Trends and Patterns in Organizational Resilience Research: A Bibliometric Analysis Using Scopus Database

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ABSTRACT

As the world becomes increasingly dynamic, complex, uncertain, volatile, and am-biguous, the need to build more organizationally resilient entities has come to the fore; however, the body of knowledge on this topic is still slightly different. To bridge this gap, a bibliometric analysis was performed on 272 publications obtained from the Scopus database, and then with the help of VOS Viewer, the essential contributions, gaps, and trends were reviewed and mapped. The analysis further revealed key issues important to the understanding of organizational resilience, such as resilience, crisis management, innovation, dynamic capabilities, and change management. The results indicate the articles on organizational resilience published in Scopus between 2007 and 5th December 2024. In addition to mapping the field of organizational resilience research, the study recommends important areas for further investigation by offering a thorough overview of institutional affiliations, nations, authors, jour-nals, publications, citations, co-citations, and keyword co-occurrences. By improving theoretical and practical knowledge of organizational resilience, this work helps professionals to create strong plans to deal with the difficulties of the dynamic world.

Keywords: Crisis management, Vos viewer, dynamic capabilities, organizational resilience, and citation

1. Introduction

The business environment had become increasingly complex and unpredictable (Duchek et al., 2019). With globalization and the internationalization of commerce, crises emerged as recurring challenges for businesses (Riddell, 2012). This situation raised key concerns for decision-makers regarding how to manage risk while pursuing growth. Questions arose as to why some firms withstood crises better and more readily adopted new procedures questions central to the concept of organizational resilience (Annarelli & Nonino, 2015; Ge et al., 2016). Studies indicated that resilience was a crucial factor in a firm's ability to survive emergencies. Resilient firms adapted more effectively to existential threats and remained responsive to market changes (Clarke, 2008).

1.1 Organizational Resilience

Barasa et al. (2018), defined resilience as a system's ability to achieve its goals despite challenges, emphasizing not only coping with unexpected events but also adapting and transforming. They concluded that resilience involved preparing for future crises and responding to long-term pressures. Factors influencing organizational resilience included material resources, preparedness, information management, alternative routes, governance, leadership practices, organizational culture, human capital, social networks, and collaboration.

Similarly, Mallak (1998), in "Putting Organizational Resilience to Work," emphasized the importance of developing organizational resilience so that businesses could adapt to and recover from challenges such as economic downturns, natural disasters, and technological failures. He argued that resilience was an ongoing process requiring proactive preparation, adaptable leadership, and a culture of continuous improvement. He outlined key components for resilience, including adaptable systems, employee involvement, and open communication during crises. His research stressed that resilient organizations not only survived crises but also used them to drive growth and innovation. Finally, Mallak recommended a systematic approach to resilience, integrating risk management, strategic planning, and organizational learning into daily operations. Chen et al. (2021) stated that organizational resilience was a significant means of coping with emergencies.

1.2 Bibliometric Analysis

Bibliometric analysis, a quantitative method for studying written publications, was closely related to informetrics and scientometrics (Egghe & Rousseau, 1990; Wolfram, 2003; Bar-Ilan, 2008, 2010). According to Mahat et al. (2024b), it provided in-depth insights into research on optimism across accounting, management, and business. It involved analyzing bibliographic data such as publications, citations, authorship, and journal impact to identify trends, patterns, and research influence. Bibliometric analysis helped assess research productivity, collaboration, and supported

decisions in publishing, policymaking, and resource allocation (Pritchard, 1969).

2. Statement of the Problem

Organizational resilience has gained growing attention in addressing complex challenges in today's dynamic environment. However, few studies have explored its trends, patterns, and evolution over time. Most prior research focused on specific aspects, overlooking the broader intellectual structure. With increasing publications, a systematic bibliometric analysis is needed to identify key authors, themes, citations, and emerging directions. This paper addresses that gap by analyzing organizational resilience literature from 2007 to 2024 using the Scopus database.

3. Research Questions

Consider to the above research problem, the study is addressing the following research questions:

a. What are the key publication trends and patterns in organizational resilience research as indexed in the Scopus database ?

b. Who are the most influential authors, institutions, and journals, and what are the major research themes in organizational resilience literature according to Scopus data ?

4. Research Objectives

There are many aims for this study, some of which are given below:

a. To examine the publication trends, growth patterns, and distribution of organizational resilience research using the Scopus database.

b. To identify the most influential authors, institutions, and journals, and to map key research themes in organizational resilience through a bibliometric analysis of Scopus data.

5. Limitations of the Study

The research has some limitations that are considered.

a. Data Limitations: The scope of the bibliometric analysis may be restricted due to database biases, such as the exclusion of non-English or grey literature in Scopus.

b. Conceptual Confusion: The broad and varied definitions of organizational resilience can create inconsistencies in terminology, making it difficult to categorize and interpret research patterns clearly.

6. Literature Review

Organizational resilience enhances strategic capabilities like resource integration and strategy formulation, leading to sustainable competitiveness (Liu & Zhang, 2024). It mediates the link between organizational learning and sustainability (Abdullahi et

al., 2024), and is strengthened by robustness, agility, and integrity (Kantur, 2015).

6.1 Theoretical Review

Resilience Engineering Theory

Sun Sun et al. (2024) emphasized that Emergency Response Network (ERN) resilience is dynamic and shaped by organizational factors, recommending structural and resource optimization for better disaster response.Hollnagel et al. (2006) redefined safety through adaptability, introducing resilience principles anticipation, response, learning, and monitoring for managing uncertainty in high-risk sectors. Woods and Hollnagel (2017) described resilience engineering as a safety approach enabling systems to manage complexity and predict risks, shifting from controlling human error to enhancing adaptive capacity.safe.

Dynamic Capabilities Theory

Eisenhardt & Martin (2000) argued that dynamic capabilities shape competitive advantage differently across market conditions, noting that traditional RBV falls short in dynamic environments. Learning mechanisms were key, with variation aiding stable markets and selection crucial in fast-changing ones. Burton and Dickinger (2024) found that leadership and dynamic capabilities drive innovation in the hospitality sector during crises. Flexible strategies and leadership development enhance resilience and support long-term success amid uncertainty.

