

Towards increased resilience of African organizations in times of crisis: a systematic literature review

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Abstract

This article presents a systematic literature review aimed at exploring the resilience of African organizations in the face of crises. The main objective of this study is to identify the key dimensions and factors influencing the resilience of African organizations, as well as to assess the originality and value of existing research in this area.

A literature review was conducted following rigorous methodology based on specific inclusion and exclusion criteria. Data sources included articles published between 2019 and 2023 in reputable academic journals. Articles were analyzed to extract relevant findings related to organizational resilience in Africa.

The results of the literature review revealed that organizational resilience in Africa is based on dimensions such as adaptability, agility, and dynamic capacities. Factors influencing resilience include effective crisis management, strategic planning, innovation, and cross-sector partnerships. The originality of this review lies in its specific focus on African organizations and its contribution to understanding the specificities of resilience in this context.

Although this literature review sheds important light on the resilience of African organizations, it has certain limitations. Certain geographic regions and industries may have been under-represented in the reviewed studies. Moreover, the review was limited to an analysis based on academic articles published in English, which could exclude relevant research in other languages.

Keywords: Business resilience; Crisis management; Adaptation strategies; Resilience factors; Innovation opportunities

Introduction

Organizations in an ever-changing world face challenges and crises that can jeopardize their survival and success. African countries are no exception as they face complex economic, political, and social contexts that can exacerbate the effects of crises. In this context, organizational resilience has become a topic of growing interest for researchers and practitioners. Organizational resilience refers to an organization's ability to anticipate, resist, adapt, and recover from shock and disruption.

This systematic literature review aims to examine the existing research on the resilience of African organizations in times of crisis. This review provides an opportunity to explore the dimensions and factors that contribute to building the resilience of African organizations and to learn from best practices in the field.

The rationale for this study is based on the growing importance of organizational resilience in the African context. African organizations face specific challenges such as political instability, economic crises, natural disasters, and pandemics. Understanding how these organizations can effectively prepare, resist, and recover is key to ensuring their sustainability and contribution to the economic and social development of the region.

The main objective of this systematic literature review is to identify and analyze the dimensions and factors influencing the resilience of African organizations during crises. To achieve this objective, we ask ourselves the following question: What are the dimensions and factors that contribute to strengthening the resilience of African organizations in times of crisis?

To answer this research question, we adopted a rigorous methodology by following the guidelines proposed by (Kitchenham, 2004) for conducting a systematic literature review. We established inclusion and exclusion criteria to select relevant articles, conducted a comprehensive search of academic databases, and thoroughly analyzed the data.

The remainder of this paper is organized as follows. In Section 1, we present an in-depth definition of organizational resilience. Section 2 describes the research methodology in detail. Section 3 presents the results of our literature review, analyzing the publication trends, the most frequently used keywords, and the research methodologies adopted by the authors. In Section 4, we discuss the implications and recommendations arising from our findings as well as the identified research gaps and limitations. Finally, we conclude our article by summarizing the main contributions and highlighting the importance of building the resilience of African organizations in times of crisis.

1. What is organizational resilience?

Organizational resilience is a discipline that focuses on the ability of an organization (company, association, project group, etc.) to best cope with uncertain situations. This refers to the ability to bounce back from an unexpected event. Organizational resilience is the ability of an organization to resist, absorb, recover, and adapt to disruptions that impact its business in an ever-changing and increasingly complex environment, which enables it to achieve its goals and bounce back and thrive (Bégin & Chabaud, 2010; Cynthia, 2021).

The theme of organizational resilience emerged with the general public during the COVID-19 pandemic (PYX4, 2021). Organizations have had to work harder to stay competitive and adapt to changes. Resilience helps overcome obstacles and better anticipate the next ones (Cynthia, 2021).

The documents offer different perspectives on the definition of organizational resilience. (Ruiz-Martin, López-Paredes, & Wainer, 2018) found that there are three different ways to define organizational resilience, but there are common ideas in the definitions. Organizational resilience is a property, capability, or capability that can be improved over time. (Vogus & Sutcliffe, 2007) reconciled various definitions of resilience to create one definition of organizational resilience and identified the affective, cognitive, relational and structural mechanisms that constitute organizational resilience. (Barasa, Mbau, & Gilson, 2018) found that resilience is generally viewed as the ability of a system to continue to achieve its goals in the face of challenges, and the resilience of organizations is influenced by various factors such as material resources, preparedness and planning, information management, governance processes, leadership practices, organizational culture, human capital, social networks and collaboration. (Tennakoon & Janadari, 2021) concluded that organizational resilience is an organizational philosophy comprising diverse skills to handle challenging environmental events in a continuous and progressive manner.

