

Entrepreneurship and Resilience: A Systematic Literature Review and Bibliometric Analysis of The Role of Entrepreneurs in Enhancing Resilience

*The Role of
Entrepreneurs in
Enhancing Resilience*

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ABSTRACT

In an increasingly uncertain and rapidly changing business environment, entrepreneurial resilience has become a critical capability for sustaining business continuity and growth. This study examines the relationship between entrepreneurship and resilience, focusing on identifying trends and developments in the field. The bibliometric and systematic literature review, analyzing 630 articles from Scopus, reveals a growing interest in entrepreneurship and resilience, especially since 2019. The research highlights the role of entrepreneurial orientation, digital business capabilities, business model innovation, and psychological capital in strengthening entrepreneurial resilience, particularly in facing external challenges like the COVID-19 pandemic. The study also underscores the importance of theories such as Social Cognitive Theory and Multi-Level Theory, while suggesting practical strategies for enhancing resilience in Small and Medium-Sized Enterprises (SMEs). The findings offer valuable insights for entrepreneurs, policymakers, and academics seeking to understand and improve resilience in the rapidly changing business environment. This study contributes to the literature by providing an integrated bibliometric mapping and systematic synthesis of entrepreneurship and resilience research, identifying key themes, theoretical foundations, and future research directions.

Keywords: *Business Environment, Digital Business Capabilities, Entrepreneurship, Psychological Capital, Resilience.*

INTRODUCTION

The concept of resilience has become an important scientific agenda in various research fields, with its impact felt at multiple levels of analysis, producing various aspects of resilience (Pendall et al., 2010; Martin, 2012; Hillmann, 2021). In the field of entrepreneurship, resilience is also a highly relevant topic, with its effects permeating various levels, both individual and organizational (Korber & McNaughton, 2018). Entrepreneurial resilience has broad implications, ranging from the ability of entrepreneurs to cope with personal challenges to organizational strategies for managing risks in dynamic and uncertain environments. Previous research by Bullough and Renko (2013), Ayala and Manzano (2014), Huggins and Thompson (2015), Lee and Wang (2017), and Branicki et al. (2018) has provided insights into the various factors contributing to entrepreneurial resilience. However, there is still much room to explore in understanding the relationship between entrepreneurship and resilience, both at the individual entrepreneur level and the organizational level.

Entrepreneurial resilience, as explained by Richardson (2002), is the process by which entrepreneurs overcome difficulties, changes, or opportunities in a way that strengthens and enriches resilient qualities or protective factors. Social cognitive theory by Bandura (1986) suggests that entrepreneurial success is determined by the interaction between environmental events, personal factors, and individual behavior. Entrepreneurial self-

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efficacy, which is the belief in one's ability to organize and perform actions necessary to achieve certain outcomes, also plays a critical role in entrepreneurial resilience, influencing how entrepreneurs cope with challenges and make important decisions (Bandura, 1997).

The concept of entrepreneurial resilience emerged in response to the challenges and uncertainties faced by entrepreneurs, particularly within SMEs (Franco et al., 2021). As starting and managing a business inherently involves risk, barriers, and potential failure, scholars have increasingly emphasized the importance of resilience in entrepreneurship. Initially rooted in studies of trauma and personal well-being, the concept has evolved into a psychological framework describing an entrepreneur's ability to adapt, persist, and thrive in adverse and high-risk conditions. This evolution is particularly relevant in today's volatile business environment, where resilience plays a critical role in shaping entrepreneurial behavior and responses to uncertainty (Ayala & Manzano, 2014).

Entrepreneurship is inherently characterized by uncertainty, risk, and the possibility of failure, making it essential to understand how entrepreneurs cope with these challenges and sustain growth. Resilient entrepreneurs are generally more willing to take risks, better able to manage fear of failure, and more tolerant of uncertainty, which enables them to identify and pursue new opportunities (Melián-Alzola et al., 2020). However, responses to failure vary significantly some entrepreneurs recover quickly and learn from setbacks, while others struggle to adapt.

The concept of resilience provides a useful framework for explaining these differences by highlighting the factors that support effective recovery and adaptation (Sinclair & Wallston, 2004). Therefore, understanding entrepreneurial resilience is critical for explaining how entrepreneurs and their organizations navigate challenges and maintain performance, even when operating under similar external support conditions.

Based on these considerations, research on entrepreneurial resilience has become increasingly relevant within entrepreneurship studies. While prior studies predominantly emphasize innovation, resource acquisition, and opportunity recognition, limited attention has been given to the psychological characteristics and behavioral aspects of entrepreneurs that contribute to organizational resilience (Lee & Wang, 2017; Dasuki et al., 2025). To address this gap, this study adopts a Systematic Literature Review (SLR) approach supported by bibliometric analysis to systematically examine the existing body of literature. Bibliometric analysis enables a comprehensive understanding of research development, key themes, influential authors, and methodological trends, while also identifying underexplored areas within the field.