High-Reliability Organizing (HRO) Theory

Brataas et al. (2025) found that applying High Reliability Organization (HRO) principles enhances coordination during critical performance testing. Egila et al. (2024) noted that differing stakeholder risk perceptions affect sustainability, calling for high-reliability management to improve risk mitigation. Van et al. (2025) emphasized integrating moral accountability into HRO practices to ensure both safety and ethics in high-risk settings. Under Complex Adaptive Systems (CAS) theory, J. Fan et al. (2025) highlighted the need for external alignment, internal coordination, and adaptability in urban planning. Goransson et al. (2024) advocated a systems-based approach to improve emergency nursing decisions and patient care.

Complex Adaptive Systems (CAS) Theory

J. Fan et al. (2025), emphasized the importance of considering external relevance, internal coordination, and environmental adaptation in urban planning. Goransson et al. (2024), suggested that recognizing these complex interactions could improve decision-making, response times, and patient care, urging a more systems-based approach to enhance the overall functioning of emergency nursing.

6.2 Empirical Review

Baharuddin and Omar (2024) found that digital technology boosts organizational

resilience and performance. Wang et al. (2024) emphasized ongoing research to strengthen critical infrastructure resilience. Mehta et al. (2024) highlighted the need for organizations to assess risks and manage challenges effectively. Egila et al. (2024) studied sustainability in Nigeria's oil sector, revealing that differing stakeholder risk perceptions impact risk management. They stressed enhancing stakeholder engagement and adopting systemic supply chain approaches, highlighting high-reliability management for effective risk mitigation. J. Fan et al. (2025) used Complex Adaptive Systems theory to assess space efficiency in Harbin's metro areas, identifying poor coordination and adaptation, and recommending improvements in TOD planning. Goransson et al. (2024) applied a complex adaptive systems lens to emergency nursing, advocating a systems-based approach to improve patient care and operational efficiency. Florez-Jimenez et al. (2024) reviewed links between corporate sustainability, organizational resilience, and corporate purpose, noting a lack of unified frameworks and calling for research to integrate these concepts for sustained corporate success.

6.3 Critical Analysis of Review/Research Gap

Many studies exist on organizational resilience bibliometrics, but none cover 2007–2024. This paper fills that gap by systematically mapping development, key authors, themes, and methods in organizational resilience research using Scopus data.

7. Research Methodology

This section outlines the methodology, including the population, sample, instrumentation, data collection procedures, techniques for data analysis, and test statistics applied in the investigation.

7.1 Research design

A research design is a detailed plan outlining the methodology for systematically collecting and analyzing data to address research questions. It ensures an organized, logical process that yields reliable results. This study uses descriptive and quantitative research designs.

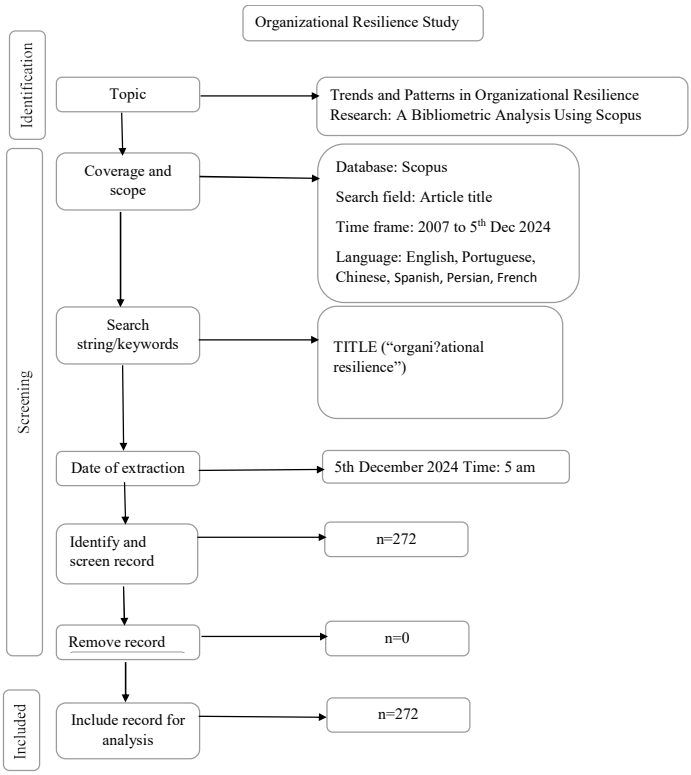
7.2 Data Analysis

The Data from Scopus (2007–2024) were analyzed using VOSviewer to examine research trends, collaborations, and key works in organizational resilience.

7.2.1 Co-Authorship Analysis

This analysis explores collaboration among researchers on organizational resilience, highlighting key authors and institutions whose joint efforts advance the field through co-authorship networks.

Diagram 1 Prism Methodological Flow Chart (Source: author analysis)



7.2.1.1 Co-Authorship and Author Analysis

Co-authorship analysis from 2007 to 2024 included authors with at least two works and citations. From 976 authors, the top 10 were identified based on papers, citations, and link strength, highlighting key contributors and their collaborations over 18 years.

Table 1. *Co-Authorship- Authors Analysis*

Rank	Author	Documents	Citations	Total link strength
1	seville, erica	2	810	2
2	vargo, john	2	810	2
3	guo, xiaona	2	317	6
4	he, jianhua	2	317	6
5	liu, dianfeng	2	317	6
6	pan, zhenzhen	2	317	6
7	xiao, rui	3	168	8
8	yu, weixuan	3	168	8
9	zhang, zhonghao	2	166	6
10	peng, jian	3	123	0

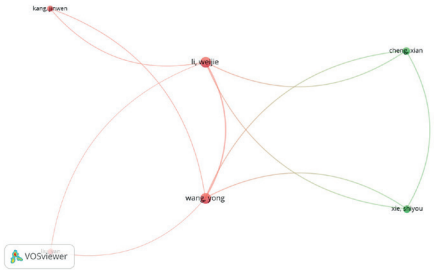


Figure 1. Bibliometric Map of Co-authorship Authors from VosViewer using author names.

