

Entrepreneurial Resilience in the Micro and Small Business Context – Systematic Literature Review

**Santeri Halonen
University of Oulu**

**Peetu Virkkala
University of Oulu**

The topic of resilience is increasingly gaining momentum as the world shifts from a crisis to another. The operating environment for micro-enterprises has profoundly and irrevocably changed since the COVID-19 crisis' landfall and war in Ukraine.

This systematic literature review based on 36 papers, studies resilience from micro-entrepreneurship perspective focusing on resilience development, the process, and enhancing interventions from intra and interpersonal perspectives.

The review indicates three different types of resilience domains: process-related (e.g. Duceck 2017), individual capability (e.g. Demyen, S. 2022, Duceck 2017) and resource-based (e.g. Bardoel & Drago, 2021). The connecting factor is that resilience is primarily developed in a learning process when facing challenging situations and crises. Building from those experience, the entrepreneur is more prepared to respond the next time.

Keywords: resilience, entrepreneurial resilience, microenterprise, resilience development

INTRODUCTION

The topic of resilience is gaining increasingly momentum as the world shifts from a crisis to another. The operating environment for micro-enterprises has profoundly and irrevocably changed since the COVID-19 crisis' landfall and war in Ukraine and the disruption forces enterprises to change (Pedersen et al 2020). These types of major shocks cause microentrepreneurs to become more adaptive and anticipate sustaining and managing their businesses. The need for resilience has become a question of life and death for business continuation (Nautiyal & Pathak 2023). From a scholarly point of view, this engenders the urge for a thorough literature review to discover how the entrepreneurial resilience discursion and perspective, especially from the resilience competency point-of-view, has evolved but even more so to learn the process of resilience development and how can it be enhanced. One of the previous systematic literature before the Covid-19 review on the topic of resilience was by Korber & McNauhgton is from 2017. As the operating environment has seen major changes, there lies an invitation to explore the current state of the

research on the resilience development process and related entrepreneurial competencies in the microenterprise context.

The concept of resilience has been previously studied in various scholarly fields, including entrepreneurship (Lee & Wang 2017). Resilience originates from the physics of materials (Bernard & Barbosa 2016). Nevertheless, there is currently no direct theory on the process of entrepreneurial resilience development on an individual or company level. Rather, in the past, the construct of resilience and its development has been studied e.g., in the domains of psychology (Lee & Wang 2017). However, scholarly interest in entrepreneurship has grown steadily and the topic is becoming increasingly topical due to world affairs and increasing uncertainty in the marketplace (Nautiyal & Pathak 2023).

It is widely agreed that resilience plays a crucial role in the evolution and success of microenterprises, and it serves as the core ingredient to explain entrepreneurs overcoming hardships, coping and adapting to uncertainties and learning from past experiences and challenges (Lee & Wang 2017). In addition, resilience is not by nature a stable trait but rather a dynamic developing process (Luthans, Vogelgesang & Lester, 2006) which can be developed by renewing and developing an entrepreneur's activities and business (Walker & Salt, 2006). Still, there is currently no holistic model on the development of entrepreneurial resilience, even though there is a distinct correlation between organizations resilience and its success (Ayala & Manzano 2014). Therefore, the incentive for resilience competency development both on personal and enterprise levels is present. Developing and enhancing resilience can be, not only a key factor for microenterprises overcoming crises, but also for utilizing the opportunities of change for company development.

The existing literature recognizes six scholarly discussion streams regarding entrepreneurial resilience (Korber & McNauhgton 2017). These six streams can be divided into two main categories "the preparedness in the face of potential disruptions" and "the post-disruption view of resilience". The discussion streams in the first category are 1) resilience as traits or characteristics of entrepreneurial firms or individuals, 2) resilience as a trigger for entrepreneurial intentions, 3) entrepreneurial behavior as enhancing organizational resilience and 4) entrepreneurial firms fostering macro-level (regions, communities, economies). The other category, "the post-disruption view of resilience", explores what happens after a disturbance has occurred. The streams in this category are 5) Resilience, resilience in the context of entrepreneurial failure, and 6) Resilience as a process of recovery and transformation. This discussion serves as a launching point for the present review, although not limiting it to the same search parameters.

This paper is positioned to the discussion stream, which understands resilience as a process of recovery and transformation (Korber & McNauhgton 2017). On the other dimension of the resilience discussion, the literature recognizes sets of interpersonal, intrapersonal, and contextual factors that serve either as enablers or inhibitors of personal resilience (Lee, J. & Wang, J. 2017). Each of these main categories consists of various subcategories. This review aims to identify, based on a systematic literature review which of these subfactors are relevant in the process of entrepreneurial recovery and resilience in external crises and to learn which interventions can be taken to further support resilience's development. In the context of microenterprises, where the entrepreneur is often the only employee, the underlying assumption is that entrepreneur's resilience impacts microenterprise's resilience. Both dimensions contain the idea that resilience factors and competency can be developed, which is what this article focuses on: the process and enhancing actions of resilience development on an individual level.

Purely on the scholarly side of the spectrum regarding interest to the resilience competency discussion, according to the previous literature review, there is a need to clarify and further define the concept of resilience in an entrepreneurial context (Korber & McNauhgton 2017). The intersection between the constructs of resilience and entrepreneurship remains somewhat underdefined. Resilience is often portrayed as an overarching umbrella construct for a variety of related terms (Korber & McNauhgton 2017). Consequently, the review aims to shed light on the confluence on the concepts of resilience and entrepreneurship. This is conducted using the search terms *resilien** AND various micro-, solo-entrepreneur, and SME terminology variants in the systematic database search. Thus, this paper aims to bring together insight from the extant scholarly discussion to the terms entrepreneurial and resilience in their conjunction.