Using 630 articles sourced from the Scopus database and analyzed with tools such as VOSviewer and Microsoft Excel, this study investigates publication trends, dominant topics, influential contributors, leading journals, theoretical foundations, keyword patterns, and the interconnections among variables related to entrepreneurship and resilience. Furthermore, it reviews commonly applied research methodologies and highlights existing research gaps alongside potential directions for future studies. The analysis is conducted through several stages, including keyword selection, document filtering based on predefined criteria, and verification of alignment with subject areas, document types, and language. The objective of this study is to provide a comprehensive and up-to-date overview of entrepreneurial resilience research, identify emerging trends and gaps, and offer meaningful insights to advance both theoretical development and practical applications in entrepreneurship.

LITERATURE REVIEW

Concept of Resilience

Resilience refers to the ability to overcome, endure, and recover from significant pressure, difficulties, or disruptions. In an individual context, it is often associated with a person's capacity to bounce back from failure or personal crises and continue functioning effectively. Masten (2001) defines resilience as a dynamic process that reflects an individual's ability to overcome challenges and grow despite experiencing substantial

adversity. This concept also encompasses the capacity to adapt to changing situations and utilize experiences as a means of self-improvement.

In a broader perspective, resilience extends to social and organizational contexts, where it emphasizes the ability of systems or organizations to withstand major shocks and recover in a stronger state. Holling (1973) highlighted the importance of resilience in ecological systems, noting that systems must maintain their structure and function despite experiencing significant disturbances. Similarly, in organizational settings, resilience involves the ability to manage crises, adapt to rapid environmental changes, and continue operating effectively (Linnenluecke & Griffiths, 2010).

According to Vogus and Sutcliffe (2007), resilient organizations are capable of withstanding both internal and external disruptions while thriving in conditions of high uncertainty. They further emphasize that resilience is not merely about recovery, but also about growth and the enhancement of an organization's capacity to address future challenges. This perspective is closely linked to the ability of organizations to innovate and identify new ways to survive and grow amid external threats. In the economic and business context, resilience refers to the capacity to respond to economic crises or rapid market changes while maintaining operational continuity. As argued by Linnenluecke and Griffiths (2010), resilient organizations are better equipped to respond and adapt to disruptions in an increasingly dynamic global business environment.

Concept of Entrepreneurship

An entrepreneur is an individual who initiates, manages, and develops a new venture by identifying business opportunities, fostering innovation, and managing risks to generate economic value. Schumpeter (1912) describes entrepreneurs as agents of change who drive innovation by introducing new products and services that replace existing ones, thereby creating market disruptions. Through this process of "creative destruction," entrepreneurs play a central role in shaping economic dynamics and improving efficiency.

According to Hisrich et al. (2017), entrepreneurs are individuals who possess the ability to identify opportunities, organize resources, and take calculated risks to establish new ventures. They emphasize that entrepreneurship extends beyond starting new businesses, encompassing continuous innovation in managing and developing existing enterprises in an efficient and sustainable manner. Entrepreneurs focus on creating value by offering products or solutions that address unmet market needs.

Teece (2014) further expands the concept of entrepreneurship through the lens of dynamic capabilities, highlighting that successful entrepreneurs are those who can adapt and transform their business models in response to changes in the external environment. By effectively managing resources, they are able to innovate and maintain competitiveness in dynamic markets. Consequently, the ability to adapt to market changes and technological advancements becomes a critical entrepreneurial skill. Moreover, entrepreneurs play a significant role in job creation and economic development, contributing to economic growth, social innovation, and community advancement, as noted by Acs (2006). In an increasingly interconnected world, entrepreneurs are also actively involved in digital transformation and the development of disruptive business models that reshape global business practices.

Entrepreneurial Resilience

Entrepreneurial resilience refers to the capacity of entrepreneurs and organizations to withstand shocks, adapt to changing environments, and sustain growth despite uncertainty. In today's volatile business landscape, resilience is not limited to recovering from failure but involves proactive adaptation, continuous learning, and strategic renewal. It is increasingly viewed as a multidimensional construct that integrates psychological strength, resource management, and social capital, enabling entrepreneurs to respond effectively to crises such as economic instability or technological disruption. Recent studies emphasize that resilient entrepreneurs are better equipped to reconfigure

resources, maintain operational continuity, and exploit emerging opportunities during turbulent periods (Aaouid et al., 2025; Souza & Nassif, 2025).