2. Research methodology

This study was conducted as a systematic literature review following the original guidelines proposed by (Kitchenham, 2004). The objective of this review is to rigorously assess the available literature on the resilience of organizations in the African context during crises. The steps of the systematic literature review method are described below in accordance with the approach recommended for this type of study.

2.1. Objective and research questions

The main objective of this systematic literature review is to examine existing research on the resilience of African organizations in times of crisis. Based on this analysis, we sought to answer the following research questions:

- What are the dimensions and factors influencing the resilience of African organizations?

To answer these research questions, our aim is to provide a comprehensive and critical synthesis of existing knowledge on the resilience of African organizations in times of crisis. This literature review aims to contribute to the theoretical and practical understanding of organizational resilience in Africa, by identifying research gaps and proposing avenues for future research to strengthen the resilience of African organizations in the face of the challenges and crises they are subjected to. confronted.

2.2. Inclusion and exclusion criteria

The criteria for selecting articles for our literature review were defined to ensure the relevance and quality of the collected information. The following criteria were applied:

- Type of publication: Only scientific articles were included, such as empirical studies, systematic literature reviews and meta-analyses, case studies, and all articles that used rigorous research methodologies.
- Language: Only articles written in English were included, to ensure linguistic consistency.
- Period of publication: We selected articles published between 2019 and 2023 to focus on recent work in the field of organizational resilience in the African context during times of crisis.
- Field: Articles in economics and management were included to meet our specific research objectives.

By applying these criteria, we selected the most relevant articles for our literature review, which allowed us to obtain a balanced analysis of the applications of artificial intelligence in sustainable decision-making in organizations in the field of economics and management.

2.3. Research strategy and data sources

The search strategy of our literature review was developed to identify relevant articles in the field of organizational resilience in the African context during times of crisis. Scopus academic databases were used to conduct this research. This was selected because of its broad coverage of sociology, business, decision making, environment, and economics. Using this data source, we collected a wide range of scientific articles for our systematic literature review.

The following keywords were used to query the databases: "organizational resilience", "organizational resilience", "crisis", "crisis management" and "africa".

Based on the following query: (ALL ("organizational resilience" OR "organisational resilience") AND ALL ("crisis" OR crisis AND management) AND ALL (africa)) AND PUBYEAR > 2018 AND PUBYEAR < 2024 AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "ECON")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SRCTYPE , "j")) , we got 222 results in Scopus.

After removing duplicates and performing manual filtering, we retained 33 articles that best corresponded to our research objective, that is, to retain only articles that specifically address the resilience of organizations in the African context in times of crisis and which use rigorous research methodologies, such as empirical studies, case analyses, experiments, or longitudinal studies.

2.4. Data analysis

Data analysis in this systematic literature review was conducted using a rigorous and methodical approach. The selected articles were reviewed in detail after applying the inclusion and exclusion criteria. Key information extracted from the articles included the authors, year of publication, title, geographic context, research objectives, methodologies used, main results, and conclusions. A thematic analysis was performed to group the articles based on their similarities and differences. Thematic categories have been defined based on key concepts such as organizational resilience, crisis management, and the African context. Data analysis identified trends, research gaps, discrepancies, and convergences in the reviewed literature. This rigorous approach guarantees a complete and objective synthesis of existing knowledge on organizational resilience in Africa in times of crisis.

3. Presentation of the results

The results of our systematic literature review, based on articles from the Scopus database published between 2019 and 2023, shed light on key advances and trends in research on organizational resilience in Africa in times of crisis.

