

# New Perspective on the Resilience of SMEs Proactive, Adaptive, Reactive from Business Turbulence: A Systematic Review

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**Abstract – Purpose:** The purpose of this paper is to answer the question of how is the perspective of SMEs business resilience in the field of business and management. It is to answer the phenomenon of the resilience of the SMEs sectors in anticipating, facing, and rising from business turbulence caused by the Covid-19 pandemic. **Methodology**–Using a systematic review method of 2,642 articles published from 2011 to 2020 (last ten years). **Finding** –Interpreting the results using inductive content analysis, this paper successfully analyzes definitions focusing on SMEs business resilience and outlines the new perspective of a conceptual framework. The proposed conceptual framework configuration can enhance the conceptualization of SMEs resilience comprehensively and contribute to the business and management literature. **Originality**– This paper includes as the first paper in conducting a systematic review about the definition of business resilience and conceptual framework in the SMEs sector.

**Keywords** –business resilience, responsiveness, adaptive resilience, Small and Medium Enterprises, systematic review.

## I. INTRODUCTION

The spread of the Covid-19 pandemic has affected various sectors of the economy, including the micro, small and medium enterprises (SMEs) sector. SMEs usually have resilience when economic problems occur. Unfortunately, the limitation of economic activities to social restrictions causes the ability of SMEs to face turmoil to become greatly limited. SMEs have resilience and been once a “hero” to the public when the 1997-1998 monetary crisis occurred in Indonesia, while the larger sectors could not survive. Now SMEs are at the forefront of crises because all the people are limited to do activities outside the home. Not only SMEs, also economic activities in the corporate sector have been disrupted by the Covid-19 pandemic. The disruption of business activities will even reduce the business performance, therefore the companies make layoffs and face the threat of bankruptcy (mulyani, 2020), some of these have even gone bankrupt because they are unable to survive (Humas LPDB-KUMKM, 2020). This pandemic has shifted the strategic objectives of many organizations from “profit-seeking” to “search for resilience” both absorptive and adaptive resilience (Baggio et al., 2015; Conz&Magnani, 2019).

In the business world, Resilience is understood as a crisis management and business continuity, as well as responding to all types of risks that organizations may face, ranging from cyberspace threats to natural disasters, and many others (www.itgovernance.co.uk, 2020). In addition, to overcome the consequences of major incidents, business resilience is related to the organization's ability to adapt to the environment and new circumstances after the incident. The current literature still requires deep collaboration and understanding to decipher the pseudo-field in business resilience (Hadi et al., 2019). This paper tries to dig up all information with the keywords “Resilience and SMEs” in general in April 2020 in the *e-resources.perpusnas.go.id* service, there are 2,642 academic article publications, growing quickly starting in 2011 (last ten years).

The growth of article publications regarding business resilience is quite high as much as 2,642 in the last 10 years, but the conceptualization and definition of the term are still clustered. According to a study by Baggio et al. (2015) who identifies resilience in various research fields, however, the definition of resilience in the management and business literature is still unclear. Besides, most research has focused on the system resilience (Hosseini et al., 2016), supply chain (Ambulkar et al., 2015), destination (Williams et al., 2020), also the study by Conz & Magnani

(2019) who conducted review only until 2017. This makes the researchers who intend to conduct the research related to the business resilience topic will have some questions that might be unanswered recently, therefore it creates ongoing confusion in the field. A systematic review focusing on SMEs business resilience is necessary to be done and it becomes the right moment in 2020 to rejuvenate the concept and definition of business resilience by focusing only on SMEs.

This paper refers to the previous phenomenon about SMEs business resilience and contributes to the argumentation about resilience in the business and management field, as well as in the organizational justice (Hadi, Tjahjono, & Palupi, 2020; Linnenluecke, 2017) by answering the research questions on how is enterprise resilience defined and conceptualized in the field of business and management? Therefore, we conduct a systematic review from the articles published from 2011 to 2020 about SMEs business resilience, analyze the definition of the articles selected critically, and outlines the conceptual framework of SMEs business resilience.

## II. METHODOLOGY

### 2.1. Data Source

The data source and protocol determination in the systematic review uses the reference of Hadiet.al. (2019) in his book “Systematic Review: *Meta Sintesis Untuk Riset Perilaku Organisasional*” and from Gough et.al. (2012) about “an introduction to systematic reviews”. This systematic review uses relevant articles that are appropriate to the topic of this study and conducts article searching using digital big data from *e-resources.perpusnas.go.id* which has 32 digital library nowadays. This paper uses digital library which has data of management and business field including Ebsco Host, Proquest, Science Direct, Wiley Online Library, Emerald insight, Taylor & Francis. No consensus that state the rules of how many digital library can be used, and of the last number of years of the data should be used in the systematic review study (Hadi, Tjahjono, El Qadri, et al., 2020), as a result, this paper determines 6 previous digital library, in the range of the past 10 years (2011-2020). This paper uses reference management of ZOTERO as the assistant in organizing citations and bibliography.