7.2.1.2 Co-Authorship and Organizations Analysis

This co-authorship analysis (2007–2024) included organizations with at least two papers and citations, selecting 976 in total. The top 10 organizations by publications, citations, and link strength were identified, highlighting leading universities that have driven collaboration and contributed significantly to the field over 18 years.

Table 2. *Co-Authorship- Organizations Analysis*

Rank	Organizations	Documents	Citations	Total Link Strength
1	School of Geographical Sciences, China West Normal University, Nanchong, 637009, China	4	12	7
2	Chongqing Key Laboratory of Karst Environment, School of Geographical Sciences, Southwest University, Chongqing, 400715, China	3	8	6
3	Institute of Geographic Sciences and Natural Resources Research, Chinese Academy Of Sciences, Beijing, 100101, China	3	42	1
4	Sichuan Provincial Engineering Laboratory of Monitoring and Control For Soil Erosion In Dry Valleys, China West Normal University, Nanchong, 637009, China	3	8	6
5	Chongqing Key Laboratory of Karst Environment, College of Geographical Sciences, Southwest University, Chongqing, 400715, China	2	104	2
6	College of Horticulture & Forestry Sciences, Huazhong Agricultural University, Wuhan, 430070, China	2	33	0
7	College of Resources and Environment Sciences, Southwest University, Chongqing, 400716, China	2	104	2
8	College of Resources and Environmental Sciences, Henan Agricultural University, Zhengzhou, 450046, China	2	10	0
9	College of Safety Science and Engineering, Xi'an University of Science and Technology, Xi'an, 710054, China	2	4	0
10	Department of Geography, University of Gour Banga, Malda, West Bengal, India	2	122	0

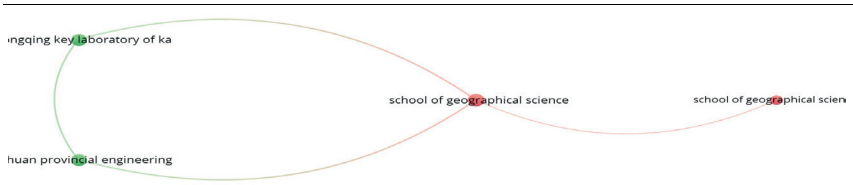


Figure 2. Bibliometric Map of Co-authorship Organizations from VosViewer using Organization Name

7.2.1.3 Co-Authorship and countries analysis

This co-authorship analysis (2007–2024) examined research collaboration among nations with at least two papers and one citation. From 35 selected countries, the top 10 were identified by link strength, publications, and citations, highlighting the most influential nations and their global research networks over 18 years.

Table 3. *Co-Authorship- Countries Analysis*

Rank.	Countries	Documents	Citations	Total Link Strength
1	Australia	11	282	23
2	India	12	357	23
3	China	105	1885	21
4	United States	33	621	19
5	Malaysia	10	259	18
6	Saudi Arabia	5	165	15
7	United Kingdom	17	847	14
8	France	8	78	11
9	Netherlands	7	264	11
10	Pakistan	4	145	11

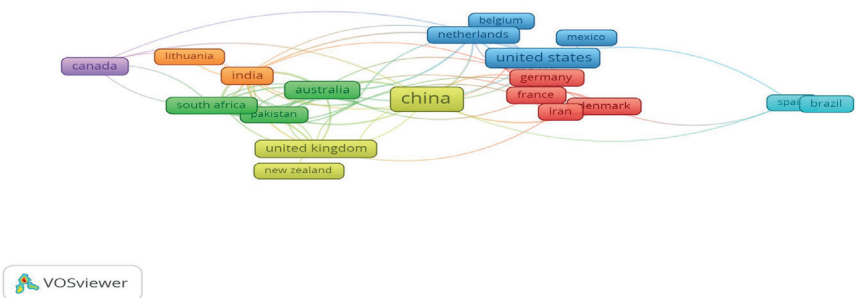


Figure 3. Bibliometric Map of Co-authorship Countries from VosViewer using Country Name

7.2.2 Citation analysis

Citation analysis identifies key research and authors shaping organizational resilience, highlighting influential ideas and methods that guide how organizations measure performance and build resilience.

7.2.2.1 Citation analysis - authors

This citation analysis (2007–2024) focused on 49 authors with at least two papers and one citation, selecting the top 10 by publications and citations. It highlights the most influential and recognized contributors in the field.

Table 4. *Citation – Authors Analysis*

Rank	Author	Documents	Citations	Total Link Strength
1	seville, erica	2	810	7
2	vargo, john	2	810	7
3	guo, xiaona	2	317	30
4	he, jianhua	2	317	30
5	liu, dianfeng	2	317	30
6	pan, zhenzhen	2	317	30
7	xiao, rui	3	168	30
8	yu, weixuan	3	168	30
9	zhang, zhonghao	2	166	30
10	peng, jian	3	123	30

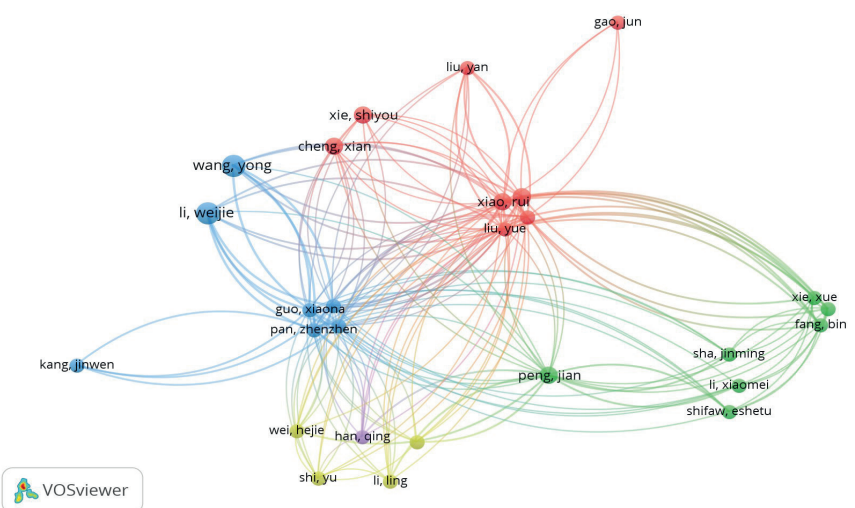


Figure 4. Bibliometric Map of Citation Analysis- Authors from Vos Viewer using Author's Names.

