

Lastly, the interpretive approach used to report data might have generated subjective biases in the systematization of the literature. Adhering to Tranfield et al. (2003), we adopted an unstandardized and integrative report of the study findings, which enabled us to deliver a thick overview of the insights and evidence provided by the scientific literature. Although not comprehensively replicable, this approach allowed us to delve into the scientific debate and advance an interpretive framework to illuminate the interplay between organizational resilience and organizational sustainability.

4.3 | Implications

Despite the limitations reported above, the article inspires relevant implications for theory and practice. From a conceptual point of view, the findings emphasize the need for enriching the interpretation of organizational resilience as a dynamic capability. The absorptive, adaptive, and innovative capacities underpinning organizational resilience should be developed harmoniously with ecosystem equilibria. From this point of view, organizational resilience should be understood as an eco-social dynamic capability, entailing the firm's ability to sense, seize, and exploit opportunities and the awareness of the environmental and social issues which should be addressed to ensure the whole ecosystem's sustainability. This calls for recognizing organizational resilience's positive and negative spillovers on the ecosystem's dynamics. On the one hand, organizational resilience adds to ecosystem sustainability, strengthening the firm's ability to withstand unprecedented shocks and cope with environmental jolts. On the other hand, developing organizational resilience through redundancy and agility may come at the cost of overexploiting the ecosystem's resources, which might put organizational sustainability under stress.

From a managerial perspective, the literature review stresses that achieving organizational resilience relies on balancing antithetic forces. Tangible and intangible factors should be aligned to set the ground for organizational resilience, empowering and committing people to pursue sustainable organizational excellence. Assessing organizational resilience with a focus on the structural attributes of the firm is not enough. Organizational resilience requires structural and relational assets, which combine to advance the firm's reliability and viability. This involves leveraging human resource management and development practices to substantiate and corroborate structural and technological interventions intended to nurture organizational resilience.

These considerations prompt us to argue several practical recommendations to advance organizational resilience amidst increasing environmental uncertainty. An eco-social reflective approach should be embraced to cope with unforeseen challenges triggered by environmental turbulence. Eco-social reflective practices are rooted in redundancy, adaptiveness, and responsiveness, making the firm capable of withstanding environmental jolts and absorbing shocks. At the same time, they are energized by a sustainability orientation, which keeps the firm focused on preserving the ecosystem's equilibria, avoiding disruptions generated by the overexploitation of available resources. Establishing sound interorganizational relationships is conducive to developing advanced eco-social reflective practices. They facilitate the development of a resilient mindset at the ecosystem level, encouraging firms to coalesce when challenging events arise, which put individual and collective sustainability under stress. Finally, precautions should be taken to accomplish a digital transformation paving the way for organizational resilience. On the one hand, the firm should escape the trap of rationalization ushered by digital technologies' pervasiveness. On the other hand, agility should be sought through digitalization, getting the structural, relational, and operative capability to overcome disruptions and anticipate environmental shocks.

5 | CONCLUSIONS AND AN AGENDA FOR FUTURE RESEARCH

Organizational resilience and organizational sustainability are deeply intertwined, combining in the firm's efforts to achieve viability. Although resilience is conducive to increased sustainability by

improving the firm's ability to absorb external pressures and anticipate environmental jolts, it might unfold through unsustainable practices. This happens when resilience is sought by exploiting environmental resources to build structural and operational redundancy. To avoid such a circumstance, a joint optimization of resilience and sustainability should be pursued, enhancing the firm's ability to thrive in the ecosystem and escape disruptions caused by the overexploitation of available resources. Jointly pursuing resilience and sustainability entails reconceptualizing the firm through an eco-social view and framing resilience as an ecosystem attribute, surpassing the firm's boundaries.

Drawing on the integrative framework depicted in Figure 5, we can envisage three main avenues for further development. Additional research is needed to illuminate the drivers and the mechanisms that shape a resilient mindset, enabling the firm to translate into practice its strategic orientation toward sustainable business excellence. 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. Besides, the spotlight should be put on how structural and relational resilience interact, enabling us to point out the most effective management practices corroborating resilience. Finally, conceptual and empirical advancements are required to make sense of the spillovers of organizational resilience on the firm's eco-social sustainability, shedding light on the dark side of corporate efforts intended to strengthen the organizational ability to withstand environmental jolts. To this end, integrated inductive–deductive approaches can be carried out by combining qualitative and quantitative research designs to detect the theoretical and practical mechanisms (e.g., mediating and moderating factors) affecting organizational resilience and how they can be capitalized into sustainable gains. Addressing these perspectives for further research will advance what we know about the nexus of organizational resilience and organizational sustainability, adding to our understanding of the determinants of a socially and environmentally viable economic growth.

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