The process of searching in the systematic review applies operator Boolean logic of “Or”, “And”, and “Not” as the combination of the keywords determined that is “resilience” and the keywords related to SMEs including: “SME”, “SMEs”, and “Small and medium-sized enterprises”. The keyword searching in the digital library is done several times to increase the reliability of this research. Each digital library is unique in the process of searching such as Ebsco Host (TX All Text, Publication Date 2011-2020, and Source Types Academic Journals), Proquest (Anywhere, all combinations of keyword, Publication Date 2011-2020, and Source Types Scholarly Journals), Science Direct (Publication Date 2011-2020, and Source Types Research articles), Wiley Online Library (Anywhere, Publication Date 2011-2020, and Source Types Journals), Emerald insight (Title, Publication Date 2011-2020), Taylor & Francis Online (Anywhere, Publication Date 2011-2020). Finally, this paper identified 2,642 potentially relevant articles and then they were filtered according to the inclusion and exclusion protocol of systematic (Hadi et al., 2019). The inclusion and exclusions of this study are as follows:

- a. The articles are published from 2011 to 2020 in 6 previous digital library. The type of publication includes conference, book, newspaper, unpublished work, etc. is excluded.
- b. The titles of the research that is not relevant to the topic of business resilience and with the keywords are excluded by using *advance search* (N= 2.586)
- c. The articles are published in English in the management and business field. The studies related to the other fields are excluded (N=0).
- d. The articles in the digital library that are not with complete text/ any limitations to getting the article are excluded (N=5) and when it has been found a duplicate of the articles (N= 11)
- e. Discussing explicitly the SMEs business resilience, if they do not state the strict definition of resilience, they are excluded (N=3).
- f. Articles are empirical studies and exclude non-empirical study articles (N=14).

Then from the results of recapitulation of inclusions and exclusions, articles in this systematic review can be seen in Figure 1. summarizing and describing the flow of systematic reviews using Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) developed by Moher, Liberati, Tetzlaff, Altman, and The PRISMA Group (Moher et al., 2009).