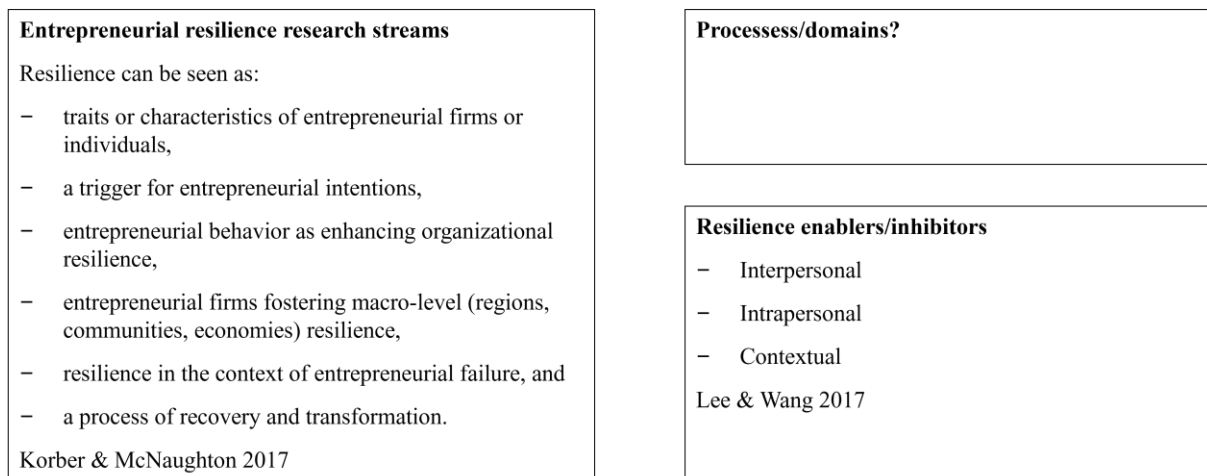
Microenterprises are a unique category and a subset of enterprises within SMEs and it is important to understand their unique characteristics in comparison to larger companies (Gherhes 2016). This paper focuses on entrepreneurial resilience, but ultimately the aim is to study microentrepreneurial resilience. Microenterprises distinguish themselves from larger companies because they are owner-manager centric (Gherhes 2016). Therefore, entrepreneurial resilience is parallelised with micro-entrepreneurial resilience.

The purpose of the review is to draw a recent scholarly understanding on and further study from a recovery point of view the factors related to entrepreneurial resilience and how does literature describe the development of entrepreneur's resilience factors. Resilience is not an innate characteristic trait but more a capability that can be developed (Duchek 2017). Therefore, the questions arise, how it can be done, and the process behind that. In addition, it is aimed to learn if and how the development can be enhanced and strengthened through external (e.g., training) or internal (entrepreneur's own development) interventions.

The interpersonal and intrapersonal factors are categorized in a previous literature review by Lee & Wang 2017 and will be presented in detail in the content section. The study will focus on the Western context omitting therefore the resilience discussion the developing world. The focus is on the entrepreneur's resilience; however, in the case of microentrepreneur and manager-owner cases, where individual and enterprise resilience are inseparably connected, and the distinction between those two is difficult to define, the organizational resilience is considered. In the cases where there is a definable difference between individual and enterprise resilience, enterprise resilience is left out of the analysis.

From the current research, we understand the research streams on how resilience is understood. On the other hand, there is an extensive study on the enablers/inhibitors of personal resilience. However, it is still necessary to further study the process and domains in which resilience development occurs. This is summarized in the figure below.

**FIGURE 1
CURRENT RESILIENCE RESEARCH**



The motivation behind the study is that actions can be taken to develop one's resilience, as resilience is not a born characteristic or trait but rather a trait or capability and entrepreneurs can take actions to strengthen and develop their resilience (Duchek 2017). The study seeks to identify the different domains and processes (es) by which individual resilience develops. This is expressed in the following research questions of the review:

RQ1: *What are the resilience factors in the identified in the resilience literature?*

RQ2: *How the literature describes the development process of entrepreneurs' interpersonal and intrapersonal resilience factors?*

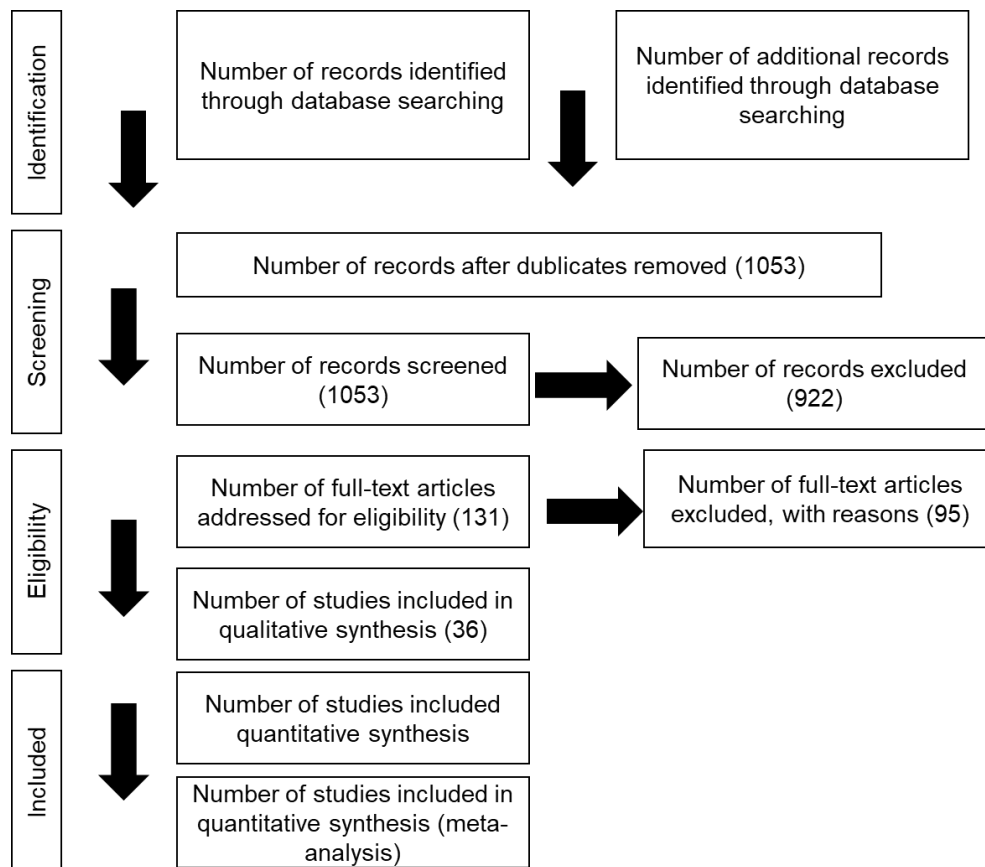
METHODS AND DATA

The guiding principle of designing this review was to gain a thorough up-to date understanding on microentrepreneurial resilience, its development, and related processes. After comparing different research methods, the systematic literature review (SLR) was chosen as the method. The decision to choose SLR is justified not only by the need to gain a thorough and systematic understanding of resilience in the micro and small business context but also because SLR's aim to address all relevant papers on a specific topic area, and it aims to minimize the selection and data extraction biases (Nightingale 2019). Minimizing the biases ensures as objective an approach as possible to minimize personal preferences for the selection.