3.1. Descriptive analysis of the study corpus

3.1.1. Publication trend

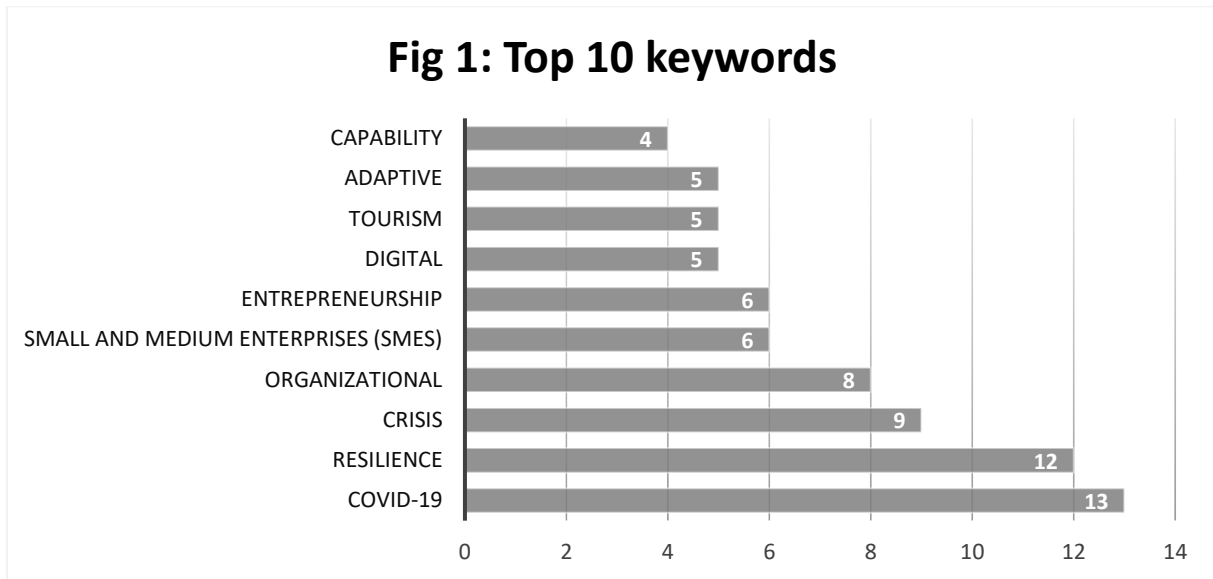
Table 1: Number of articles published per year

Years	2019	2020	2021	2022	2023	Total
Number of articles	2	5	8	11	7	33

Source: Based on Scopus data

Analysis of the number of articles published per year over a five-year period reveals an upward trend. The number of articles has risen steadily from two in 2019 to seven in 2023. The year 2022 had the highest number of published articles (11). This trend suggests a growing interest in corporate resilience, probably in response to the economic and organizational challenges associated with the COVID-19 pandemic. The number of articles was lower in 2019 and 2020, but this increased from 2021 onwards. These figures testify to the importance of understanding and finding solutions to help companies face their current challenges.

3.1.2. Keyword analysis



Source: based on Scopus data

The figure above shows the ten most frequently used keywords in the 33 articles in our literature review. These keywords offered valuable insights into the main themes and topics addressed in these studies.

First, it is clear that the COVID-19 crisis occupies a central place in the research, with the term "COVID-19" appearing most frequently and cited in 13 of the articles. This underlines the significant impact of the pandemic on organizations and highlights the importance of studying the resilience strategies put in place to deal with this unprecedented crisis.

Resilience was also a major theme, with the term "Resilience" appearing 12 times. This indicates researchers' interest in the ability of organizations to overcome difficulties and adapt to change. Studies on organizational resilience in the African context are essential for understanding how companies and entrepreneurs can cope with crises and maintain their viability.

The term "Crisis" was also frequently mentioned, appearing in nine articles. This shows that researchers are looking into the nature of crises and how organizations react and adapt to difficult contexts. Understanding crisis management and improvisation strategies is crucial for strengthening the resilience of African organizations.

Keywords such as "Small and Medium Enterprises (SMEs)", "Entrepreneurship", "Digital" and "Tourism" highlight specific areas of interest in Africa. These terms reflect the importance of

SMEs, entrepreneurship, and digital technology for economic development and organizational resilience in Africa.

The keywords "Adaptive" and "Capability" also underline the importance of adaptive capacities and organizational skills in dealing with crises and ensuring the resilience of African organizations.