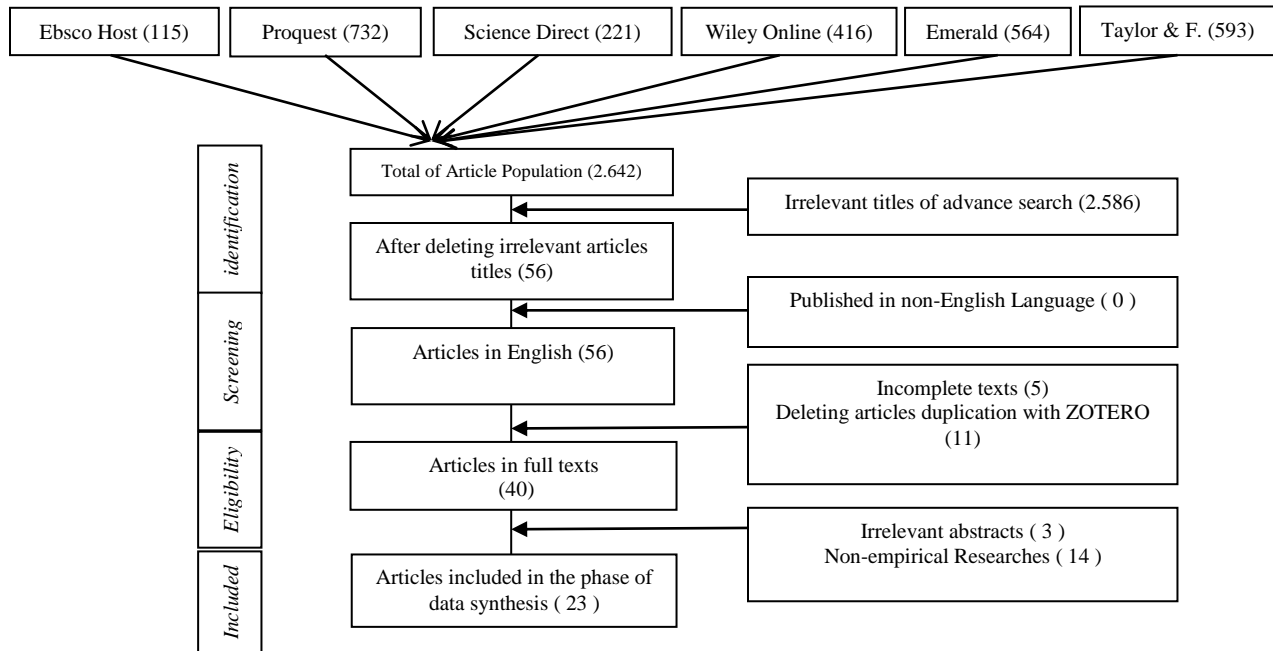


Figure 1. Information Flow of Systematic Review

2.2. Descriptive Analysis

The articles obtained from a digital library by using keywords “resilience” and “SME” and “SMEs” and “Small and Medium-Sized Enterprises” were 2,642 articles distributed from 2011 to 2020 (cut off 24<sup>th</sup> April 2020). The increasing of the articles in the past 10 years significantly shows that there is a big interest in the SMEs business resilience topic. Meanwhile, the articles to be the candidate to the deep review phase from 2011 to 2020 are 23 articles published heterogeneously by 7 well-known publishers including Taylor & Francis, Inderscience Publishers, Emerald Group Publishing, Royal Society Publishing, Wiley, Elsevier, and Springer Publishing. This heterogeneity shows the wide-open opportunity. In figure 2, it can be seen that in 2019 the articles were increasing related to the topic of SMEs business resilience. The 2020 data is only until April 2020 and is likely to continue to increase beyond 2019. Overall, a substantial diversity of publications requires special studies to understand the knowledge that is still inherent in each article. While the biggest contribution from SMEs business resilience articles is from the United Kingdom with 9 articles, see Figure 3.