To be able to create a comprehensive view, it was important to analyze perspectives of the resilience discussion which may not be in the mainstream scholarly discussion. SLR is by nature designed to accomplish just that, to identify the low impact papers published in less-read journals (Nightingale 2019).

The basis for the SRL process was the PRISMA model. Even though initially designed for medical research, Prisma is commonly used in other disciplines. Prisma includes 4 phases on identifying and selecting the literature for further analysis: 1) the aims and objectives of the review; 2) the inclusion and exclusion criteria for studies; 3) how studies will be identified; and 4) the plan of analysis. (Nightingale 2019).

**FIGURE 2
THE PRISMA METHOD'S PROCESS**



To follow the code of conduct for research the risks for research biases was addressed. The biases can occur selection, publication, and data extraction phases (Nightingale 2019) an action was planned to minimize then Selection bias is minimized by clearly establishing and following the selection criteria: the

article addresses individual (entrepreneur's) resilience development in a Western context. Studies from geographical areas were excluded as entrepreneurial resilience can be influenced by the cultural origin (Andri et al., 2019), as risk might be perceived differently and responses to risk and adversity may be different in different cultures (Liu, 2020). In such case that the article focuses on organizational resilience, but also touches on the entrepreneur's owner-entrepreneur's resilience, it should be included.

Publication bias was minimized by defining the search terms for the data search with 4 other researchers and after data was gathered rigorously following the selection criteria so that all relevant articles are included. Data extraction bias is minimized by extracting data from chosen articles in a structured way by analyzing the articles one by one in Excel software, and finding and categorizing the same information systematically from all articles.

The PRISMA model was applied by using Covidence as a tool to extract the relevant articles. The entire research process on the other hand included four primary steps as follows:

- Step 1 Identification and screening
- Step 2 Eligibility and inclusion
- Step 3 Coding and analyzing the data
- Step 4 Synthesizing and summarizing the findings

Step 1: Identification and Screening

The identification process was started by defining the research key words. The search parameters were iterated with 3 colleagues prior running the final search. The iterated search phrase was finalized to:

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( TITLE-ABS-KEY ( "resilien*" ) AND TITLE-ABS-KEY ( "solopreneur*" OR "small-
business owner" OR "entrepreneur*" OR "self-emplo*" OR "selfemplo*" OR "sole
proprietors" OR "solo-proprietors" OR "solo-entrepre*" OR "micro-compan*" OR "micro-
enterprise*" OR "micro-firm*" OR "microbusiness*" OR "microcompan*" OR
"microenterprise*" OR "microfirm*" OR "microbusiness*" OR "micro compan*" OR
"micro enterprise*" OR "micro firm*" OR "micro business*" OR "micro company*" OR
"small firm*" OR "small business*" OR "small organisatio*" OR "small organizatio*" OR
"small enterprise*" OR "SME*" OR "Small and medium-sized enterprise*" OR "small and
medium-sized firm*" OR "small and medium-sized organization*" OR "small and medium-
sized organisatio*" ) ) AND ( LIMIT-TO ( SUBJAREA , "BUSI" ) ) AND ( LIMIT-TO (
DOCTYPE , "ar" ) OR LIMIT-TO ( DOCTYPE , "ch" ) ) AND ( LIMIT-TO ( LANGUAGE
, "English" ) )
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Although limiting the search only to resilience, the aim was to gain a comprehensive look to the very term of resilience. During the process, other resilience-related terms such as “hardiness”, “bounce back” and “recovery” were considered, but in the final search term was limited to resilience to keep the review in reasonable focus. As doing initial searcher it became clear that only a limited number of papers were available that focused merely on microenterprises. Therefore, the search was broadened to include Small and Medium-sized enterprises. It also aimed to limit the search only to the key niche of microentrepreneurs. The final search version included the search terms of entrepreneur* and various SME combinations. The articles were downloaded to a screening and data extraction tool Covidence and after deleting the duplicates, the total number of articles to be screened was 1053.

Covidence was used as a tool in the screening phase. The exclusion criteria in the screening phase was to choose articles in which the abstract indicated the entrepreneur's resilience development in SME context. Those articles were selected for further examination. After the initial first round screening, the selection followed A-B-C model presented by Thorpe (2005) as he classified articles to A -Relevant studies, B – studies which relevance is unclear and C – non-relevant studies This was applied as guiding principle in the screening the maybe cases were analyzed screened further and placed either in “selected”, “maybe”, or “not selected”.

One screening challenge rose in cases where the abstract indicated strong emphasis on resilience development in the organizational level, but it was not clear whether individual resilience would be touched

on. In cases where there was even a slight hint that would be the case the paper was included to the full paper review. The same principle applied, if the abstract indicated an entrepreneur or owner-manager resilience development, the paper was included. In some cases, the organizational and individual resilience are almost inseparable; in those cases, the paper was included.

The articles were screened at abstract level. In addition, based on the abstract it was not always accurately clear whether resilience was merely mentioned or if the article discussed its development in some level. Due to the large mass of papers in the screening section, there was no opportunity to thoroughly scan through all the full-length papers. Rather, the selection had to settle for the abstract level at this stage.

Step 2: Eligibility and Included

At the eligibility phase, 131 papers were taken to full article review. At this stage, the selected articles were looked at by another researcher at the abstract level to ensure the relevance of the articles selected for the analysis. The articles were scanned through, and if they did not match the criteria, they were removed from the final selection. This could be due to organizational approach or lacking element of individual resilience development, papers not having resilience development focus or papers focusing merely on organizational stages. At the eligibility stage, another researcher double checked the articles. Having completed the eligibility test a total of 36 articles were included for coding, qualitative synthesis, and analysis. The analysis continued by categorizing the papers' findings into categories related to the research question.

Step 3: Coding and Analyzing

The step three included coding and analyzing the articles in Excel software. All papers were analyzed, and the main findings were listed to form a synthesis. The coding and analyzing included identifying the primary topic, key findings, and contribution to resilience development.