Moreover, entrepreneurial resilience significantly contributes to innovation, opportunity recognition, and long-term business sustainability. Entrepreneurs with high resilience tend to demonstrate stronger entrepreneurial orientation, including risk-taking, proactiveness, and creativity, which are essential for navigating complex markets. They are also more capable of leveraging digital technologies and developing adaptive business models in response to rapid environmental changes. Empirical evidence suggests that resilience enhances decision-making quality and strengthens competitive advantage, particularly in uncertain and crisis-driven contexts (Baroncelli et al., 2024; Kromidha & Bachtiar, 2024). Therefore, integrating resilience into entrepreneurial practices is critical for building agile, innovative, and sustainable ventures in an increasingly unpredictable global economy.

RESEARCH METHODS

This study adopts a structured systematic literature review approach, focusing on methodologies, theories, and widely applied concepts, and is therefore classified as a systematic review. The research is grounded in a framework- and bibliometric-based approach aimed at developing a conceptual model. Bibliometric analysis is employed as the primary method to explore the intellectual structure of the research field, enabling the identification of key themes, patterns, and scholarly relationships. This approach was selected because it enables a comprehensive and objective synthesis of previous studies while systematically mapping the evolution and emerging trends within the research domain. In line with prior studies, systematic literature review and bibliometric techniques are utilized to synthesize existing research, minimize bias, identify research gaps, and extend the scope of the domain (Goyal & Kumar, 2021). Furthermore, the integration of bibliometric analysis and systematic literature review allows for both quantitative mapping of the field and qualitative interpretation of key themes and emerging research directions.

The data for this study are obtained from the Scopus database, which is selected due to its comprehensive coverage of high-quality peer-reviewed journals and its widespread use in bibliometric research. The search query applied is TITLE-ABS-KEY (entrepreneur AND resilience) AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "SOCI") OR LIMIT-TO (SUBJAREA, "ECON") OR LIMIT-TO (SUBJAREA, "ENVI")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SRCTYPE, "j")) AND (LIMIT-TO (LANGUAGE, "English")), resulting in 630 documents. The dataset consists of journal articles published between 2007 and 2025, restricted to English-language publications across the subject areas of business, social sciences, economics, and environmental studies, including both open-access and non-open-access sources.

To analyze relationships among publications, co-citation analysis and bibliographic coupling are applied to identify similarities among cited works and contributing authors. Publication trend analysis and citation networks are also incorporated to examine the evolution of the field over time. In addition, keyword co-occurrence and co-citation analyses are conducted to cluster the literature into meaningful thematic groups. VOSviewer software is used to support the visualization process, where the distance between items reflects the strength of their relationships based on the visualization of similarity principle (VOS). The overall bibliometric procedure consists of several stages, including keyword-based document identification, filtering based on predefined inclusion criteria, validation of document relevance according to subject area, document type, and language, and the exclusion of irrelevant studies. This systematic process ensures the rigor, transparency, and reliability of the analysis.

RESULTS

Systematic Literature Review

In this study, 630 publications on entrepreneurship and resilience published between 2007 and 2025 were found in the Scopus publication database out of a total of 1,103 publications after criteria adjustments. These publications include five sources with the highest number of articles related to entrepreneurship and resilience, which are Sustainability (Switzerland), International Journal of Entrepreneurial Behaviour and Research, Entrepreneurship and Regional Development, Journal of Enterprising Communities, and Journal of Entrepreneurship in Emerging Economies, as shown in the following Figure 1.

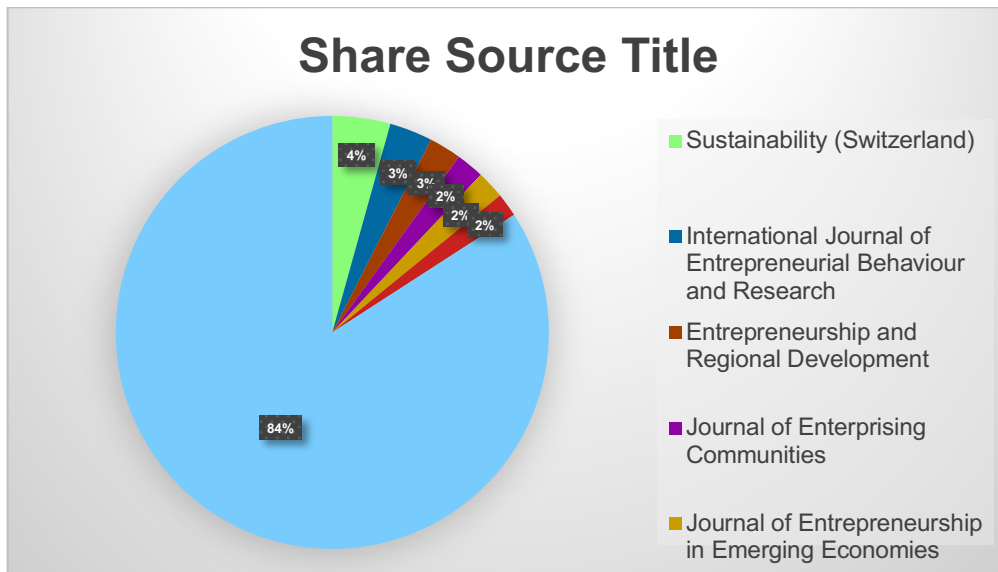


Figure 1. Proportion of source titles in publications related to entrepreneur and resilience (n=630)