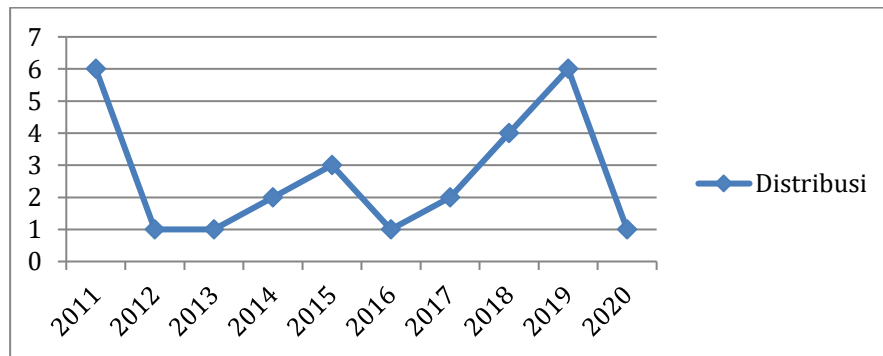


Figure 2. Graphic of article distribution from 2011 to 2020

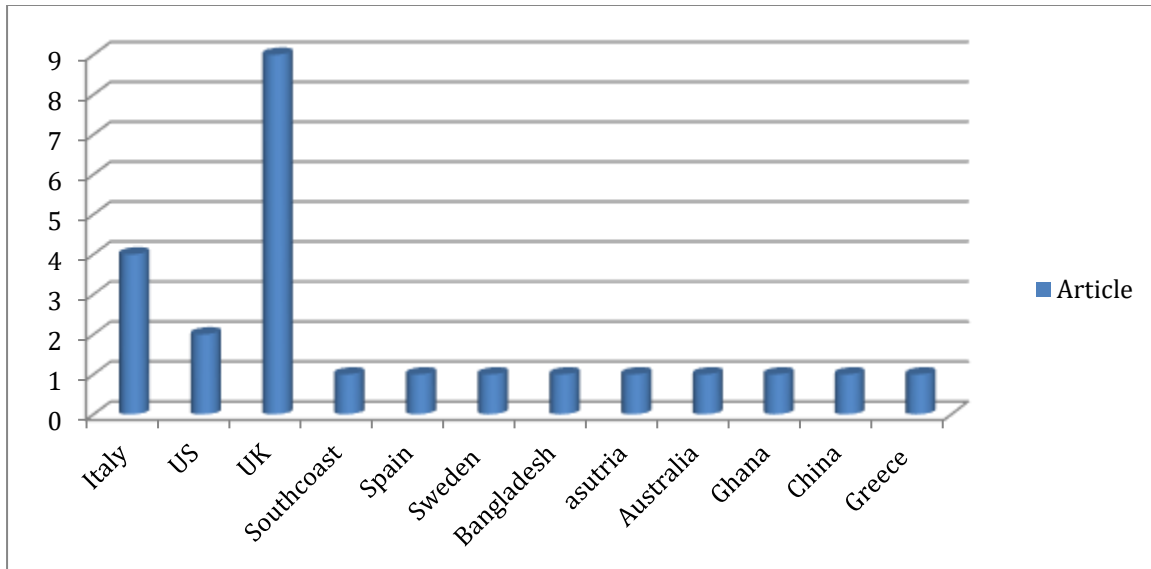


Figure 3. Graphic distribution of articles published in parts of the world

### 2.3. Analysis of Inductive Content

The content analysis process in this paper follows trusted guidelines from Bengtsson (2016), dan Roller (2019) so that the results of this study are reliable and valid. The stage begins by reading the article several times to understand the essence of the data and explanation of each article to identify the definition of SMEs business resilience delivered by the author. Then, it is conducted analyzing articles using inductive qualitative content analysis methods that aim to describe a phenomenon that occurs, and this method is most appropriate when the research literature is quite limited (Azungah, 2018; Erlingsson& Brysiewicz, 2017).

This inductive qualitative content analysis specifically conducts (a) Communicative validity by building interpretation communities among the authors in analyzing each definition of SMEs business resilience during the induction process, (b) Pragmatic validity, by asking other researchers who are unfamiliar with the theme of business resilience to test their knowledge resulted in action, (c) Transgressive validity, by realizing conceptual framework that is taken for granted and looking for possible contradictions and differences, (d) Reliability, by maintaining objectivity throughout the inductive analysis conducted in research (Conz&Magnani, 2019).

## III. RESULTS

### 3.1 Continuation of Resilience: before, during and after turbulence

From the analysis of the article content, it shows that the business resilience of SMEs has different attributes along a continuum: before, during, and after the turbulence. The definition of SMEs business resilience is coded inductively by recognizing the categories owned by each article in the form of nouns, adjectives, and verbs. Thus, this article identifies “alertness”, “readiness”, and “preparedness” as sub-categories included in the company's proactive resilience category at the time ( $t - 1$ ), before an event occurs. “Changing”, “sustaining” and “adapting” are the attributes of the adaptive SMEs business resilience that the company has in adapting to an event at the time ( $t$ ) when the event occurs. Whereas “Responding”, “surviving”, “returning”, and “bounce back”, are sub-categories that define the SMEs business resilience category as the company's reactive attributes at the time ( $t + 1$ ), after the event occurs. Then it cumulatively shows the above sub-categories called dynamic business sustainability of SMEs (Conz&Magnani, 2019). Table 1. The results of the article analysis below show the phases before, when, and after the event occurred on the SMEs business resilience, the author of the article, the year of publication, and the definition of each article.

Table 1. Categories of resilience, selected references and definitions listed according to the corresponding temporal phase