In summary, the keyword analysis highlighted the importance of the COVID-19 crisis, organizational resilience, crisis management, SMEs, entrepreneurship, digital, and tourism in the studies reviewed. These findings underline the need to develop effective organizational resilience and crisis management strategies to strengthen the sustainability of African organizations in uncertain economic and social contexts.

3.1.3. Analysis of the research methodologies adopted by the authors

Table 2: Synthesis of research methodologies adopted by the authors

Methodology adopted	Article number
Quantitative (questionnaire)	(Aidoo, Agyapong, Acquah, & Akomea, 2021; Akpan, Johnny, & Sylva, 2022; Chikweche & Chaora, 2023; Essuman, Boso, & Annan, 2020; Essuman, Bruce, Ataburo, Asiedu-Appiah, & Boso, 2022; Mousa, Massoud, & Ayoubi, 2020; Salisu, Hashim, Mashi, & Aliyu, 2020; Senbeto & Hon, 2020; Wang & Wang, 2023)
Qualitative (interview)	(Bang, Miles, & Gordon, 2019; Booyens, Rogerson, Rogerson, & Baum, 2022; Cameron et al., 2022; Henry, 2023; Karimi, Karimi, & Iranzadeh, 2022; Khalil, Abdelli, & Mogaji, 2022; Mudzengi, Gandiwa, Muboko, Mutanga, & Chiutsi, 2021; Nakpodia, Ashiru, You, & Oni, 2023; YahiaMarzouk & Jin, 2022)
Systematic literature review/meta-analysis	(Hughes, Morgan, Hodgkinson, Kouropalatis, & Lindgreen, 2020; Iyengar, Nilakantan, & Rao, 2021; Mafimisebi & Ogunsade, 2022; Saad, Hagelaar, van der Velde, & Omta, 2021; Singh, Martins, & Tefera, 2022)
Mixed (quantitative & qualitative)	(Kumar, Mangla, Kumar, & Song, 2021; Lekgau & Tichaawa, 2022; Njuguna, Maingi, & Kiria, 2021; Quagraine, Adams, Kabalan, & Dankwa, 2021)
Case study	(Ahiafor, 2019; Korbi, Ben-Slimane, & Triki, 2021; Onjewu, Olan, Paul, & Nguyen, 2023; Ozbiltekin-Pala, Koçak, & Kazancoglu, 2023)
Quantitative (longitudinal study)	(Battisti, Beynon, Pickernell, & Deakins, 2019; Di Tommaso, Prodi, Pollio, & Barbieri, 2023)

Source: by author

The table below summarizes the different research methodologies adopted in the 33 articles in our literature review. The analysis of these methodologies provides an overview of the predominant methodological approach in the studies reviewed and enables us to understand how researchers approached the question of organizational resilience in times of crisis.

A questionnaire-based quantitative methodology was used in nine articles. This approach focused on large-scale quantitative data collection using structured questionnaires. These studies have made it possible to collect data from a large sample of organizations or respondents and to quantify the relationships between the variables under study. This approach provides valuable information on the attitudes, opinions, and behaviors of individuals and organizations related to resilience in times of crises.

An interview-based qualitative methodology was used in nine articles. This approach enabled in-depth qualitative data to be gathered through semi-structured interviews or narrative accounts. Researchers have sought to understand the experiences, perceptions, and narratives of actors involved in organizational resilience in times of crisis. This qualitative approach makes it possible to explore in depth the processes, motivations, and strategies implemented by organizations to cope with the challenges of a crisis.