Figure 1 shows that the Sustainability (Switzerland) journal published the most articles 27, or 4.29% of the total among all the papers in the Scopus database pertaining to entrepreneurship and resilience. With 20 publications, or 3.17% of the entire database, the International Journal of Entrepreneurial Behavior and Research comes in second. Entrepreneurship and Regional Development ranks third, with 2.38% of the total database, while the Journal of Enterprising Communities and Journal of Entrepreneurship in Emerging Economies are ranked fourth and fifth, respectively, with a total of 13 articles each. When compared to other journals in the Scopus database, Sustainability (Switzerland) has the most articles on entrepreneurship and resilience. This suggests that authors may locate more reference articles about these topics in this journal. Figure 2 shows the evolution of the number of articles about entrepreneurship and resilience published in the Scopus database between 2007 and 2025.

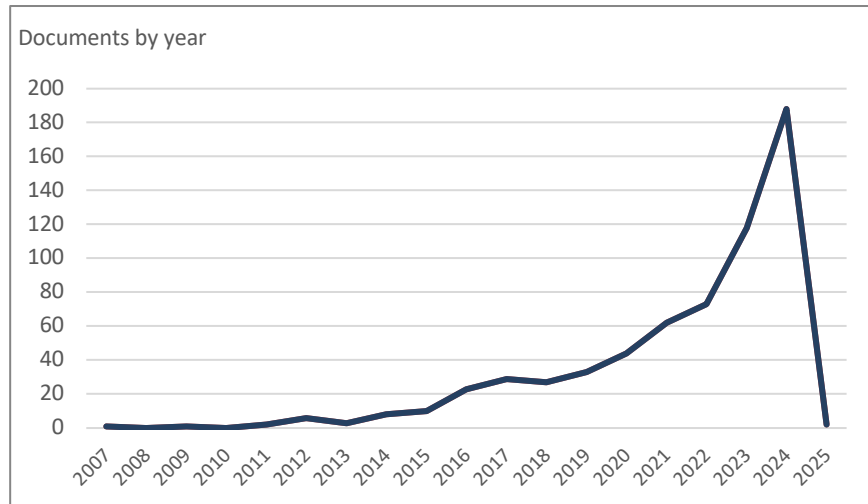


Figure 2. Trends in Entrepreneurial Resilience Publications (n=630)

In Figure 2, the development of publications on entrepreneurship and resilience from 2007 to 2025 is illustrated. The earliest identified study dates back to 2007, with 27 citations, conducted by Amon (2007) in the *Journal of Refugee Studies*. This qualitative research examined adolescent boys in Northern Uganda who experienced abduction and later reintegration, focusing on their coping strategies and challenges during recovery. The findings highlight that resilience is shaped by individuals' ability to adapt to traumatic experiences, while entrepreneurship plays a significant role in supporting this process. Through entrepreneurial training and economic opportunities, individuals are better able to rebuild their lives, enhance personal resilience, and improve their capacity to face future challenges, despite limitations such as resource constraints and ongoing conflict.

In 2012, publications on entrepreneurship and resilience began to increase, with one of the most cited studies conducted by St-Jean and Audet (2012), which has 146 citations. The study identifies three dimensions of entrepreneurial learning: cognitive, skill-based, and affective learning. The findings show that cognitive learning accounts for 62% of total learning outcomes, followed by affective learning at 35.9%, while skill-based learning is relatively limited. The results indicate that mentoring significantly enhances both knowledge and psychological aspects of entrepreneurs. Cognitive benefits include improved managerial skills and opportunity recognition, while affective benefits such as increased self-efficacy and reduced isolation, contribute to strengthening entrepreneurial resilience. The study highlights mentoring as an effective approach to support entrepreneurial learning and resilience in facing business challenges.

After 2012, the number of publications continued to rise until 2018, when a decline began to occur. The most cited article in 2018, with 190 citations, was conducted by Branicki et al. (2018), which examines how entrepreneurial resilience contributes to the resilience of SMEs. Using qualitative data from 11 focus groups involving 19 SME participants in the UK, the study finds that entrepreneurs develop strong resilience through their experience in uncertain environments, direct exposure to challenges, and informal organizational settings. The results indicate that entrepreneurial resilience serves as a foundation for SME resilience, distinguishing it from resilience practices in large corporations. This study also refines the concept of entrepreneurial resilience and highlights its multi-level relationship with organizational resilience, emphasizing its critical role in sustaining SMEs in dynamic and uncertain business environments.