| Phase  | Authors                    | Year | Original Definition   |
|--|----------------------------|------|---|
| <b>Resilience as proactive attribute</b>           |                            |      |   |
| t-1  | Adekola & Clelland         | 2019 | The specific arrangements in place to respond to natural hazards or other emergencies in terms of “safeguards,” “preparedness” and “the unexpected,” as well as post-event recovery (United Kingdom Country)    |
| t-1  | Conz et al.                | 2015 | The ability of a system to retain its equilibrium and avoid shocks (Italy Country)  |
| t-1  | Demmer et al.              | 2011 | Continuously anticipating and reacting to deep, secular trends that can permanently damage the earning prowess of a core business (United States)   |
| t-1  | Sullivan-Taylor & Branicki | 2011 | The fields of business continuity, crisis and disaster management (United Kingdom Country).   |
| <b>Resilience as absorptive/adaptive attribute</b> |                            |      |   |
| t  | Alberti et al.             | 2018 | The ability to survive and successfully compete in a turbulent business environment (Italy Country)   |
| t  | Duarte Alonso & Bressan    | 2015 | The persistence of systems and of their ability to absorb change and disturbance and still maintain the same relationships between populations or state variables” (Italy Country)                              |
| t  | Gray & Jones               | 2016 | Ability to adapt /survive and flourish, or learn lessons and start again (United Kingdom Country)   |
| t  | Gunasekaran et al.         | 2011 | Adaptability, responsiveness, sustainability and competitiveness in evolving markets through a flexible workforce, strategic managerial thinking, top management support and technology (United States Country) |
| t  | Herbane                    | 2018 | Adaptive process and capacity of an organisation to address major acute and strategic challenges through responsiveness and reinvention to achieve organizational renewal.(United Kingdom Country)              |
| t  | Iborra et al.              | 2019 | Experimentation, response, adaptation, flexibility, but also things captured by terms like reliability, continuity, safety, stability or adjustment (Spain Country)   |
| t  | Ismail et al.              | 2011 | Desirable characteristic of firms that operate in turbulent environments (United Kingdom Country)   |
| t  | Pal et al.                 | 2014 | Flexible and adaptable behavioral characteristics prove to be key enablers of SME resilience (Sweden Country)   |
| t  | Rahman & Mendy             | 2018 | Identifying, Adapting challenges faced by firms and what types of behaviours are required by individual members so as to enhance survival in turbulent environments. (Bangladesh Country)                       |
| t  | Tognazzo et al.            | 2016 | Resilience refers to an organization’s capacity to adjust to challenging conditions like environmental shocks and emerge from them strengthened and more resourceful (Italy Country)                            |
| <b>Resilience as reactive attribute</b>            |                            |      |   |
| t+1  | Branicki et al.            | 2018 | The resilience of SMEs, or their ability to cope with significant external threats and shocks, they observed opportunities for renewal and reinvention (United Kingdom Country)                                 |
| t+1  | Coates et al.              | 2019 | The adaptation ability of an organization to return to a stronger state post-disturbance (United Kingdom country)   |
| t+1  | Sausser et al.             | 2018 | The adaptive capacity of the SME to meet and achieve priorities and goals in order to absorb or limit disruptions while retaining service continuity (e.g., stay in business) recovery (United Kingdom country) |
| t+1  | Wedawatta & Ingirige       | 2012 | Adaptation of SMEs against the risk of flooding, enabling them to prevent and/or limit adverse impacts of flooding on their business activities (United Kingdom country) experience                             |
| t+1  | Zehrer & Leib              | 2019 | A key trait and relates to a combination of internal (e.g. development of   |

|  |                   |      |   |
|--|-------------------|------|---|
|  |                   |      | a desirable personal identity, experiences of power and control, adherence to cultural traditions, experiences of social justice and experiences of a sense of cohesion with others) and external contextual factors (e.g. access to material resources and access to supportive relationships) (Asutria Country) |
| <b>Resilience as dynamic attribute</b> |                   |      |   |
| Process                                | Ali et al.        | 2017 | The adaptive capability of the supply chain to prepare for unexpected events, respond to disruption and recover from them by maintaining continuity of operations at the desired level of connectedness and control over structure and function (Australia Country)   |
| Process                                | Asamoah et al.    | 2020 | Resistance component represents the ability of a system to minimize the impact of a disruption by evading it entirely, recovery capacity concerns the ability of a system to return to functionality once a disruption has occurred (Ghana Country)   |
| Process                                | Chan              | 2011 | A trait of an organisation to thrive in a dynamic and volatile business environment (China Country)   |
| Process                                | Halkos&Skouloudis | 2019 | The ability of business organizations to become more resilient to floods (i.e. to withstand, to adapt to, and to quickly recover) (Greece country)  |

From 23 articles, 4 articles adopted the definition that refers to resilience as an attribute owned by a company before an event occurs ( $t-1$ ), 10 articles adopt the definition that refers to resilience as an attribute owned by the company when an event occurs ( $t$ ), 5 articles the definition that refers to resilience as an attribute owned by the company after an event occurred ( $t + 1$ ), and 4 articles adopted the definition that refers to resilience as an attribute owned by the company together, the following Figure 4 shows the four phases.