7.2.2.2 Citation Analysis- Organizations

This citation study (2007–2024) analyzed 203 organizations with at least one publication and citation. The top 10 were identified by link strength, citations, and publications, highlighting leading institutions that have significantly influenced research over 18 years.

Table 5. *Citation Analysis- Organizations*

Rank	Organization	Documents	Citations	Total Link Strength
1	School Of Remote Sensing And Information Engineering, Wuhan University, Wuhan, 430079, China	2	166	13
2	Faculty Of Geography, Yunnan Normal University, Kunming, 650500, China	2	28	3
3	School Of Geographical Sciences, China West Normal University, Nanchong, 637009, China	4	12	3
4	School Of Geographical Sciences, Southwest University, Chongqing, 400715, China	2	9	2
5	School Of Geography, South China Normal University, Guangzhou, 510631, China	2	20	2
6	Chongqing Key Laboratory Of Karst Environment, School Of Geographical Sciences, Southwest University, Chongqing, 400715, China	3	8	1
7	College Of Horticulture & Forestry Sciences, Huazhong Agricultural University, Wuhan, 430070, China	2	33	1
8	College Of Resources And Environmental Sciences, Henan Agricultural University, Zhengzhou, 450046, China	2	10	1
9	Institute Of Geographic Sciences And Natural Resources Research, Chinese Academy Of Sciences, Beijing, 100101, China	3	42	1
10	Jiangsu Center For Collaborative Innovation In Geographical Information Resource Development And Application, Nanjing, 210023, China	2	6	1

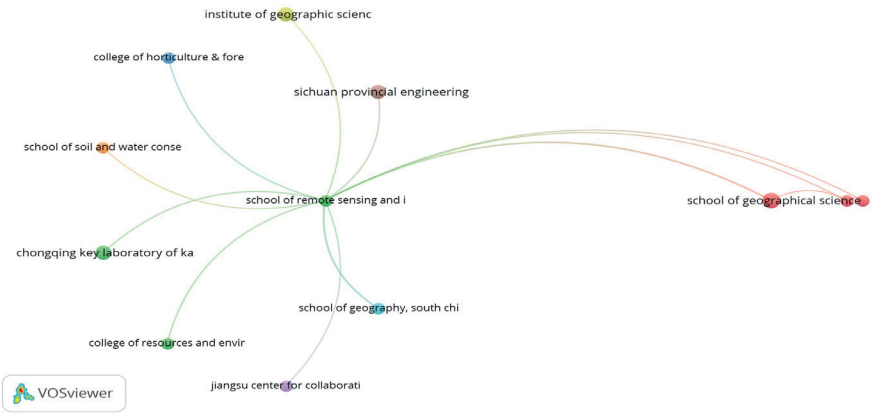


Figure 5. Bibliometric Map of Citation Analysis- Organizations from VosViewer using Organization Names.

7.2.2.3 Citation analysis-countries

This citation analysis (2007–2024) examined 51 countries with at least one paper and citation, identifying the top 10 by link strength, publications, and citations. It highlights the leading nations shaping global scholarly research over 18 years.

Table 6. *Citation Analysis- Countries*

Rank	Country	Documents	Citations	Total Link Strength
1	China	105	1885	90
2	Denmark	6	194	27
3	New Zealand	2	810	20
4	India	12	357	15
5	Australia	11	282	13
6	Canada	12	112	12
7	Malaysia	10	259	11
8	United States	33	621	9
9	Saudi Arabia	5	165	7
10	Amp	1	2	6

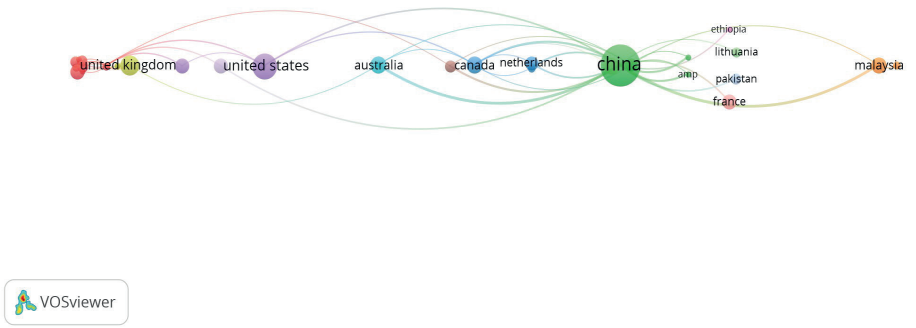


Figure 6. Bibliometric Map of Citation Analysis- Countries from VosViewer using Country Names.

7.2.3 Bibliographic coupling

Bibliographic coupling in organizational resilience reveals connections between studies sharing common references, uncovering related themes and how new insights build on existing knowledge in corporate performance assessment.

7.2.3.1 Bibliographic coupling - authors

This bibliographic coupling analysis (2007–2024) examined 49 authors with at least two publications and one citation. It identified the top 10 authors by publications, citations, and link strength to highlight key contributors.