From 2019 to 2024, there was a sharp increase in publications, indicating growing interest in entrepreneurship and resilience. The most cited article in 2024, with 17 citations, was conducted by Xia et al. (2024), which examines how Entrepreneurial Orientation (EO) enhances Firm Resilience (RE) in the digital era. Drawing on strategic

entrepreneurship theory, the study explores the role of digitalization through digital Business Capabilities (DBC), Digital Business Model Innovation (DBMI), and Environmental Hostility (EH). Using survey data from 203 companies in China, the study applies linear regression, bootstrap techniques, and fuzzy-set qualitative comparative analysis to analyze the relationships. The findings show that EO positively influences DBC and RE, while DBMI also strengthens RE. In addition, DBC and DBMI act as mediating variables linking EO to RE, and EH positively moderates the relationship between EO and RE. The results further reveal that different combinations of EO, DBC, and DBMI explain variations in firm resilience in the digital context.

Based on studies on entrepreneurship and resilience from 2007 to 2024, it can be concluded that key factors influencing individual and firm resilience include entrepreneurial orientation, digital business capabilities, digital business model innovation, and environmental hostility. The findings highlight that entrepreneurship plays a vital role in strengthening resilience at both individual and organizational levels, particularly within SMEs. Through the development of skills, innovation, and experience in uncertain environments, entrepreneurs are better equipped to adapt, persist, and overcome business challenges. Entrepreneurial resilience emerges as a fundamental driver of SME resilience, distinguishing it from resilience practices in large corporations and emphasizing the importance of strengthening entrepreneurs' capabilities to manage uncertainty in achieving sustainable business performance.

Research on the relationship between entrepreneurship and resilience continues to grow, reflecting its increasing relevance in addressing dynamic business challenges. Bibliometric data from Scopus (1997–2025) show a clear upward trend, with more than 630 articles identified. Among these, 20 highly cited studies provide key references for understanding the link between entrepreneurship and resilience. The following Table 1 summarizes the most cited articles each year, offering a useful foundation for further research.

Table 1. Top 20 Most Cited Articles in Scopus Related to Entrepreneur and Resilience (n=630)

No	Authors	Year	Source Title	Total Citation	Average Citations Per Year
1	Jaskiewicz et al. (2015)	2015	Journal of Business Venturing	532	48%
2	Bullough et al. (2014)	2014	Entrepreneurship: Theory and Practice	497	54%
3	Ayala and Manzano (2014)	2014	Journal of Economic Psychology	293	32%
4	Roundy et al. (2017)	2017	Journal of Business Venturing Insights	257	25%
5	Bullough and Renko (2013)	2013	Business Horizons	237	94%
6	Herbane (2019)	2019	Entrepreneurship and Regional Development	211	20%
7	Branicki et al. (2018)	2018	International Journal of Entrepreneurial Behaviour and Research	190	15%
8	Hmieleski et al. (2015)	2015	Strategic Entrepreneurship Journal	169	15%
9	St-Jean and Audet (2012)	2012	International Entrepreneurship and Management Journal	146	52%
10	Thukral (2021)	2021	Strategic Change	141	10%
11	Williams and Shepherd (2016)	2016	Journal of Business Venturing	138	17%
12	Obschonka et al. (2018)	2018	Journal of Vocational Behavior	138	11%
13	Steiner and Atterton (2015)	2015	Journal of Rural Studies	138	13%
14	Khurana et al. (2022)	2022	Journal of Business Research	133	11%

No	Authors	Year	Source Title	Total Citation	Average Citations Per Year
15	Salvato et al. (2020)	2020	Strategic Entrepreneurship Journal	132	11%
16	Shepherd et al. (2020)	2020	Journal of Business Venturing	132	11%
17	Comer et al. (2017)	2017	International Small Business Journal: Researching Entrepreneurship	129	13%
18	Duchek (2018)	2018	International Entrepreneurship and Management Journal	123	10%
19	Santoro et al. (2020)	2020	Journal of Business Research	119	10%
20	Hallak et al. (2018)	2018	Journal of Retailing and Consumer Services	119	10%

Table 1 presents the top 20 most cited authors in the Scopus database on entrepreneurship and resilience. Among them, Jaskiewicz et al. (2015) have the highest number of citations (532), with an average citation rate of 48% per year. Their study highlights that while many family firms tend to lose their entrepreneurial orientation after the founder's departure, some successfully sustain it across generations. The study introduces the concept of entrepreneurial legacy, referring to how past entrepreneurial achievements and resilience are reconstructed and transmitted within families to motivate successors. Based on evidence from multi-generational family businesses, this legacy plays a key role in maintaining long-term entrepreneurial behavior. These findings emphasize that the continuity of entrepreneurship is closely linked to resilience, particularly in sustaining business performance across generations.