Step 4: Synthesizing and Summarising Findings

In the fourth step the findings were synthesized, summarized, and then discussed, and future research was suggested. This step included -evaluating the papers and conducting a comprehensive analysis of all the findings. The final selection or articles is shown in figure 3 below:

FIGURE 3 FINAL SELECTION OF ARTICLES

Authors	Title of the article	Primary topic	Data source	Research method
E. Anne Bardoel and Robert Drago, 2021	Acceptance and Strategic Resilience: An Application of Conservation of Resources Theory	Sufficient resources and COR theory are the basis for individual resilience.	Literature review	Qualitative
Jodyanne Kirkwood, Kirsty Dwyer and Sara Walton, 2015	An ecopreneur's growing resilience after a series of earthquakes	To continue to operate successfully after earthquake, the ecopreneur developed a resilient and hardy nature and adapted operational processes to run in a more entrepreneurial fashion	Cases	Qualitative (Longitudinal case studies)
Le Diem Quynh Pham, Tim Coles, Brent W. Ritchie, Jie Wang, 2021	Building business resilience to external shocks: Conceptualising the role of social networks to small tourism & hospitality businesses	Social networks help develop resilience and get access to resources	Literature	Concept paper
María Carmen Pérez-López, María José González-López and Lázaro Rodríguez-Ariza, 2016	Competencies for entrepreneurship as a career option in a challenging employment environment	There is a significant relationships between resilience and entrepreneurial intention, and highlight the mediating role played by resilience.	Sample of 1,251 business students at a Spanish university	Structural equation modelling
Elias Hadjielias, Michael Christof, Shlomo Tarba, 2022	Contextualizing small business resilience during the COVID-19 pandemic: evidence from small business owner-managers	Psychological resilience—at the individual owner manager level of analysis—facilitates small business resilience within the context of the COVID-19 pandemic.	Interviews	Qualitative analysis
Vanessa Ratten, 2020	Coronavirus (Covid-19) and entrepreneurship: cultural, lifestyle and societal changes	Focusing on how entrepreneurs have been affected by the crisis by focussing on specific types of entrepreneurship in terms of cultural, lifestyle and social change.	Literature	Literature review
Andreas Kuckertz Leif Brändle, 2022	Creative reconstruction: a structured literature review of the early empirical research on the COVID-19 crisis and entrepreneurship	Opportunity-seeking is the ultimate form of resilience building and thus offers a proposal that contributes to the literature on the enabling factors of entrepreneurial activity.	Literature	Literature review
Eddie Blass, 2018	Developing a curriculum for aspiring entrepreneurs: What do they really need to learn?	Resilience cannot be taught but it can be learned.	Literature	Literature review
Jin Lee, Ling Wang, 2017	Developing entrepreneurial resilience: implications for human resource development	Identifying entrepreneur's resilience enablers and inhibitors	Literature	Literature review
Rosemary Fisher, Alex Maritz, Antonio Lobo, 2016	Does individual resilience influence entrepreneurial success	Explore the conceptualization of individual's resilience predicting entrepreneurial success	Sample of 215 founding entrepreneurs	Regression analysis
Ariana P. Torres, Maria I. Marshall, Sandra Sydnor, 2016	Does social capital pay off? The case of small business resilience after Hurricane Katrina	The impact of social capital on small-business resilience	Telephone surveys in 2 waves 2 wave:	Qualitative analysis
Duchek, 2017	Entrepreneurial resilience: a biographical analysis of successful entrepreneurs	Researching what resilience actually is, which elements it contains, and how it can be enhanced.	Biographies	Literature review, biographical analysis
Patricia Doyle Corner, Smita Singh and Kathryn Pavlovich, 2017	Entrepreneurial resilience and venture failure	The study explores how entrepreneurs functioned after failure and significance of resilience.	Interviews with 11 entrepreneurs that have experienced business failure	A qualitative, narrative research design
Amanda Bullough, Maija Renko, 2013	Entrepreneurial resilience during challenging times	Self-efficacy and resilience are the primary factors by how business leaders and aspiring entrepreneurs bounce back from uncertainty and start businesses under challenging circumstances?	Literature	Concept paper
Manning, Paul; Stokes, Peter; Rodgers, Peter; Shlomo Yedidia, Tarba, 2022	Entrepreneurial stories, narratives and reading - Their role in building entrepreneurial being and behaviour	How do entrepreneurs develop learning and resilience in response to crises through entrepreneurial reading?	Semi-structured interview	Qualitative
Simon Stephens, Christopher McLaughlin, Katrina McLaughlin, 2021	Entrepreneurs responding to the COVID-19 crisis: evidence from Ireland	The entrepreneurs' motivations, experiences and reflections on the process of (re)starting the entrepreneurial journey after a crisis episode.	Interviews	Qualitative
Rachel Doern, 2016	Entrepreneurship and crisis management: The experiences of small businesses during the London 2011 riots	We argue that whether small businesses tended towards resilience or vulnerability depended on three things: experience, mindset and resources. The results showed that job quality and innovation significantly stimulate family firms' resilience during the COVID-19 crisis.	Interviews with owner managers	Qualitative
Angela Dettori and Michela Flores, 2021	Facing COVID-19 challenges: What is so special in family businesses?		A sample of 570 Italian family firms.	Quantitative (quantitative method analysis through a multiple regression analysis)