Table 7. *Bibliographic Coupling- Authors*

Rank	Author	Documents	Citations	Total Link Strength
1	li, weijie	6	116	2091
2	wang, yong	6	116	2091
3	xiao, rui	3	168	1345
4	yu, weixuan	3	168	1345
5	guo, xiaona	2	317	1239
6	he, jianhua	2	317	1239
7	liu, dianfeng	2	317	1239
8	pan, zhenzhen	2	317	1239
9	han, qing	2	10	1184
10	li, ling	2	10	1184

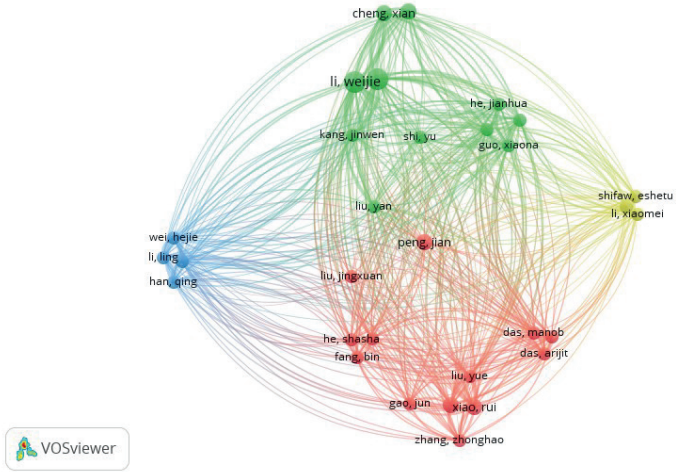


Figure 7. Bibliometric Map of Bibliographic Coupling- Authors from VosViewer using Author' Names.

7.2.3.2 Bibliographic coupling - organizations

This analysis (2007–2024) examined links among 21 organizations with at least two papers and one citation, identifying the top 10 by publications, citations, and link strength. It highlights key institutions collaborating on related research topics.

Table 8. *Bibliographic Coupling- Organizations*

Rank	Organization	Documents	Citations	Total Link Strength
1	School Of Geographical Sciences, China West Normal University, Nanchong, 637009, China	4	12	742
2	Chongqing Key Laboratory Of Karst Environment, School Of Geographical Sciences, Southwest University, Chongqing, 400715, China	3	8	604
3	Sichuan Provincial Engineering Laboratory Of Monitoring And Control For Soil Erosion In Dry Valleys, China West Normal University, Nanchong, 637009, China	3	8	604
4	Institute Of Geographic Sciences And Natural Resources Research, Chinese Academy Of Sciences, Beijing, 100101, China	3	42	443
5	Chongqing Key Laboratory Of Karst Environment, College Of Geographical Sciences, Southwest University, Chongqing, 400715, China	2	104	321
6	College Of Resources And Environment Sciences, Southwest University, Chongqing, 400716, China	2	104	321

7	School Of Geography, South China Normal University, Guangzhou, 510631, China	2	20	269
8	College Of Horticulture & Forestry Sciences, Huazhong Agricultural University, Wuhan, 430070, China	2	33	256
9	College Of Resources And Environmental Sciences, Henan Agricultural University, Zhengzhou, 450046, China	2	10	246
10	Hubei Key Laboratory Of Regional Ecology And Environmental Change, School Of Geography And Information Engineering, China University Of Geosciences, Wuhan, 430074, China	2	12	234

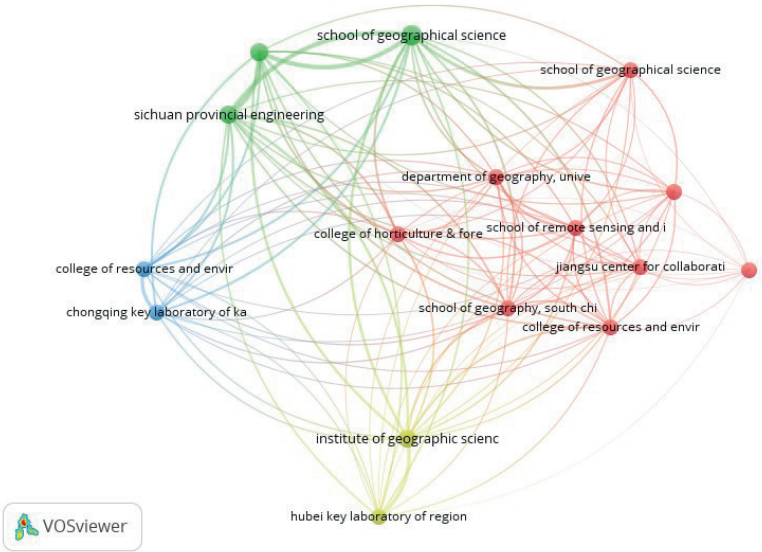


Figure 8. Bibliometric Map of Bibliographic Coupling- Organizations from VosViewer using Organization Names.

7.2.3.3 Bibliographic coupling - countries

This analysis examines international research collaborations from 2007 to 2024, focusing on countries with at least two publications and one citation. Among 25 countries analyzed, the top 10 with the highest number of articles and citations were identified. The study highlights leading nations in global research networks based on their frequent collaborations and shared focus areas, revealing key contributors to academic progress over the past 18 years.

Table 9. *Bibliographic Coupling- Countries*

Rank	Country	Documents	Citations	Total Link Strength
1	China	105	1885	7042
2	United States	33	621	1621
3	United Kingdom	17	847	2275
4	Canada	12	112	950
5	India	12	357	4500
6	Australia	11	282	3656
7	Malaysia	10	259	3331
8	Iran	9	72	824
9	Brazil	8	36	345
10	France	8	78	631