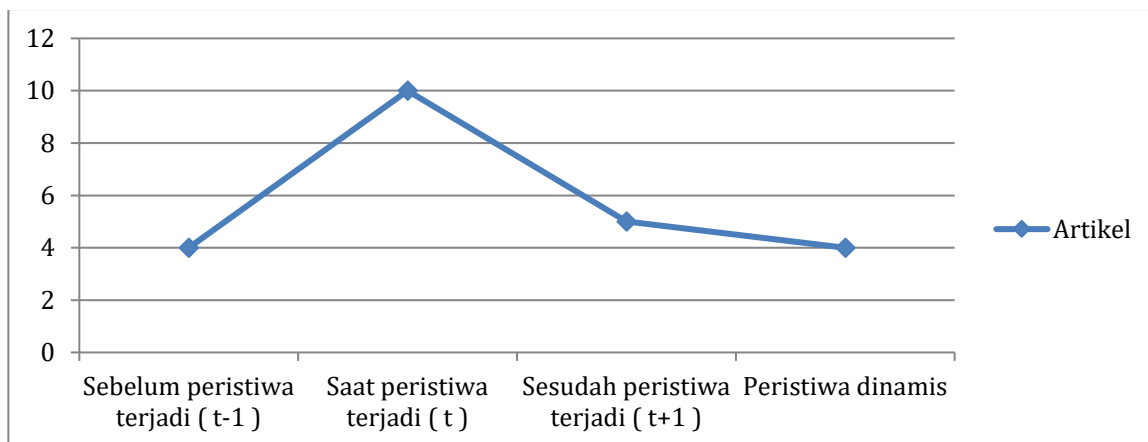


Figure 4. Shows the four phases of events before, during, after, and dynamic.

### 3.1.1. SMEs business resilience before the event occurs ( $t-1$ )

Conceptualization of SMEs business resilience as an attribute owned by the company before an event occurs as much as 17% of articles indicate the capabilities needed to have by the company to respond to unexpected events. Adekola & Clelland (2019) define SMEs business resilience as special arrangements that are applied to respond to natural hazards or other emergencies in terms of “protection”, “preparedness”, and “unexpected”, and “post-event” recovery. Sullivan-Taylor & Branicki (2011) emphasize the SMEs business resilience as a process of business continuity, crisis, and disaster management. Conz et al. (2015) explain the SMEs business resilience as the ability of a system to maintain its balance and to avoid shocks. Meanwhile Demmer et al. (2011) compare SMEs business resilience as anticipating behavior and reacting to deep secular trends that can permanently damage core business stability.

The explanation above refers to individual and collective creativity, which can develop resilience resources that are more survive to produce the more responsiveness and resilience of all turbulence both internal and external. Not only creativity that is needed but also the capability of dynamic competitiveness and application to organizational

culture are also needed as a result it can follow unexpected environmental developments collectively and easily. To show how creativity can emerge and what it has to do with SMEs business resilience, this requires further research.

### 3.1.2. SMEs business resilience when the event occurs ( $t$ )

The focus of conceptualization of SMEs business resilience as an attribute owned by the company when an event occurs ( $t$ ) has 43% of articles that generally describe: (a) SMEs business resilience related to responsiveness to phenomena that occur related to both internal and external factors, as a consequence in maintaining business stability. (b) SMEs business resilience related to adaptation to external turbulence factors as a result, the company makes internal changes to its resources or its newness so that it can reduce turbulence that occurs.

Alberti et al. (2018) define SMEs business resilience when the event occurs as the ability to survive and to successfully compete in the business environment, meanwhile, Duarte Alonso & Bressan (2015) describes SMEs business resilience as the persistence of the system and the ability to absorb change and disruption and still maintain the same relationship. Gray & Jones (2016) emphasize the ability to adapt/survive and develop, or to learn from phenomena that occur and start with better readiness. Gunasekaran et al. (2011) call SMEs business resilience as the ability to adapt, do responsively, sustainably, and competitively in the developing market through the flexible workforce, strategic managerial thinking, top management support, and technology. Herbane (2018) refers to the process and adaptive capacity of an organization to overcome an acute and strategic challenge through responsiveness and reinvention to achieve the organizational renewal. Iborra et al. (2019) call SMEs business resilience as an experiment, response, adaptation, flexibility, but also matters related to reliability, continuity, safety, stability or adjustment, and being in a turbulent environment (Ismail et al., 2011). Pal et al. (2014) emphasize the characteristics of flexible and adaptable behavior have been proven to be a major driver of SME resilience. Rahman & Mendy (2018) also explain the identification, adaptation, and challenges faced by the company and what types of behavior are needed by individual members to improve survival in a turbulent environment. The last is Tognazzo et al. (2016) emphasizing that SMEs business resilience refers to the capacity of organizations to adapt to the challenges of conditions such as environmental shocks and it will create innovation if it can respond and adapt during turbulence.

Therefore, the more agile, innovative, and flexible the organization in adapting to the external environment, the more able SMEs to quickly adjust its business processes, strategies, which can build resilient responses to turbulence that befalls the organization. This paper does not determine whether SMEs business resilience when ( $t$ ) is responsive or adaptive, but only provides a broad definition that identifies resilience as an attribute owned by SMEs when a turbulence event occurs.