Authors	Title of the article	Primary topic	Data source	Research method
Anita Zehrer and Gabriela Leif, 2019	Family entrepreneurial resilience – an intergenerational learning approach	How resilience is developed through intergenerational learning during family leadership succession in business.	Interview	Qualitative (Single case)
Karise Hutchinson, Rachael Fergie, Emma Fleck, Georgann Jouffas, Zen Parry 2021	Flexing the leadership muscle: An international study of entrepreneurial resilience in rural communities during the covid-19 pandemic	Crisis leadership in the context of small business.	Interviews	Qualitative (Rapid Response Research)
Layla Jayne Branicki North Ryde Bridgette Sullivan-Taylor Sarah Rachael Livschitz, 2017	How entrepreneurial resilience generates resilient SMEs	How entrepreneurial behaviors support small and medium-sized enterprise (SME) resilience, refine the concept of entrepreneurial resilience, and identify how SME resilience might be promoted.	11 focus groups which provided a sub-sample of 19 SME participants	Qualitative
Ali E. Ahmed, Deniz Ucbasaran, Gabriella Cacciotti, and Trenton A. Williams, 2022	Integrating Psychological Resilience, Stress, and Coping in Entrepreneurship: A Critical Review and Research Agenda	Studying stress, resilience, and coping together to understand how entrepreneurs build resilience	Literature	Qualitative
Peter Gianiodis, Soo-Hoon Lee, Hao Zhao, Maw-Der Foo & David Audretsch, 2022	Lessons on small business resilience	To link resilience at the micro- and macro-level since collective small business owner resilience is foundational to macro-level resilience within clusters, ecosystems and regions	Literature	Literature review
Abel Duarte Alonso, Seng Kok, Nikolaos Sakellarios and Seamus O'Brien, 2019	Micro enterprises, self-efficacy and knowledge acquisition: evidence from Greece and Spain	To investigate the significance of self-efficacy and knowledge acquisition among micro businesses operating in challenging economic environments.	Literature	Qualitative (exploratory study)
Deepak Iyengar, Rahul Nilakantan, Shashank Rao, 2020	On entrepreneurial resilience among micro-entrepreneurs in the face of economic disruptions... A little help from friends	Investigating multiple types of disruptions (i.e., idiosyncratic and covariate) and how they impact entrepreneurial resilience among microbusinesses in an emerging economy.		
Malvika Chhatwani, Sushanta Kumar Mishra, Arup Varma, Himanshu Rai, 2022	Psychological resilience and business survival chances: A study of small firms in the USA during COVID-19	Understanding the factors predicting business survival chances of small firms.	Secondary data from the Understanding America Study (UAS) project	Quantitative
Silja Hartmann, Julia Backmann, Alexander Newman, Kyle M. Brykman & Robert J. Pidduck, 2022	Psychological resilience of entrepreneurs: A review and agenda for future research	Entrepreneurs' psychological resilience	Literature	Literature review on empirical papers
Authors	Title of the article	Primary topic	Data source	Research method
Tony Wall and Lawrence Bellamy, 2018	Redressing small firm resilience: exploring owner-manager resources for resilience	The purpose of this paper is to redress this and expand the debate and empirical basis of small firm owner-managers' personal resources for resilience.	Interviews	Qualitative (longitudinal)
Marie-Josée Bernard Saulo Dubard Barbosa, 2016	Resilience and entrepreneurship: A dynamic and biographical approach to the entrepreneurial act	Study resilience as a process and to explore in detail the role that a resilience dynamic can play in the decision to become an entrepreneur.	Biographies	Qualitative (longitudinal)
Abel Duarte Alonso, 2015	Resilience in the context of Italian micro and small wineries: An empirical study	What ways do micro and small business owners and managers seek to adapt to emerging challenges and build resilience? The present study examines these issues among micro and small wine and olive oil producers.	Online questionnaires	Qualitative analysis
Abel Duarte Alonso, 2014	Resilience in the context of two traditional Spanish rural sectors: an exploratory study	The present study examines ways in which micro and small business owners and managers in the olive oil industry seek to adapt to emerging challenges and build resilience	Online questionnaire	Multi-pronged approach
Yunxi Yang* and Sharon M. Danes, 2015	Resiliency and Resilience Process of Entrepreneurs in New Venture Creation	To investigate protective mechanisms creating resiliency (capacity) in entrepreneurs and entrepreneur-assessed spousal commitment to new venture goals as a key element of the resilience process experienced within their couple decision context.	Questionnaires, longitudinal study of 94 married couples	Quantitative
Elisa Martinelli, Giulia Tagliacuzzi and Gianluca Marchi, 2018	The resilient retail entrepreneur: dynamic capabilities for facing natural disasters	The role of different types of DCs and social capital in developing entrepreneurs' resilience during the various periods of a natural disaster.	Interviews	Natural experiment: the 2012 Emilia earthquake
Ana Joana Candeias Fernandes, Mario Franco, 2021	The role of entrepreneurial resilience in forms of collaboration: a systematic literature review with bibliometric analyses	Focused on the intersection between entrepreneurial resilience and different forms of collaboration	Literature (WoS)	SLR, Bibliometric technique
Nisula Anna-Majaja, Olander Heidi, 2015	The role of motivations and self-concepts in university graduate entrepreneurs' creativity and resilience	University graduate entrepreneurs' individual determinants such as entrepreneurial motivations and positive self-concepts in relation to entrepreneurs' creativity and resilience.	Web-based questionnaire	Quantitative
Wei Yu a, Fei Zhu, Maw Der Foo, Johan Wiklund, 2022	What does not kill you makes you stronger: Entrepreneurs' childhood adversity, resilience, and career success	The impact of childhood adversities to entrepreneur's resilience and career success.	MIDUS survey	Quantitative

RESULTS

Entrepreneurial Resilience

There is the distinction between psychological (individual) and organizational resilience (Hartmann et al 2022). However, in some cases the boundary between the two is ambiguous or at least not clearly separable. There is evidence that individual resilience development enhances organizational level resilience (Mzid, I. et al 2019). To increase clarity, the review systematically uses entrepreneurial resilience as the

term for the resilience construct even as the distinction between e.g., entrepreneurial, psychological, or individual resilience is not clearly differentiated. However, for the purpose of this paper, this level of distinction is sufficient.

Still, after several calls to clarify the construct of resilience, its definition remains ambiguous (Bardoel & Drago, 2021) and as difficult to define. Moreover, it is noted that resilience requires context (McNaughton & Gray, 2017). The literature also calls for a conceptual distinction between resilience (capacity) and resilience as a process including an individual's adaption and functioning in the situation with competency (Patterson 2002 as cited by Yang & Danes 2015). The scope and type of the crisis should be addressed as there are various resilience-evoking events. Recently, the literature has primarily focused on economic downturns. (Korber & McNaughton 2018). Overall, there seems to be a consensus that resilience is a key factor as individuals, systems or organizations respond to adverse and unexpected events and crises. (Martinelli et al. 2018)

There are many closely related terms and constructs to resilience, such as self-efficacy, thriving, grit, conscientiousness, emotion regulation etc. (King et al., 2016). As mentioned in the methods section, the justification of merely using the term resilience gains support from the literature as resilience is seen as separate from other related terms as it emphasizes how individuals specifically respond and adapt to challenging situations and events (King et al., 2016). Resilience as a concept is also differentiated by having two essential dimensions, firstly the occurrence, such as the trauma incident or facing strong adversity, and the person's ability to overcome the trauma. (Bernard & Barbosa 2016)

Resilience is closely connected to business success and business survival. Psychological resilience reduces an entrepreneur's propensity and level of depression, increasing the likelihood for business survival (Chhatwani 2022). Resilience in the individual level contributes to bolstering resilience at the organizational level (Mzid et. all 2019; Branicki et at. 2018 as cited by Fernandes & Franco 2021). However, there are calls to not portray resilience as a simple success factor but to move toward more nuanced discussion on the role of the resilience of the entrepreneur in long-term success. (Korber & McNaughton 2018)

Thus, the relationship between entrepreneurship and resilience is multi-level and multifaceted. The phenomenon can be observed and studied in many levels and domains (Fernandes & Franco 2021). Among other things, resilience is determined also by culture, and it influences the development of entrepreneurial resilience (Liu 2020 as cited by Fernandes & Franco 2021).