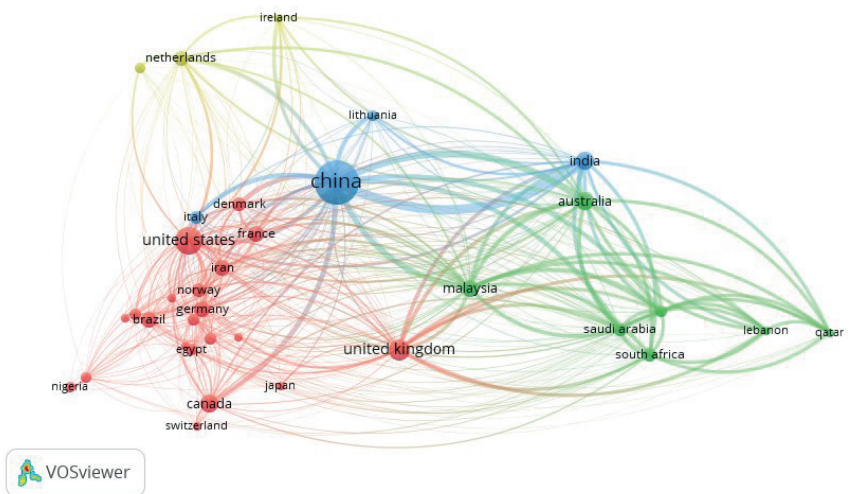


Figure 9. Bibliometric Map of Bibliographic Coupling- Countries from VosViewer using Country Names.

7.2.3 Co-Occurrences

Co-occurrence under a common term reveals connections between studies on organizational resilience, showing how the field evolves by highlighting frequently paired keywords and how new knowledge builds on past insights.

7.2.3.1 Co-Occurrences - all keywords analysis

The bibliographic co-occurrence analysis (2007–2024) traced term connections in research, selecting articles where a word appeared at least five times. From 106 initial terms, the top 10 most frequent and strongly linked words were identified for tabulation.

Table 10. *Co-Occurrences-all keywords analysis*

Rank	Keyword	Occurrences	Total Link Strength
1	Ecosystem Health	77	669
2	China	60	582
3	Resilience	45	106
4	Ecosystems	41	414
5	Human	29	259
6	Article	28	311
7	Organizational Resilience	28	64
8	Risk Management	24	93
9	Sustainable Development	24	234
10	Land Use	23	275

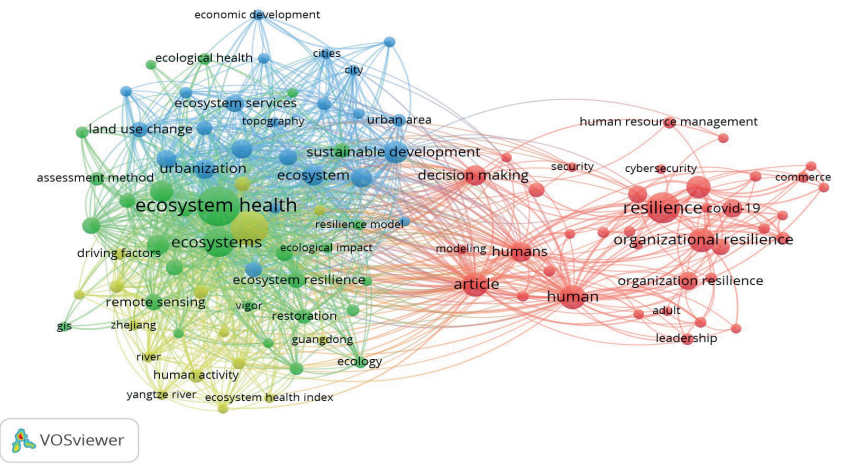


Figure 10. Bibliometric Map of Co-Occurrence-All keywords from VosViewer using common keywords.

7.2.3.2 Co-Occurrences-author keywords analysis

Co-occurrence of author keywords helps identify patterns, trends, and relationships between frequently paired terms. It is commonly used in bibliometric studies to visualize emerging themes and research areas within a field.

Table 11. *Co-Occurrences-Author Keywords Analysis*

Rank	Keyword	Occurrences	Total Link Strength
1	Ecosystem Health	48	25
2	Resilience	43	20
3	Organizational Resilience	23	16
4	Organization Resilience	17	5
5	Risk Management	13	14
6	Ecosystem Health Assessment	12	6
7	Ecosystem Services	8	10
8	Sustainability	8	7
9	Vor Model	8	5
10	China	7	11
10	Covid-19	7	6
10	Driving Factors	7	9
10	Vors Model	7	8

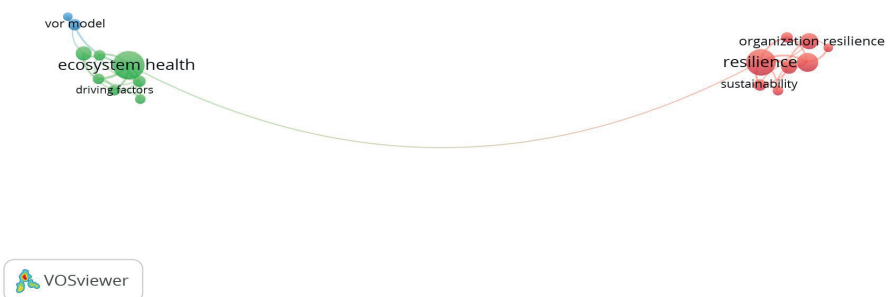


Figure 11. Bibliometric Map of Co-Occurrence-Author Word from VosViewer using author keywords.

7.2.3.3 Co-Occurrences-index words analysis

Co-occurrence word analysis examines how often terms appear together in texts, aiding in trend detection, pattern recognition, and understanding idea relationships in large bodies of literature.