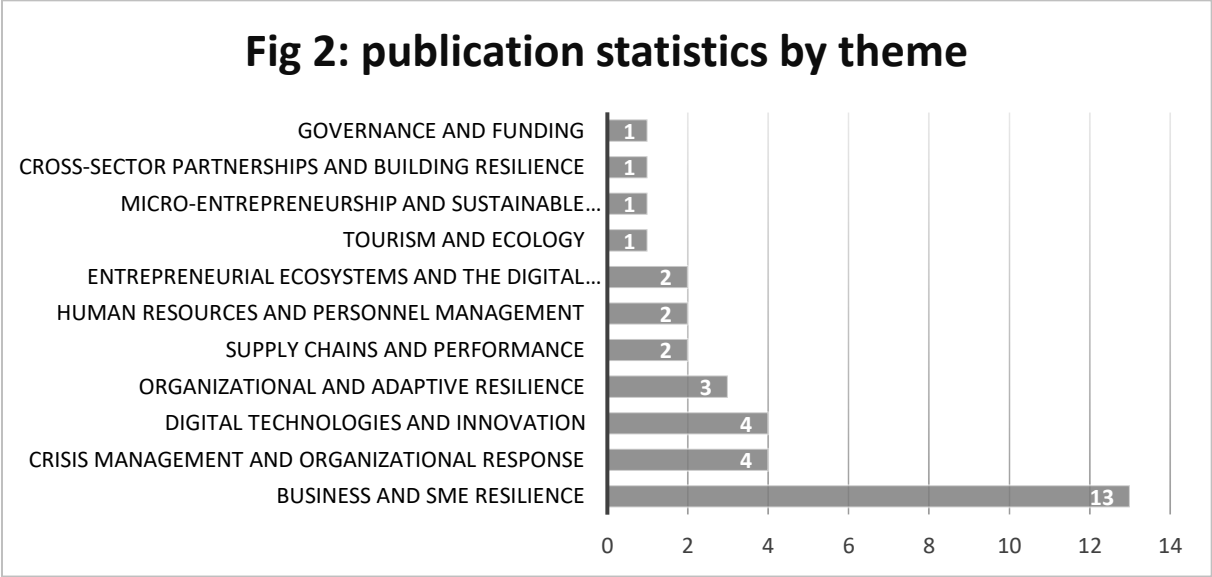
Five articles adopted systematic literature review or meta-analysis. These studies critically and synthetically examined the existing literature on organizational resilience in times of crisis by integrating and analyzing the results of several studies. This approach allows the identification of trends, patterns, and gaps in the literature, and provides a comprehensive overview of the current knowledge on the subject.

Four articles used a mixed approach, combining both quantitative and qualitative methods. This approach enables both quantitative and qualitative data to be collected, offering a more comprehensive perspective on organizational resilience in times of crises. The researchers used questionnaires, interviews, and observations to deepen their understanding of the subject.

Finally, four articles adopted a case study methodology. These studies examined specific organizations in particular contexts by gathering qualitative data through interviews, observations, and document analysis. This approach provides detailed information on organizational resilience strategies, challenges, and outcomes in concrete situations.

In conclusion, the diversity of research methodologies used in this literature review testifies to the importance of combining different approaches to better understand organizational resilience in times of crisis. Quantitative and qualitative methods, literature reviews, and case studies offer complementary perspectives that deepen our understanding of the strategies, processes, and factors influencing the resilience of African organizations in the face of crises.

3.2. Dimensions and factors influencing the resilience of African organizations



Source: developed by the author

Analysis of the results of the 33 articles highlights several key themes related to business resilience in times of crisis. These themes include **Business and SME resilience** (Ahiafor, 2019; Akpan et al., 2022; Bang et al., 2019; Di Tommaso et al., 2023; Henry, 2023; Karimi et al., 2022; Lekgau & Tichaawa, 2022; Mafimisebi & Ogunsade, 2022; Mousa et al., 2020;

Mudzengi et al., 2021; Quagraine et al., 2021; Senbeto & Hon, 2020; Wang & Wang, 2023), **Crisis management and organizational response** (Cameron et al., 2022; Korbi et al., 2021; Kumar et al., 2021; Ozbiltekin-Pala et al., 2023), **Digital technologies and innovation** (Booyens et al., 2022; Chikweche & Chaora, 2023; Khalil et al., 2022; YahiaMarzouk & Jin, 2022), **Organizational and adaptive resilience** (Battisti et al., 2019; Essuman et al., 2022; Hughes et al., 2020), **Supply chains and performance** (Saad et al., 2021; Salisu et al., 2020), **Human resources and personnel management** (Chikweche & Chaora, 2023; Iyengar et al., 2021), **Entrepreneurial ecosystems and the digital economy** (Essuman et al., 2020; Nakpodia et al., 2023), **Tourism and ecology** (Mudzengi et al., 2021), **Micro-entrepreneurship and sustainable development** (Aidoo et al., 2021), **Cross-sector partnerships and building resilience** (Aidoo et al., 2021) and **Governance and funding** (Onjewu et al., 2023).