### 3.1.3. SMEs business resilience after the event occurs ( $t+1$ )

SMEs business resilience after an event occurs ( $t+1$ ) has 22% articles which generally explain and define resilience as an attribute owned by the company in carrying out the process of stabilization and revitalization to create business balance, respond to changes, maintain or reconfigure business processes after the event occurs at the time ( $t+1$ ). Branicki et al. (2018) explain SMEs business resilience after an event occurs as the ability to overcome significant external threats and shocks and observe opportunities for renewal and reinvention. Meanwhile, Coates et al. (2019) define it as an organization's adaptability to return to the stronger post-turbulence state of the business. Sauser et al. (2018) emphasize the adaptive capacity of SMEs to achieve business priorities aimed at absorbing or limiting turbulence while maintaining the sustainability of products and services in business, as well as recovery efforts that are closely related to internal business processes (such as self-development, control systems, organizational culture, organizational justice and cohesion with others) and externals (such as access to material resources and access to existing supply chains) (Zehrer & Leiß, 2019). Wedawatta & Ingirige (2012) emphasize that the adaptation of SMEs to force major risks allows them to prevent and or to limit the adverse impact of force major on their business activities.

Various definitions of SMEs business resilience series in this paper describe resilience as the perception of "reviving" or recovering into a state of equilibrium as previous or even better because it has been through a process of survival or adaptive at the time the turbulence occurs until it has an initiative strategy to carry out the recovery, where the phenomenon is unexpected. In general, the article above focuses on defining resilience as the ability to cope with, and to respond to, as a change without providing an insight about the way either from the point maintaining balance or of the resource configurations in achieving new equilibrium, where successful resource configurations are a consequence of the new environmental conditions.

### 3.1.4 SMEs business resilience as a dynamic attribute

As many as 17% of the articles define SMEs business resilience as a company's responsiveness and adaptation before, during, and after turbulence occurs. The emphasis is on the dynamic aspects of SMEs business resilience. Several articles show resilience as a process of corporate dynamism over changes in the external environment which certainly has consequences for the business processes. Therefore the company's task is to absorb various turbulence turmoil to develop the response of existing situations specifically to accelerate a transformative process to utilize disturbing turbulence. Ali et al.(2017) explain that SMEs business resilience as a dynamic attribute has an adaptive ability in the supply chain to be ready to face unexpected events, to respond to disruptions, and to recover them by maintaining the continuity of the company's relationships, structure, and functions. Asamoah et al. (2020) describe the component of resistance as representing the ability of a system to minimize the impact of a disturbance by avoiding it completely, while the recovery capacity is related to the system's ability to return to function after the disturbance has occurred. As a result, the company can develop in a dynamic and fluctuating business environment (Chan, 2011). Halkos & Skouloudis (2019) also stress that the company must further enhance the adaptive capacity and enduring power of business organizations to become more resistant to any kind of turbulence.

From the analysis of the definition above, it explicitly explains that organizations must have the perspective of resilience as the ability to continue to grow and develop in the face of worrying, harmful, and deadly business turbulence in an external environment that never stops developing.

### 3.2. Conceptual framework of SMEs business resilience

Various studies on business resilience from various scientific fields continue to grow with the keywords of business resilience and SMEs produce as many as 2,642 articles, and this number is quite a lot. Academics and practitioners must be more careful in adopting the concept of business resilience to avoid "garbage in" and "garbage out". Many terms are used interchangeably in various fields of science that are developing, however, there is no clear definition of SMEs business resilience and it only adopts from referring to the most quoted writings. The articles in this systematic review are from various countries including Italy, the US, UK, South coast, Spain, Sweden, Bangladesh, Australia, Ghana, China, Greece, and unfortunately even no country that has a strict definition even more if related to the country differences. This has implications at the level of analysis because the definition often comes in turn from the conceptualization of resilience, especially business resilience for SMEs. To overcome those weaknesses, this paper proposes the definition of SMEs business resilience as the dynamics of company resilience starting from (a) the proactive phase of anticipation (before the "t-1" turbulence), (b) the responsive and adaptive phase (when the "t" turbulence occurs), (c) the reactive phase (after the turbulence occurs "t + 1"). A proactive resilience is an antecedent of responsiveness and adaptive, while responsiveness and adaptive ability have consequences for the company's reactive ability.

The content of each article analysis used raises important configurations for proposing a conceptual framework (see Figure. 5) and can be used as future research empirical studies. The conceptual framework identifies the process directly from the proactive phase, the responsive and adaptive phase, and the reactive phase. Then the direction of the process reverses from the reactive phase to the proactive phase, as a result, the rhythm will always rotate.