The review indicates that resilience development occurs in three domains:

- 1) Process (e.g., Ducheck 2017)
- 2) Capability (e.g., Demyen, S. 2022, Ducheck 2017)
- 3) Resource (e.g., Bardoel & Drago, 2021)

Ducheck (2017) identified three distinctive (individual, situational, and process-related) factors common to all entrepreneurs in their research, all of which greatly seemed to impact one's entrepreneurial resilience. In the literature, there is a tension between capacity and process approaches in terms of whether resilience is a capacity or trait or a static state rather than a process (Meredith et al., 2011; Lengnick-Hall and Beck (2003 as cited by Martinelli et al. 2018) Other perspectives by (Bardoel & Drago, 2021) is that capacity is a needed precondition for resilience as well as the process is a condition for resilience. (Bardoel & Drago, 2021). The development of resilience is, therefore, a many-faceted, process-like phenomenon that is impacted by a person's capability and situational factors (Fernandes & Franco 2021).

Process Domain

The literature recognizes resilience as something that occurs in a process or is process related. Resilience is developed, and it manifests itself in processes. Especially challenging situations, adversities (Kuckertz & Brändle 2022) are a source of resilience. In this category, similar pattern can be recognized that there is capability that needs a process to further develop. Facing adversity allows an individual to grow their resilience (Kuckertz & Brändle 2022). Resilience is built by developing and growing a "hardy nature" and adapting operational processes as response to challenges (Kirkwood et al 2015). The resilience process is seen to originate from going through "trauma" (Bernard & Barbosa 2016). In this domain, resilience is

“a dynamic process that involves positive adaptation in a context of facing significant adversity” (Luthar et al., 2000 as cited by Fernandes & Franco 2021).

Thus, there is a strong emphasis on the process and learning in the face of adverse or difficult situations, resilience cannot be effectively taught (Blass 2018) but it is learned and developed by circumstances and challenging situations. According to some sources resilience cannot be effectively learned from studying courses or reading a book, but instead, it is developed in “university of life” and everyday life. (Patel, 2010 according to (Kirkwood et al 2015). The process can take place during any period of a person’s lifetime. The research, however, found low or medium-level adversity in childhood gives an individual an opportunity to face situations where they learn to build resilience. This enables them to cope more with future crises and stressful situations (Yu et al. 2022). As resilience develops through a process of facing difficult situations and accumulating experience and coping methods that can be used in future incidences. Previous experience therefore serves as a key to preparedness and resilience (Ahmed et al. 2022).

Learning, innovating, and adapting are core attributes for building resilience. In addition, learning during crisis builds resilience as experiences learnt can be utilized in similar situations in the future. (Kuckertz & Brändle 2022). When entrepreneurs engage in activities and face challenging situations, they are forced to change their actions and behavior and boost their resilience. Therefore, resilience builds through experiences. (Bullough and Renko 2013) In addition, learning sensemaking also builds resilience. (Ahmed et al. 2022; Fisher et al. 2016)

Learning facilitates building the capacity to cope with uncertainty. It also helps build and activate the ability to experiment and create creative responses to crises (Branick et al. 2017). In addition to individual learning, resilience is developed through and in intergenerational learning e.g., in situations of leadership succession (Zehner and Leiß 2019). Family businesses therefore create a great platform for prospective entrepreneurs to build their resilience capacity and family businesses usually have a stronger resilience than other types of businesses. (Amann & Jaussaud 2011)

On the other hand, contrary to entrepreneurs, employed individuals may not encounter situations that force them to be stretched and therefore have fewer opportunities to exercise resilience. (Nisula & Olander 2015). This was noted in Nisula & Olander (2015) research regarding university students and their pre-entrepreneur peers. Thus, the process and opportunities to grow resilience in interacting with adverse and challenging situations is a key for enhancing resilience. The growing process includes the aspect of adaptation. Entrepreneurs exhibited their resilience by adapting and swiftly changing their business model in the face of crisis to fit it to the business environment (Stephens et al 2021). The key attributes are adaptability and flexibility to absorb and respond to shocks. (Stephens et al 2021)

In addition to facing real-life situations, learning and resilience development can be bolstered in business development training, by networking events and mentoring opportunities. In these processes, entrepreneurs can model others who have survived challenging times (Bullough & Renko 2013). Thus, learning from other entrepreneurs’ experiences is way to strengthen resilience through learning (Bullough & Renko 2013). Although there is a place for formal training, resilience development often evolves at an individual level in everyday situations and entrepreneurial learning takes place in those interactions (Manning et al 2022). It is also recognized in the literature that resilience is built in relation to entrepreneurial reading in addition to learning when facing challenges and learning practical lessons in crises. (Manning et al 2022)

As resilience development in its essence is the entrepreneur’s ability to learn from experiences and tolerate risk, the “university of life” remains the key to enhancing resilience. This takes us back to the debate and raises the question of whether resilience can be taught (Blass 2018) although it surely can be learned.

Capability Domain

In the capability domain, resilience is seen as trait, ability, or an attribute that an entrepreneur possesses and can be further developed. Although it is widely agreed, resilience is not a born-with ability that one possesses or not. The capability approach considers resilience as an attribute or skills that develop (Luthans et al. 2006) The importance of resilience is highlighted as it is seen as a basic behavioral skill that is essential for an entrepreneur (Pérez-López et al. 2016). In the capability category, there is also an aspect of actively

responding and acting when needed, e.g., in the face of a crisis. The literature recognizes resilience as an ability or skill to respond and act and alter course of action based on the changing situation. (Hadjielias et al 2022)

Adaption and ability to respond as a skill are key to being and building resilience (Hadjielias et al 2022; Alonso 2014; Alonso 2015). In several papers being resilient was connected to being able to adapt and alter the course of action in the face of a crisis and adapt to contemporary challenges (Alonso 2014, Alonso 2015).

Lee & Wang's (2017) literature review thoroughly examines the resilience enablers and inhibitors in three main categories intrapersonal, interpersonal and contextual factors, which either are enablers or inhibitors of individual resilience. The resilience is developed and strengthened by enabling, developing, or strengthening the enablers.

The role of a manager's resilience and ability to respond is important and the adaption and responding is present there: SMEs can be resourceful and therefore resilient if their leaders are able to identify the occurring problems, establish priorities and utilize and mobilize resources (Herbane 2015). This also means that dynamic capabilities and the entrepreneur's social capital are key to resilience (Martinelli et al. 2018).

