

Research problem. Research on how to foster a creative team atmosphere that helps an organisation to remain resilient in critical situations is not well developed. Although creativity is most often associated with innovative solutions, creative solutions can also refer to decisions made to adapt to change, to solve complex problems or to find a way out in a crisis situation. Creativity may have different needs and forms in different organisations. The analysis of the links between creativity and organisational resilience is not widely developed in research, but there are isolated studies supporting the positive impact of creativity on organisational resilience (Pörzse et al. 2012; Mafabi et al. 2015; Zutshi et. al. 2021;)..

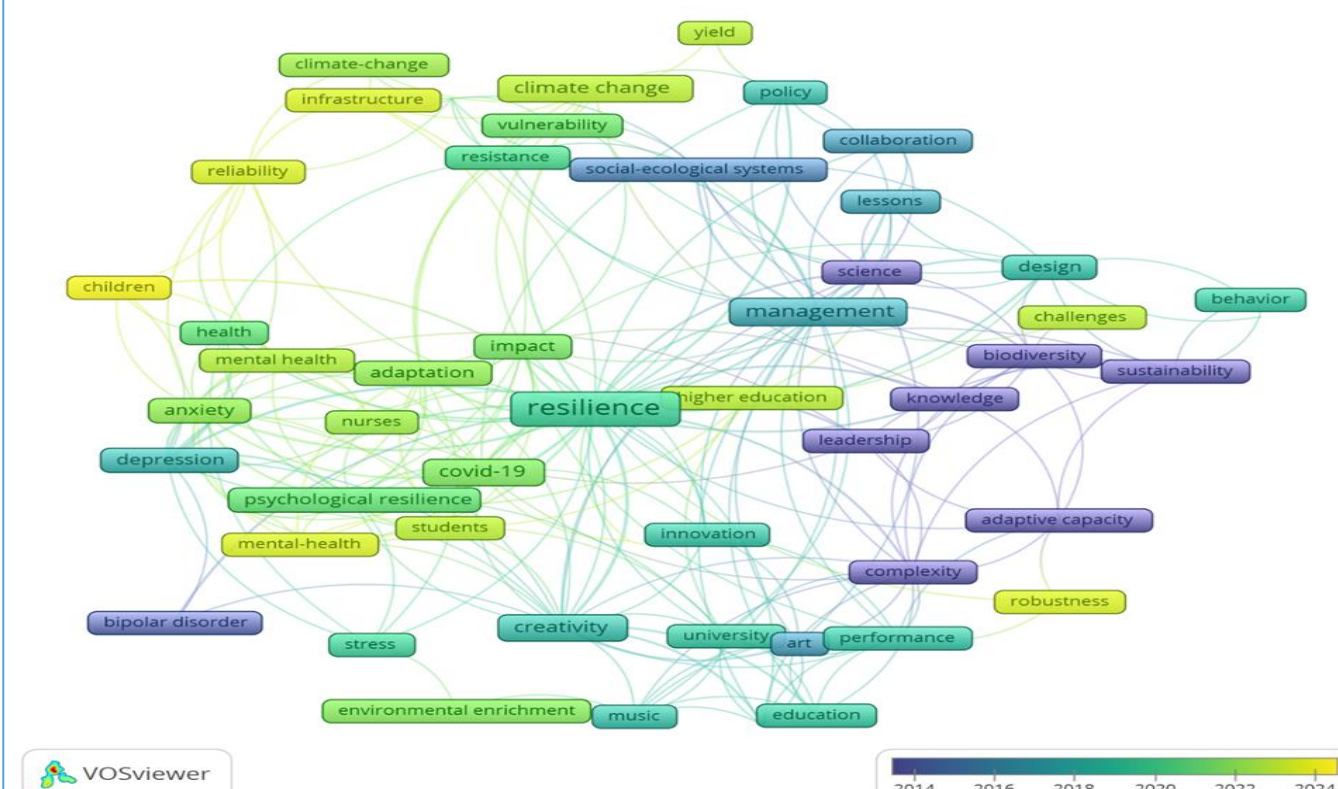
RESEARCH METHODOLOGY

Subject of similarities:	Resilience	Creativity
Levels	Individual, team and organisational levels.	
Process and outcome	Process and outcome Can be analysed both as a process and as an outcome of a process.	
Multidimensional process	Multidimensional process Non-identical multidimensional process.	
Role of the environment	The role of the environment is very important.	
Overlapping significant factors	Resources, organisational culture and values, organisational structure and systems, awareness, cooperation.	
Subject of differences:	Resilience	Creativity
Origin	From physics and ecology, only later psychology	From psychology
Relevance	In crisis events	During the development and integration of new technologies, in everyday life.
Turbulent events	A turbulent event creates a need for resilience.	Turbulent events require creative solutions.
Role of the leader	Very important	Not as important as for resilience
Importance of individual qualities	Not as important as for resilience	Essential
Definiteness of the work environment	Well-defined work environment	Creative, free-flowing work environment
Innovation	Innovation can lead to resilience	Creativity leads to innovation

A literature review was carried out, highlighting the similarities and differences between resilience and creativity. The Web of Science database search box (all fields) for "resilien*" and "creativ*", with all fields selected, resulted in 218 articles selected for review. These articles were analysed and a bibliometric network was constructed with the help of the Vosviewer software tool for constructing and visualising bibliometric networks (Analysis and counting method - Co-occurrence, all keywords, full counting, minimum number of overlapping keywords - 3). This network identified 53 elements, 7 clusters, 251 links, with a total link strength of 304

THE IMPACT OF CREATIVITY ON RESILIENCE

It has been argued (Fernández-Díaz et. al. 2021) that an individual with creativity and resilience is better prepared for a successful career both objectively and subjectively. There is also support for the positive influence of creativity on various organizational characteristics such as organisational sustainability (Mróz and Ocetkiewicz, 2021; Batool et. al. 2022) and innovativeness (Akgün & Keskin, 2014; Mafabi, 2015). A creative organisational climate has been found to be directly related to innovation and organisational resilience (Pörzse et al. 2012; Mafabi, 2015).



CONCLUSIONS

1. Resilience and creativity can be analysed in terms of both process and outcome. They are multidimensional phenomena, both integrating the individual, team and organisational levels. For both phenomena, the environment plays an important role, with only a slight difference in its impact.
2. A bibliometric network using VOSviewer software revealed that creativity is significantly related to resilience in a variety of contexts: education, psychological health, adaptation to change. The association of creativity with terms such as 'innovation', 'education', 'university', 'environmental enrichment' and 'music' suggests that creative processes and forms of expression can play an important role in strengthening the capacity of individuals and communities to adapt to adverse or stressful situations. The strong link between creativity and psychological resilience through mediators such as 'students', 'stress', 'mental health' and 'higher education' suggests that creative activities can be an effective tool for managing stress and maintaining psychological well-being, especially among young people and academics. Furthermore, the colour scale of the analysis shows that these research emphases have become more pronounced especially in the most recent period (2020-2024), suggesting that the relevance of the creativity-resilience nexus has increased in response to contemporary global challenges such as the COVID-19 pandemic and climate change.