The second most cited article, with 497 citations and an average citation rate of 54% per year, is authored by Bullough and Renko (2013) and published in *Entrepreneurship: Theory and Practice*. The study examines factors influencing entrepreneurial intentions in extreme conditions, such as war. The findings indicate that perceived danger negatively affects entrepreneurial intentions, meaning that higher levels of fear and threat reduce individuals' willingness to engage in entrepreneurial activities. However, the study also reveals that this negative effect is weaker among individuals with high resilience. In other words, resilient individuals are better able to cope with fear and uncertainty, allowing them to maintain their entrepreneurial intentions despite adverse conditions. The results show that entrepreneurial self-efficacy plays a crucial role, as individuals with strong confidence in their abilities are more likely to pursue entrepreneurship even in high-risk environments. The study highlights that resilience and self-efficacy are key psychological factors that support entrepreneurial behavior under extreme uncertainty. These findings emphasize the importance of developing mental resilience and self-confidence through training and role modeling to strengthen entrepreneurial intentions in challenging situations.

Bibliometric Analysis

In this bibliometric study, the analysis begins by outlining the distribution of publishers within the Scopus-indexed articles, followed by an examination of annual publication trends from 2007 to 2025, as well as identifying the most highly cited authors in the field. The final stage focuses on word occurrence analysis to classify and assess research subfields related to entrepreneurship and resilience. Publications are included in the dataset if they contain the keywords "entrepreneur" AND "resilience" within the title, abstract, or author keywords.

The document selection process is conducted through five stages, incorporating criteria such as subject area, document type, keyword relevance, and publication language, resulting in a dataset of articles published between 2007 and 2025. A total of 630 articles are analyzed using VOSviewer software, applying the binary counting method to examine

keyword occurrences. The findings derived from this bibliometric analysis are presented in the following section.

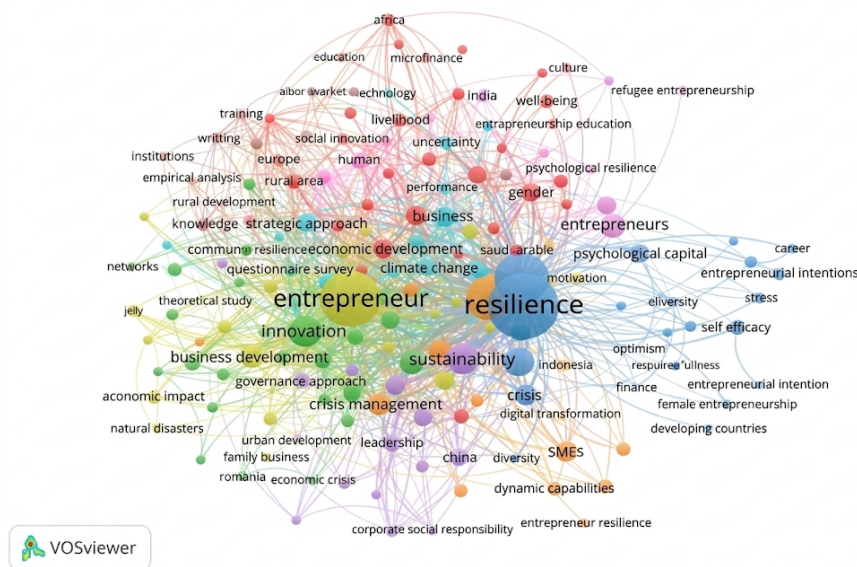


Figure 3. Keywords: Entrepreneur and Resilience Based on the Scopus-Indexed Database (n=630).

The circles in the map represent specific items, where larger circles indicate higher term frequency, while items are grouped into clusters based on color. The proximity between circles reflects how often terms appear together, and thicker connecting lines indicate stronger co-occurrence relationships. Using VOSviewer keyword analysis, the results reveal strong interconnections among key themes such as entrepreneurship, resilience, sustainability, innovation, and psychological capital. As shown in Figure 3, psychological capital and innovation are closely associated with both entrepreneurship and resilience, indicating their significant influence on individuals' ability to develop these capacities. Psychological capital, comprising optimism, self-efficacy, hope, and resilience, enhances entrepreneurs' confidence in facing challenges, while innovation supports the creation of new solutions and opportunities in uncertain environments (Goel & Wani, 2024). Together, these factors play a crucial role in fostering adaptive and resilient entrepreneurship, enabling individuals to grow and sustain performance despite various obstacles and uncertainties.