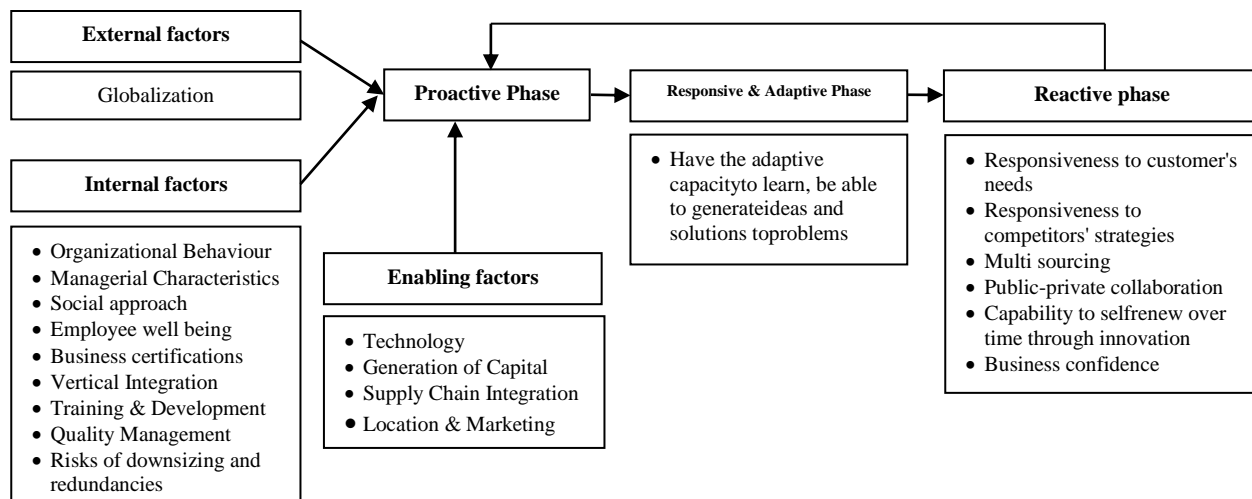


Figure 5. Conceptual Framework of SMEs business resilience



The conceptual framework above explains the antecedents that may have significant or even insignificant influence when conducted empirical studies in the field. However, Ali et al. (2017), Demmer et al. (2011), Gunasekaran et al. (2011), Gray & Jones (2016), Pal et al. (2014) and Rahman & Mendy (2018) supports configuration of this conceptual framework part by part. This paper configures the analysis results of the articles used in this systematic review so that it is likely to cover theoretical gaps that have not been mapped. The significant contributions are: (a) making the conceptual framework explicitly related to SMEs business resilience, (b) describing the antecedents' pathway from the proactive phase, the responsive and adaptive phase, and the reactive phase, as well as the feedback loop between the reactive phase and the proactive phase. Companies can adopt this framework for the business process changes that have high flexibility from turbulence in an uncertain business environment.

Ali et al. (2017) reveal that the majority of business resilience risks come from the internal factors in the supply chain, thus requiring a strong supply chain collaboration. The level of resilience, barriers, and risks varies greatly in SMEs according to their size (small vs. medium). It is not enough for the company to focus only on the supply chain, as revealed in the study of Demmer et al. (2011) who emphasizes that SMEs must have a perspective on how to reform, and the implementation of the renewal strategy and an evaluation process to ensure a balance between steps that can increase company revenue and continue to motivate performance. It also relates to the social-cultural of the organization (Rahman & Mendy, 2018). Since the key to the resilience and competitiveness of SMEs is influenced by the progress in the operations, technology, and globalization strategies (Gunasekaran et al., 2011). Therefore to achieve this, the development and training that focus on collaboration and learning have a direct positive effect on the company and a long-term effect related to building overall business trust (Gray & Jones, 2016). SMEs are indeed interesting, the consortium's support shows that SMEs resilience and performance are better in turbulence (Ali et al., 2017; Hadi, 2020).

#### IV. CONCLUSION

An increase in the number of articles needs to be accompanied by a systematic review to see the gap of various articles on a particular topic and it can be used as a basis for further theoretical and empirical development in the field. Such as the topic of SMEs business resilience that still loses the conceptualization of the term. Thus many studies often use the definition of resilience from contextual and different levels of analysis, as a result, overlapping concepts of SMEs business resilience occur.

The conceptual framework in this paper is formulated using inductive qualitative methods from selected articles. Therefore it needs to be evaluated since the model does not take into account the heterogeneity of potential environmental conditions that might be a threat or change the balance of the company, but rather more generally refers to all 'events' related to changes, shocks, a trauma that change the balance of the company. By conducting future research, we believe it can help in developing a stronger understanding of corporate resilience since this model builds on the inductive process.

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