These results underline the importance of different factors and strategies for building business resilience in crisis contexts (Karimi et al., 2022; Kumar et al., 2021; Nakpodia et al., 2023; Saad et al., 2021; Wang & Wang, 2023). Innovative actions include preventive and supportive approaches, analytical practices, financial risk management, collaborative competition, and effectual entrepreneurship (Karimi et al., 2022). These actions are essential to help companies anticipate and adapt to disruptions as well as to exploit new opportunities.

The activation of key elements of the complex adaptive systems theory has also been highlighted as a means of strengthening organizational resilience (Cameron et al., 2022). This includes the application of guiding principles such as self-organization, micro-diversity, generative relationships, and agility. These principles promote companies' ability to adapt and evolve in the face of rapid environmental changes.

These results also highlight the importance of preparing for strategic improvisation in crisis management (Hughes et al., 2020). The development of diagnostic tools and guides to diagnose strategic improvisation readiness and manage crises using this approach is recommended to help companies cope with unforeseen situations.

Supply chain performance is a crucial aspect of business resilience, particularly in times of crisis (Ozbiltekin-Pala et al., 2023). Satisfying demand is identified as the most important criterion in the manufacturing industry during the COVID-19 pandemic. Additionally, the adoption of circular supply chains is recommended to strengthen resilience and respond to environmental challenges.

The literature on SME resilience varies and is inconclusive, highlighting the complexity of this research area (Saad et al., 2021). Further research is needed to clarify the definitions, measures, and factors influencing SME resilience, particularly in developing countries.

Industry resilience is also an important topic, particularly in industrial policy (Di Tommaso et al., 2023). The development of composite indicators to assess industry resilience is recommended, as this would support sustainable structural changes and improve the overall resilience of the sector.

The crisis has had a significant impact on tourism businesses, which have had to adopt crisis management strategies to cope with disruption (Booyens et al., 2022). However, government support in this sector is often insufficient, highlighting the need for greater support to help small tourism businesses adapt to and recover.

Digital technologies play a key role in organizational resilience, particularly for social enterprises and SMEs (Nakpodia et al., 2023). The use of digital technologies is recommended to strengthen organizational resilience, particularly in weak institutional contexts. Digital

transformation strategies are essential for SMEs in developing countries, enabling them to adapt to challenges and exploit new opportunities (Khalil et al., 2022).

Dynamic capabilities are also linked to organizational resilience, with a positive correlation identified in manufacturing companies (Akpan et al., 2022). Strengthening detection and adaptation capabilities is recommended to reinforce resilience and enable companies to respond effectively to disruptions.

Ecotourism resilience depends on factors such as natural resources, diversification of tourism products, community cohesion, private and non-governmental support, and risk management (Mudzengi et al., 2021). Despite economic, socio-political, and environmental changes, ecotourism can maintain its operability thanks to these factors.

Employee resilience plays a crucial role in organizational resilience, particularly in construction projects (Wang & Wang, 2023). Inter-team tasks play a mediating role in this relationship, underlining the importance of collaboration and coordination between teams in strengthening organizational resilience.

Physical and social vulnerability to frequent flooding is a major challenge to business resilience (Bang et al., 2019). However, adaptive capacity is often insufficient because of the weak legislative framework for flood management. Appropriate measures and policies are required to strengthen resilience in the face of these risks.

Virtual and hybrid events proved essential for ensuring business continuity in the MICE sector during the COVID-19 pandemic (Lekgau & Tichaawa, 2022). These events have opened up new market opportunities for industry stakeholders, underlining the importance of innovation and adaptation in building resilience.

Joint ventures have managed to survive institutional crises because of ad hoc structures, partner commitment, and transitional leadership (Korbi et al., 2021). These effective governance mechanisms have helped strengthen the organizational resilience of joint ventures and ensure their survival in difficult environments.

Organizational learning plays a key role in organizational resilience, particularly in the context of environmental intelligence (Mousa et al., 2020). Although environmental uncertainty does not directly moderate this relationship, organizational learning plays a mediating role in building organizational resilience.

Resource slack is not directly linked to operational resilience, but its effect is mediated by organizational attention (Essuman et al., 2022). This underscores the importance of effective resource allocation and management to strengthen companies' operational resilience.