Resilience is also related to other entrepreneurial attributes, such as entrepreneurial intention, and research identifies entrepreneurial intention and resilience to reinforce each other (Pérez-López et al. 2016). The literature understands resilience as attributes such as adaptability, sense of confidence, purposefulness, and social support. (Wall & Bellamy 2018) This domain also goes to resilience factors where individual resilience is explained by internal locus of control and achievement motivation (Nisula & Olander 2015). Entrepreneur preparedness and ability to anticipate and therefore build a resource base is a form of developing resilience and resilience in the crisis is dependent on the enterprise's position prior crisis and the scope of the impact on the resources that an entrepreneur has access during the crisis (Kuckertz & Brändle 2022).

Resources Domain

Resilience is closely linked to resources, and access to them is seen as the basis for resilience (Bardoel & Drago, 2021). Having resources and gaining access to them enhances resilience (Pham et al., 2021). There are different resource categories. General classification to resources is to natural, physical, financial (also e.g., Hobfoll et al. 2015) social (also e.g., Pham et al 2021), and human resources (Adapted by Pham et al 2021 from DFID (1999).

The availability and access to various types of resources is a key to resilience; strengthening the access and use of these resources develops resilience. The resource-based view suggests that the resilience is resource dependent and to the extent to which entrepreneurs have sufficient resources to demonstrate resilience (Bardoel & Drago, 2021). The ability to exhibit resilience is related to an individual's access to sufficient relevant resources (Bardoel & Drago, 2021), and access to resources helps develop resilience (Pham et al 2021). Small businesses with more resources are more likely to be resilient (Stephens et al. 2021). The amount and resources available directly impact the entrepreneur's resilience during the crisis (Kuckertz & Brändle 2022)

Social capital is an important resource category, and networks and social capital enhance resilience (Fisher et al. 2016). Social networks are a key resource in themselves, but in addition networks can provide a better access to other resources (Pham et al 2021). Therefore, forming and leveraging personal relationships is key building block for improving resilience (Branick et al. 2017). The importance networks are also noted by Lee & Wang, 2017. They categorize social capital as inter-personal enablers, dividing it into sub-factors informal supportive relationships, formal relationships with professional group and teamwork. All these optimally are enablers for resilience. Several studies confirm the importance of social capital and its impact on resilience. (Lyengar et al. 2020; Martinelli et al. 2018). For instance, family businesses perform better and have stronger financial structure and, therefore, resilience. Amann & Jassaud (2012)

Resilience is strengthened in interaction and collaboration with the entrepreneur's different stakeholders (Bledsoe-Gardner, 2021) and building long-lasting and strong relationships with customers

and stakeholders is the key survival and resilience (Martinelli et al. 2018). Trust is required between customers and the entrepreneur and is a prerequisite for the resilience impact (Bledsoe-Gardner, 2021). Collaboration and networks form a basis for resilience and resilient entrepreneurs build networks of collaboration multi-stakeholder. This will not only pay off on the business level but can also build resilience community level. (Fernandes & Franco 2021 Social capital manifests also in family relationships. It was found out that female entrepreneurs with children to have a high level of resilience (Kuckertz & Brändle 2022).

Financial resources are the prerequisite for entrepreneurial activity. They are also the defining factor for resilience and resilience behavior. (Hobfoll et al. 2015) On other studies, financial inclusion only seems to have a limited impact on resilience (Lyengar et al. 2020). Entrepreneurs and enterprises that were better integrated into formal financial systems demonstrated better resilience. The resilience was enhanced beyond the post incident for those who were included (Pomeroy et al., 2020, as cited by Lyengar et al. 2020). Entrepreneurs can build their resilience by prior crisis preparation and rely on those resources during the crisis. Therefore, building cognitive, relational, and material stock prior crises will help in respond during the crisis. The response can take forms such as bricolage (Kuckertz et al. 2020).

The review identifies other forms of resources that can enhance entrepreneurs' resilience. Entrepreneurs' spiritual capital is connected to increased resilience (Perez-Nordtvedt et al. as cited by Gianiodis et al. 2022). This is linked to Lee & Wang 2017 resilience factors were spiritual. Spiritual capital can foster the sense of confidence as well as situational awareness to leverage new social opportunities (Perez-Nordtvedt et al. as cited by Gianiodis et al. 2022) which are all critical elements of resilience.

In the case of microenterprises that are usually have a limited in resources and underdeveloped in various areas such as key business area capabilities, owner-manager-entrepreneur capabilities, and access to business support provision (Gerhes et al. 2016). This can, however be compensated by other means. Entrepreneurs and small firms can demonstrate resourcefulness through leadership, especially by the capacity of managers to identify problems, establish priorities and mobilize available resources (Herbane 2015).

Resilience Development

The primary premise is that resilience is developed when facing challenging situations and learning to respond to them. This builds experiences and life experiences which can be utilized in the future and therefore be more resilient. Resilience is Literature recognizes cases where an entrepreneur has had to develop resilient and hardy nature to continue operate after an earthquake (Kirkwood, Dwyer & Walton 2015). There resilience is built on surviving or having a positive response (Bardoel & Drago, 2021) when facing adverse situations and crises.

From the capability/trait point of view the study reveals leadership attributes and behaviors that bolster entrepreneurial resilience: personal and business experience of crises, positive mindset, personal faith, learning and leading, and relationships. (Hutchinson 2021). In individual-level behavior traits are used to explain an individual's repeated ability to bounce back from failures and unexpected adverse events (Bullough et al., 2014; Muehlfeld et al., 2017; Nisula & Olander, 2020 as cited by Gianiodis et al. 2022). Moreover, building capacity to cope with uncertainty and think creatively in response to crises is considered more important formal planning in SMEs (Branick et al. 2017). The role of an entrepreneur-manager is crucial in it.

Lee & Wang's 2017 research suggests that there are three types of resilience factors main categories, intrapersonal, interpersonal, and contextual factors, which either are enablers or inhibitors on individual resilience. The resilience is developed and strengthened by enabling, developing, or strengthening the enablers. In this review, resilience is seen as developing attribute. Therefore, the capability/trait development is in the core of resilience development. In Korber & McNauhgton (2017) review, a more holistic approach to resilience development is needed. This can be done by incorporating nuanced discussion from all 6 conversations instead of focusing on only some of them.