In addition to Elshaer and Saad (2022) and Shore et al. (2024) examine the relationship between entrepreneurial resilience and business continuity in the tourism and hospitality sector. The study focuses on how internal and external factors, namely adaptive performance and institutional orientation, influence this relationship, particularly during the COVID-19 pandemic. Using quantitative data from small restaurant owners and travel agents in Egypt, analyzed through structural equation modeling, the findings show that entrepreneurial resilience has a direct positive effect on business continuity, with adaptive performance and institutional orientation acting as mediating variables. Entrepreneurs with higher resilience are better able to sustain and manage their businesses during crises, supported by skills developed through education and training. In addition, strong institutional orientation, reflected in networks with key stakeholders and customers, enables entrepreneurs to access social and financial support and adapt more effectively to challenging environments, thereby strengthening business continuity in times of crisis. Furthermore, in Table 2, using the same Scopus database related to entrepreneurship and resilience, the top 15 keywords based on frequency of occurrence are listed as follows:

Table 2. Top Keywords for Entrepreneur and Resilience Based on Keyword Occurrence.

No	Keyword	Amount
1	Resilience	71
2	Entrepreneur	51
3	Entrepreneurship	24
4	COVID-19	17
5	Sustainability	14
6	Innovation	14
7	Entrepreneurial resilience	13
8	Entrepreneurs	12
9	Crisis Management	11
10	Sustainable development	10
11	Crisis	10
12	Business development	9
13	Business	8
14	SMES	8
15	Small and medium-sized enterprises	8

It is clear from Table 2 that “resilience” appears 71 times, making it the most commonly used term. The next two most popular terms are “entrepreneurship” (24 times) and “entrepreneur” (51 occurrences). COVID-19, Sustainability, Innovation, Entrepreneurial Resilience, Entrepreneurs, Crisis Management, Sustainable Development, Crisis, Business Development, and SMES (Small and Medium-sized Enterprises) are other terms that sporadically appear in Figure 4. This demonstrates how many studies on entrepreneurship and resilience center on how crises affect entrepreneurial resilience and the adaptation tactics used by business owners.

The dominance of the “resilience” keyword indicates that many studies emphasize the importance of resilience in facing external challenges, such as economic crises, pandemics, or market changes. In other words, researchers tend to begin their analysis by examining how entrepreneurs can maintain business continuity and adapt in the face of uncertainty. To illustrate the evolving interconnections between keywords related to entrepreneurship and resilience over the years, Figure 4 will show the development of these relationships.

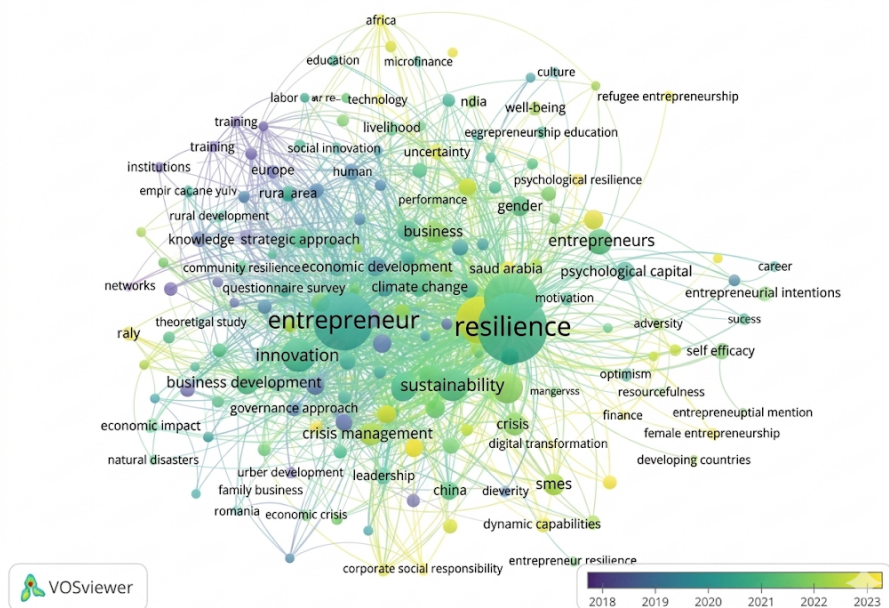


Figure 4. Trend of Keyword Occurrence Over the Years (n=630) Based on Scopus Database.

global disruptions such as the COVID-19 pandemic. This trend suggests that resilience has become a central theme in entrepreneurship research, especially in contexts characterized by uncertainty and rapid change (Korber & McNaughton, 2018).