Market turbulence affects service innovation, which is mediated by employee resilience (Senbeto & Hon, 2020). This relationship highlights the importance of employee resilience for promoting service innovation, particularly in the hospitality industry.

Women's micro-entrepreneurship contributes to the achievement of development goals by considering cultural factors (Quagraine et al., 2021). However, this study was limited to a specific region in Ghana, highlighting the need for further research to generalize these findings.

Different strategies have been identified to mitigate risks in specific contexts of perishable food supply chains, PSCs, microfinance institutions, and small businesses (Kumar et al., 2021). Collaborative management, proactive business continuity planning, financial sustainability, and other strategies are recommended to build resilience and reduce risk.

Learning mechanisms such as strategic, cognitive, and behavioral learning are linked to the resilient performance of small businesses (Henry, 2023). These learning mechanisms promote adaptation and businesses' ability to cope with disruptions.

Government support has a complex impact, increasing bureaucracy and improving resilience (Onjewu et al., 2023). Resilience also has a positive impact on direct exports but negatively affects indirect exports. These results highlight the importance of balancing government support and bureaucratic challenges to strengthen business resilience and boost exports.

Perseverance and downsizing indirectly impact SME performance through strategic renewal (Salisu et al., 2020). This indirect effect is reinforced by higher levels of organizational reserve, underlining the importance of flexibility and adaptability in strengthening SME resilience.

Finally, entrepreneurial and digital ecosystems are key to creating a strong digital economy in Africa (Mafimisebi & Ogunsade, 2022). A systemic approach to entrepreneurship is recommended to facilitate value creation and fight poverty. However, specific empirical research is required to better understand the opportunities and challenges of these ecosystems in different African contexts.

In conclusion, this analysis of the results of the 33 articles highlights the diversity of factors, strategies, and contexts linked to business resilience during crises. Innovative actions, the application of adaptive complex systems principles, preparedness for strategic improvisation, supply chain management, employee resilience, digital technologies, adaptive capabilities, risk management, and entrepreneurial ecosystems are all key areas to consider when strengthening business resilience. However, further research is needed to better understand these factors and their impact in specific contexts as well as to develop practical approaches and tools to support business resilience in times of crisis.

4. Discussion of results

4.1. Implications and recommendations

The discussion of implications and recommendations drawn from the 33 articles reviewed highlights the main contributions of research on corporate resilience in times of crisis as well as practical implications and recommendations for policymakers and practitioners. The results of this study offer interesting avenues for strengthening corporate resilience in the face of growing challenges.

First, it is important to highlight the identification of five types of innovative actions to strengthen the resilience of women-led businesses in times of crises. These include preventive and supportive measures, analytical approaches, financial risk management, collaborative competition, and effective entrepreneurship. This classification offers women entrepreneurs clear guidance for building resilience and overcoming obstacles they face during crises. Policymakers and practitioners can use these results to develop specific support programs, offer targeted training and resources, and promote an environment favorable to female entrepreneurship.

In addition, activating key elements of adaptive complex systems theory, such as the application of guiding principles, self-organization, micro-diversity, generative relationships, and agility, proved essential for strengthening corporate resilience. These findings underline the importance of systems thinking and adaptive approaches in crisis management. Policymakers and practitioners can integrate these principles into strategic planning, organizational process design, and decision making to foster greater resilience.

In addition, the development of the IRIS index to diagnose readiness for strategic improvisation and the three-step guide to managing crises through strategic improvisation are valuable tools for companies. These tools provide a systematic framework for assessing improvisation readiness, and guiding decisions and actions during crises. Decision makers and practitioners can use these tools to assess their preparedness, identify areas for improvement, and develop effective improvisation strategies.

Furthermore, the importance of demand satisfaction rates in supply chain performance during the COVID-19 pandemic in the manufacturing industry highlights the need for circular approaches to supply chain management. Policymakers and practitioners can promote circularity by encouraging recycling, reuse, and waste reduction in the supply chain operations. Additionally, measuring supply chain performance and adopting circular supply chains can help companies assess their effectiveness and identify areas for improvement.

It is also essential to note that the literature on SME resilience is still varied and inconclusive in terms of its definitions, measurements, and influencing factors. Therefore, further research is needed in this area to establish sound conceptual and methodological frameworks. Policymakers and practitioners can support this research by providing funding and resources to develop a better understanding of SME resilience, particularly in developing countries.