The development of resilience is a two-sided phenomenon, in one hand, resilience develops, and it can be developed. The paper aims to explore both sides of the phenomenon. There is a consensus that resilience

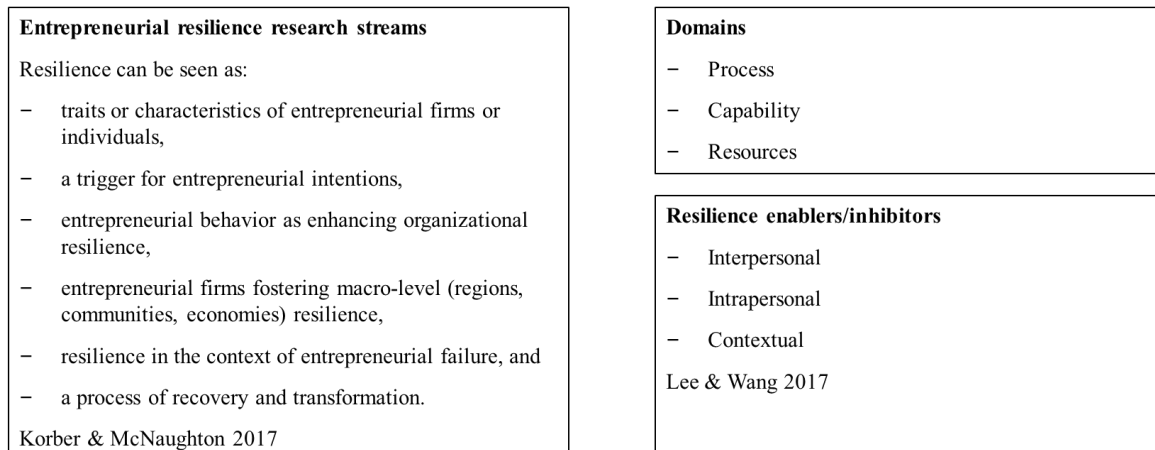
is not a stable trait but can be developed (Duchek 2017), and is seen as one of the key entrepreneurial competencies (Pérez-López et al 2016). Literature pointed out the debate over whether resilience is more of a capacity or a process (Meredith et al., 2011 according to Bardoel & Drago, 2021).

DISCUSSION

Discussion and Implications for Microentrepreneurs Resilience Development

In this review, resilience is seen as developing attribute. Resilience develops primarily when facing and overcoming adverse situations and challenges. The literature addresses six distinct research conversations as well as resilience enablers/inhibitors. The three domains in which resilience can be developed and how resilience development can be constructed add to this discussion. All these domains bring a perspective on the resilience discussion. As this paper seeks to study how an entrepreneur’s resilience process is described, all these domains must be included. All three impacts on resilience development or have a part to play. E.g., the ability attribute approach encourages an entrepreneur to take active steps in strengthening and developing the abilities that strengthen resilience.

**FIGURE 4
RESILIENCE DEVELOPMENT DOMAINS**



Although resources are a preamble for resilience, resilient behavior (process) must be resilient (Bardoel & Drago, 2021). Similar patterns can be seen elsewhere as well; there is a capacity that evolves and develops in a process (Kirkwood et al 2015). This distinct discussion stream is capability versus process; there is a trait that needs to be developed but requires process.

The literature provides means to engage the resilience development process. To build resilience, entrepreneurs should enhance promotional, educational and diversification activities or becoming more involved in technology and social media are perceived as fundamental business strategies. (Alonso 2014). If traditionally resilience is considered as bouncing back, the literature also indicates view of bouncing forward. (Kirkwood et al 2015). This is in conjunction with Korber & McNaughton’s (2018) resilience as a recovery and transformation discussion stream process. Overall, the process and learning are keys to strengthening entrepreneurial resilience.

Implications for Resilience Development

Based on the review literature, resilience development occurs in three primary domains, process, capability/trait and resources and learning is in the centre; how difficult situations can be turned upside down to learn and adapt to situation and swiftly change the course of action according to the situation. As already noted earlier, resilience is not an inherent and static personality trait but rather a developing

capability that can be developed especially through experience and facing challenging situations. Resilience is difficult to teach or train traditionally, rather it must be learned in real life situation. However, teaching methods, that mimic real-life situations like simulation can be a tool to enhance resilience.

Entrepreneur's preparedness and ability to leverage and access resources is essential to resilience when the crisis occurs. Therefore, entrepreneurs should pay attention to prior crisis preparation and anticipation by building their resource base and networks. As adaptability and capacity to act are essential for resilience in the real-life situation, entrepreneurs can anticipate and do crisis simulations beforehand to build muscle and preparedness and, therefore, resilience for the crises.

Resilience develops in process and therefore, challenges, difficult situations strengthen the resilience. Having a right attitude to everyday challenges helps the entrepreneur to build the capacity for resilience. In some cases, this preparation though adverse events have taken place in early childhood. As seeking to develop resilience, all three domains should be considered as resilience development does not take place in a vacuum but in conjunction with the domains.

Limitations and Future Research

The findings of this paper are limited by the research terms and paper validation by the researcher. Although the paper selection was conducted rigorously, there is still the element of bias. Biases were considered and attempted to be minimized by addressing them individually and taking required action. Selection bias was minimized by having two researchers to screen the articles before the final selection. Selective outcome reporting bias was minimized by comprehensive analysis of all selected papers several times. Extraction bias was minimized as the search terms were finalized with more than one researcher, and article selection was done by two independent reviewers and by establishing written eligibility criteria for the selection of articles. Selection bias was minimized by having two researchers to screen the articles before the final selection. Selective outcome reporting bias was minimized by comprehensive analysis of all selected papers in several times.

Neither can be it claimed, by any means the paper to be comprehensive to all aspects of entrepreneurial resilience. However, it gives a comprehensive look resilience with the search terms. However, micro-enterprises are identified as a unique subgroup of SMEs. For example, in growth studies, SME is too general categorization to understand mechanisms in micro enterprises (Gerhes et al. 2016). For future research there is a call to approach the topic of resilience more holistically and include all six conversations Korber & McNaughton (2018) in conjunction with the resilience domains.

For further research, it would be beneficial to investigate a resilience development model and framework and their relation to resilience domains. The findings call for more research on the theory and practice of resilience development. As resilience cannot be researched in isolation, there is a call for detailing the process and impacting factors on how individuals develop resilience. By the same token, it would be beneficial to research what actions could be taken or training applied to provide opportunities to develop and strengthen resilience. In addition, the social capital as it relates to resilience was highlighted in various papers. Although there is already research on the topic, the relationship between those two could be even further elaborated.

The scholarly interest and discussion on the topic of resilience have continued, and has emerged as an important concept in entrepreneurship (Nautiyal & Pathak 2023). Recently, the bibliometric method (e.g., By Nautiyal & Pathak 2023) has been used to map the resilience discussion. This said, there is a need for further research the entrepreneurial resilience development incorporating the experiences and findings post Covid-19 as enterprises have begun to recover and there is more data available for their resilience and survival. Future research should utilize the opportunities of sophisticated tools for in-depth bibliometric analysis to do even more in-depth analysis.

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