The bibliometric analysis further reveals that the keyword “resilience” dominates the literature, followed by “entrepreneur” and “COVID-19,” indicating that most studies focus on how entrepreneurs respond to crises and external shocks. The co-occurrence analysis using VOSviewer shows strong interconnections between resilience, innovation, sustainability, and psychological capital. This pattern suggests that entrepreneurial resilience is increasingly viewed as a multidimensional construct, shaped not only by individual psychological factors but also by innovation and strategic adaptation. In contrast, less frequently occurring keywords such as “entrepreneurship education” and “psychological resilience” highlight potential gaps that remain underexplored, indicating opportunities for future research (Goyal & Kumar, 2021).

From an evolutionary perspective, the findings demonstrate a clear shift in research focus over time. Early studies, such as Amone (2007), emphasized resilience in the context of trauma and recovery, highlighting the role of entrepreneurship in post-conflict reintegration. This focus later evolved toward entrepreneurial learning and psychological development, as seen in St-Jean and Audet (2012), who identified cognitive (62%) and affective (35.9%) learning as key drivers of resilience through mentoring. By 2018, the focus expanded to organizational resilience, with Branicki et al. (2018) demonstrating that entrepreneurial resilience forms the foundation of SME resilience. More recent studies, such as Xia et al. (2024), shift toward digital transformation, emphasizing the role of EO, DBC, and DBMI in enhancing firm resilience. This evolution highlights a transition from individual-level resilience to a more integrated, multi-level, and technology-driven perspective.

At the individual level, the findings emphasize the importance of psychological capital, particularly self-efficacy, in shaping entrepreneurial resilience. This aligns with Bandura (1986), who highlights self-efficacy as a key determinant of individuals’ ability to cope with challenges. Supporting this, Bullough and Renko (2013) show that resilience and self-efficacy enable individuals to maintain entrepreneurial intentions even under extreme conditions. Similarly, mentoring-based learning contributes to both cognitive and emotional development, reinforcing entrepreneurs’ confidence and adaptability. At the organizational level, the study identifies entrepreneurial orientation as a key factor frequently associated with resilience. The findings suggest that EO is closely linked with DBC and DBMI, which support firms in adapting to environmental changes. This interpretation is consistent with Xia et al. (2024), who demonstrate that DBC and DBMI act as mediating mechanisms between EO and resilience, while EH strengthens this relationship under challenging conditions. These findings indicate that resilience is not only a reactive capability but also a strategic outcome shaped by innovation and digital transformation.

In addition, the analysis of highly cited articles reveals the importance of long-term perspectives in entrepreneurial resilience. For instance, Jaskiewicz et al. (2015) highlight the concept of entrepreneurial legacy in sustaining cross-generational entrepreneurship, suggesting that resilience can be embedded within organizational culture. The prominence of journals such as *Sustainability* (Switzerland) also indicates that resilience is increasingly linked to broader issues such as sustainability and long-term business continuity. This further reinforces the view that entrepreneurial resilience is increasingly associated with sustainability issues and long-term development perspectives. This study demonstrates that entrepreneurial resilience is shaped by the interaction between individual psychological factors, organizational strategies, and external environmental conditions. The findings reinforce existing literature while offering a more integrated perspective that connects resilience with innovation, digital capabilities, and sustainability. This highlights the critical role of entrepreneurship in enabling individuals and organizations to adapt, survive, and grow in increasingly complex and uncertain environments.

CONCLUSION

This study confirms a strong relationship between entrepreneurship and resilience in addressing uncertainty and dynamic business challenges at both individual and organizational levels. The findings show a significant growth in research on this topic, particularly after global disruptions, highlighting resilience as a key capability for sustaining business continuity, especially among SMEs. Entrepreneurial resilience is shaped by a combination of psychological factors, such as self-efficacy and optimism, and strategic factors, including entrepreneurial orientation, innovation, and digital capabilities.

From a practical perspective, the results emphasize the importance of strengthening psychological capital through training and mentoring to enhance entrepreneurs' confidence and adaptability. In addition, firms are encouraged to adopt innovative and flexible strategies by developing digital business capabilities and business model innovation to remain competitive and resilient in rapidly changing environments. The ability to respond to external pressures and uncertainty is essential for achieving long-term sustainability.

However, this study has several limitations. It relies solely on bibliometric analysis of Scopus-indexed publications, which may limit the scope of insights and exclude relevant studies from other databases. Moreover, the approach focuses on identifying trends and patterns rather than exploring in-depth contextual factors influencing entrepreneurial resilience in practice. Future research is recommended to incorporate qualitative or mixed-method approaches to gain deeper insights into real-world entrepreneurial experiences. Expanding data sources beyond a single database and examining specific sectors affected by crises can provide a more comprehensive understanding. Additionally, further studies should explore underexamined areas such as psychological resilience, digital transformation, and entrepreneurship education in strengthening resilience across different stages of business development.

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