Finally, the promotion of entrepreneurial ecosystems and the digital economy are recommended to strengthen business resilience and combat poverty. Policymakers and practitioners can create environments conducive to entrepreneurship, foster collaboration between public and private sector players, and support businesses' digital transformation. These initiatives will help to create dynamic and resilient economies capable of adapting to rapid change and stimulating sustainable economic growth.

4.2. Research gaps and limitations

Despite the significant contributions of the 33 articles reviewed, certain research gaps and limitations need to be highlighted. These limitations may pave the way for new research opportunities and help improve our understanding of corporate resilience in times of crises.

First, a major limitation lies in the diversity of the geographical and sectoral contexts covered by the studies. The reviewed articles focus mainly on developing countries such as Ghana, Zimbabwe, and Morocco, and on specific sectors such as tourism, manufacturing, and small businesses. This limited focus may limit the generalizability of the results and the applicability of the findings in other geographical and sectoral contexts. Therefore, it is important to extend the research to more diversified countries and sectors to better understand resilience mechanisms in different situations.

In addition, some studies were based on literature reviews and did not include primary empirical data. Although these studies provide an overview of current knowledge on corporate resilience, it is necessary to complement this research with in-depth empirical studies. Surveys, interviews, and in-depth case studies can provide qualitative and quantitative data to better understand resilience mechanisms and to assess the effectiveness of different strategies and practices.

Furthermore, some studies were limited to specific periods, such as during the COVID-19 pandemic. While this period is relevant for understanding corporate resilience in the face of a global crisis, it is also important to consider other types of crises and disruptions. Natural disasters, economic crises, and political conflicts are contexts that deserve special attention. A comparative analysis of different crises can provide valuable information on resilience factors specific to each situation.

Another notable gap lies in the diversity of the measures and indicators used to assess business resilience. Definitions and measures of resilience vary from study to study, making it difficult to compare and synthesize results. There is a need to establish standardized measures of business resilience that consider contextual specificities while allowing meaningful comparisons between studies.

Finally, some studies have focused primarily on internal factors, such as organizational capabilities and management strategies. However, corporate resilience is influenced by external factors such as government policies, regulations, and the dynamics of the global economy. Incorporating these external factors into research can help better understand the environment in which companies operate and identify the opportunities and challenges they face.

Conclusion

This systematic literature review explored the resilience of African organizations in times of crisis in depth. By synthesizing the current knowledge and analyzing existing research, we were able to identify the dimensions and factors that contribute to strengthening organizational resilience in the African context. This conclusion highlights the main findings of our literature review, the contributions of our study, the limitations of the review, and suggestions for future research.

The main findings of our literature review highlight the importance of organizational resilience in the African context. We found that African organizations' resilience relies on key dimensions, such as adaptability, agility, dynamic capabilities, and collaboration. In addition, the factors influencing resilience include effective crisis management, strategic planning, innovation, cross-sector partnerships, and government support.

This literature review makes several contributions to understanding the resilience of African organizations in times of crises. First, it offers a comprehensive overview of the existing research on the subject, providing researchers, policymakers, and practitioners with a synthesis of current knowledge. In addition, our review identifies research gaps and limitations, and provides a solid foundation for future studies.

However, some limitations of our study should be noted. First, our study focused on articles published in the Scopus database, which may have excluded some relevant work published in other sources. In addition, although we adopted a rigorous methodology, it is possible that some relevant articles may have escaped our selection owing to our inclusion and exclusion criteria.

For future research, it would be interesting to conduct in-depth empirical studies on the resilience of African organizations in times of crisis. Mixed approaches combining qualitative and quantitative methods can provide a deeper understanding of resilience mechanisms. In addition, comparative studies between African countries could help identify good practices and effective strategies for strengthening organizational resilience.

In conclusion, this systematic literature review highlights the importance of organizational resilience in the African context and identifies the key dimensions and factors that contribute to its construction. Our findings provide valuable guidance for researchers, policymakers, and practitioners wishing to strengthen the resilience of African organizations in times of crisis. By filling the research gaps identified and pursuing in-depth empirical studies, we will be able to develop more robust knowledge and practices to promote greater resilience in African organizations.

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