Table 12. *Co-Occurrences-Index Keywords Analysis*

Rank	Keyword	Occurrences	Total Link Strength
1	Ecosystem Health	71	613
2	China	60	545
3	Ecosystems	41	393
4	Human	29	239
5	Article	28	293
6	Sustainable Development	24	223
7	Land Use	21	250
8	Health	20	182
9	Decision Making	19	131
10	Environmental Protection	19	226
10	Humans	19	184

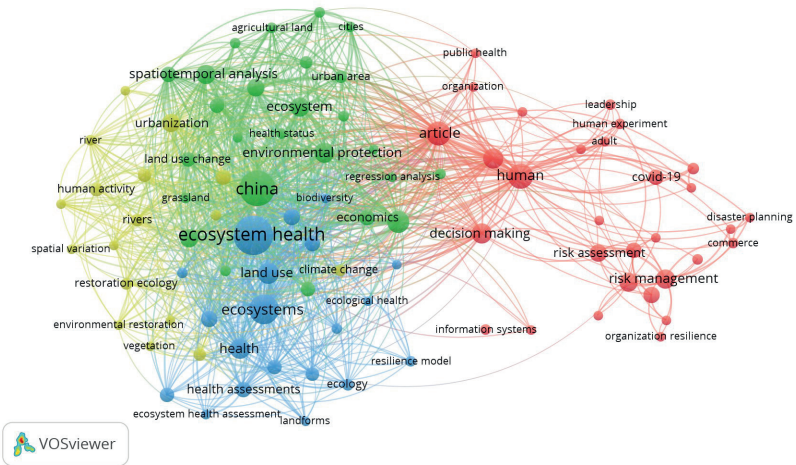


Figure 12. Bibliometric Map of Co-Occurrence-Index Word from VosViewer using Index words.

7.2.4. Co-Citation Analysis

7.2.4.1. Co-Citation-Cited Reference Analysis

Co-Citation-Cited Reference Analysis explores connections among publications based on shared citations, revealing relationships between research works and concepts. From 12,520 cited references, 44 met the minimum threshold of five citations. The total co-citation link strength was calculated, and the top 10 cited references with the highest citations and link strength were tabulated.

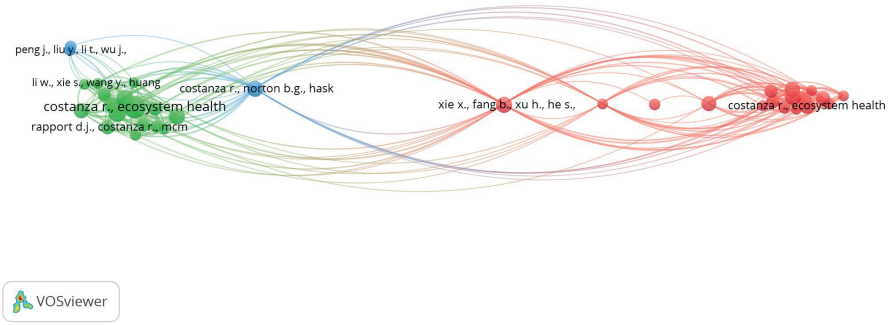


Figure 13. Bibliometric Map of Co -citation and Cited reference from VosViewer using citation

Table 13. *Co-Citation and Cited Reference Analysis*

Rank	Cited Reference	Citations	Total Link Strength
1	costanza r., ecosystem health and ecological engineering, ecol. eng., 45, pp. 24-29, (2012)	20	83
2	peng j., liu y., wu j., lv h., linking ecosystem services and landscape patterns to assess urban ecosystem health: a case study in shenzhen city, china, landsc. urban plan, 143, pp. 56-68, (2015)	11	80
3	he j., pan z., liu d., guo x., exploring the regional differences of ecosystem health and its driving factors in china, sci. total environ., 673, pp. 553-564, (2019)	11	73
4	kang p., chen w., hou y., li y., linking ecosystem services and ecosystem health to ecological risk assessment: a case study of the beijing-tianjin-hebei urban agglomeration, sci. total environ., 636, pp. 1442-1454, (2018)	12	72
5	peng j., liu y., wu j., lv h., hu x., linking ecosystem services and landscape patterns to assess urban ecosystem health: a case study in shenzhen city, china, landsc. urban plan., 143, pp. 56-68, (2015)	13	72
6	costanza r., ecosystem health and ecological engineering, ecol. eng, 45, pp. 24-29, (2012)	11	68
7	xie x., fang b., xu h., he s., li x., study on the coordinated relationship between urban land use efficiency and ecosystem health in china, land use policy, 102, (2021)	11	63
8	peng j., liu y., li t., wu j., regional ecosystem health response to rural land use change: a case study in lijiang city, china, ecol. indic, 72, pp. 399-410, (2017)	10	61

9	he j., pan z., liu d., guo x., exploring the regional differences of ecosystem health and its driving factors in china, sci. total environ, 673, pp. 553-564, (2019)	8	58
10	peng j., liu y., li t., wu j., regional ecosystem health response to rural land use change: a case study in lijiang city, china, ecol. indic., 72, pp. 399-410, (2017)	11	56

7.2.4.2. Co-Citation-cited source analysis

Co-Citation-Cited Reference Analysis is a common bibliometric method used to explore relationships between publications, researchers, or journals based on shared citations. From 6,256 sources, 365 with at least five citations were analyzed for co-citation link strength. The top 10 sources with the highest total link strength were identified and presented in tabular form.

Table 14. *Co-Citation and Cite Resources Analysis*

Rank	Source	Citations	Total Link Strength
1	sci. total environ.	193	7464
2	ecol. indic	109	4963
3	sustainability	131	4574
4	sci. total environ	96	4464
5	ecol. indic.	125	4392
6	ecol. ind.	70	3306
7	j. clean. prod.	74	2897
8	int. j. environ. res. public health	65	2607
9	nature	69	2458
10	acta ecol. sin	53	2451

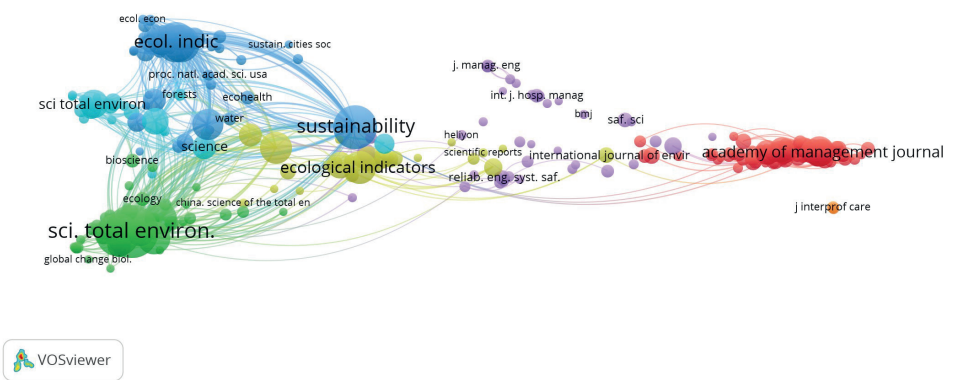


Figure 14. Bibliometric Map of Co-Citation and Cite Resources from VosViewer using citation

7.2.4.3. Co-Citation-cited author analysis

Co-citation and cited author analyses are key bibliometric tools for exploring the structure and impact of academic fields. Co-citation reveals links between authors through shared citations, while cited author analysis identifies influential researchers by citation count. From 21,681 authors, 39 with at least 50 citations were analyzed, and the top 10 with the highest co-citation link strength were presented in tabular form.

Table 15. *Co-Citation and Cited Author Analysis*

Rank	Author	Citations	Total Link Strength
1	liu y.	289	13054
2	li y.	178	8430
3	wang y.	171	8302
4	peng j.	194	8277
5	wu j.	188	8182
6	costanza r.	206	8045
7	zhang y.	158	7327
8	chen w.	110	5947
9	wang j.	119	5501
10	rapport d.j.	148	5192

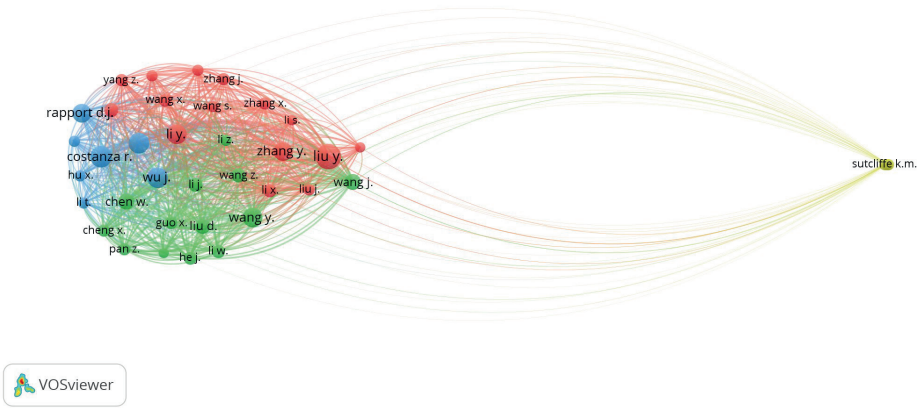


Figure 14. Bibliometric Map of Co-Citation and Cited Author from VosViewer using citation

8. Results and Findings

The results reveal a broad research network on organizational resilience through co-authorship, citation, co-occurrence, co-citation, and bibliographic coupling. Co-authorship highlights key collaborations, citation analysis identifies influential works, and bibliographic coupling shows topic interconnections. Together, these analyses

reflect a dynamic field focused on advancing resilience research and practices.

9. Discussion

The literature review underscores organizational resilience as vital for strategic competencies like resource integration and planning, driving sustainable competitive advantage (Liu & Zhang, 2024). It links resilience with organizational learning and sustainability (Abdullahi et al., 2024). Key theories include Resilience Engineering (adaptability and flexibility), Dynamic Capabilities (continuous evolution and leadership), High-Reliability Organizing (risk management and accountability), and Complex Adaptive Systems (coordination and adaptability) (Hollnagel et al., 2006; Eisenhardt & Martin, 2000; Brataas et al., 2025; J. Fan et al., 2025). Empirical studies show digital technologies boost resilience and performance (Baharuddin & Omar, 2024), while collaboration and risk assessment support critical infrastructure (Wang et al., 2024). Sector-specific research highlights stakeholder engagement and system-based solutions in oil, urban development, and healthcare (Egila et al., 2024; Goransson et al., 2024). Florez-Jimenez et al. (2024) call for an integrated framework linking corporate sustainability, resilience, and purpose for lasting success.

10. Conclusion

This study uses VOSviewer and Scopus data (2007– 5th Dec 2024) to map organizational resilience research, highlighting key publications, thematic links, and collaboration through co-authorship, citation, co-occurrence, co-citation, and bibliographic coupling.

Key Findings:

1. Authors: Erica Seville and John Vargo lead in citations (810); Li Weijie and Wang Yong have highest link strength (15).
2. Organizations: School of Geographical Sciences, China West Normal University leads in documents (4) and link strength (7); Chinese Academy of Sciences has most citations (42).
3. Countries: India tops citations (357); India and Australia share highest link strength (23). China leads in documents (105), citations (1885), and link strength (90).
4. Bibliographic Coupling: Li Weijie and Wang Yong lead with 6 documents, 116 citations, and link strength 2091; China dominates country-level coupling with link strength 7042.
5. Keywords: "Ecosystem health" is the most frequent and strongest term, followed by "resilience," "China," and "ecosystems," emphasizing environmental and sustainability concerns.
6. Co-citation: "Costanza R., Ecosystem Health and Ecological Engineering" is most

cited reference; Science of the Total Environment ranks top journal; Liu Y. leads cited authors with 13,054 link strength and 289 citations.

In conclusion, this bibliometric analysis highlights organizational resilience as a dynamic and vital process that enables organizations to anticipate, adapt to, and recover from various challenges such as economic crises, natural disasters, and technological disruptions. The research underscores resilience as essential for sustaining competitive advantage, fostering innovation, and ensuring long-term stability across diverse sectors. Key factors driving resilience include strategic agility, effective risk management, and adaptive leadership. Moreover, advancements in digital technologies, active stakeholder involvement, and system-based strategies play significant roles in strengthening resilience. Despite these insights, the analysis reveals a gap in a com-prehensive framework that integrates corporate sustainability, organizational resilience, and corporate purpose. Addressing this gap through future research will be crucial for developing holistic models that support or-ganizational adaptability and sustainable growth in an increasingly complex and uncertain environment.

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