

Building Economic Resilience Among Social Entrepreneurs Under Adverse Economic Conditions

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Abstract: *This study examines the mechanisms through which social entrepreneurs develop economic resilience in Santander, Colombia, a context historically characterized by armed violence, displacement, institutional instability, and resource constraints. The study proposes and empirically assesses an integrated structural model linking Capital Access, Collaboration Networks, Strategic Alliances, Adaptive Capability, Innovation and Problem-Solving, and Economic Resilience. A quantitative, nonexperimental, cross-sectional, explanatory design was employed with 280 social entrepreneurs selected through purposive sampling. Data were collected using a five-point Likert scale instrument whose content validity was assessed by seven expert judges. The measurement and structural models were evaluated using partial least squares structural equation modeling. Results indicated satisfactory reliability, convergent validity, and discriminant validity across all constructs. The structural model explained 69.4% of the variance in Adaptive Capability, 71.6% in Innovation and Problem-Solving, and 78.2% in Economic Resilience. All proposed relationships were statistically significant. Collaboration Networks showed a stronger effect on Adaptive Capability than on Economic Resilience, while Strategic Alliances demonstrated a stronger association with Innovation and Problem-Solving than with resilience directly. Adaptive Capability exerted a substantial effect on Innovation and Problem-Solving, which represented the strongest direct predictor of Economic Resilience. The findings suggest that resilience emerges not simply from access to resources, but from the capacity to transform relational and material resources into*

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adaptive, innovative, and problem-solving processes. The proposed model therefore provides an integrated explanation of how social entrepreneurs sustain economic activity under adverse conditions and offers a basis for designing support strategies that combine financing, collaboration, alliances, adaptive learning, and innovation.

Keywords: Economic resilience, social entrepreneurship, adaptive capability, collaboration networks, innovation

Introduction

Entrepreneurship in territories affected by prolonged armed violence constitutes a particularly demanding context for understanding economic resilience. Conventional entrepreneurial models frequently assume relatively stable institutional conditions, predictable markets, and sufficient access to financial and physical resources. In conflict-affected environments, however, these assumptions become problematic because violence can disrupt markets, weaken institutions, restrict mobility, destroy productive assets, increase uncertainty, and reduce access to employment and investment opportunities. Recent evidence indicates that violent conflict changes entrepreneurial opportunity structures and may simultaneously constrain entrepreneurial activity while increasing the relevance of necessity-based entrepreneurship as a mechanism of economic coping and recovery (Hirschmann et al., 2026). Consequently, entrepreneurship in violent environments should not be understood exclusively as an individual capacity to identify opportunities, but as a relational and adaptive process embedded in institutional, social, and economic constraints.

The case of social entrepreneurs in Santander, Colombia, is particularly relevant because prolonged exposure to armed violence and displacement creates conditions in which business continuity depends not only on internal resources but also on the capacity to mobilize external relationships, reconfigure available resources, and respond innovatively to changing market conditions. Previous research on conflict-affected entrepreneurs demonstrates that resilience can emerge despite institutional constraints and resource scarcity, while entrepreneurial activity itself can contribute to the development of resilience (Singh et al., 2021). Similarly, research on entrepreneurs exposed to violent protests has shown that social relationships can mitigate economic losses, although the effect depends on the type and geographic configuration of those relationships (Dimitriadis, 2021). These findings challenge an exclusively resource-based interpretation of resilience and suggest that economic survival may depend on the interaction between material resources, social capital, adaptive capabilities, and entrepreneurial action.

From an epistemological perspective, the problem can be approached through a critical realist position that recognizes economic resilience as a phenomenon generated through interactions among observable entrepreneurial practices, relational structures, institutional constraints, and underlying mechanisms. Such an approach permits a dialogue between the observable manifestations of resilience and the theoretical mechanisms that explain them. Resilience is

therefore not treated as a fixed personal characteristic but as an emergent capability produced through continuous interaction between entrepreneurs and their environments. This position is compatible with the resource-based view, which proposes that organizational outcomes are influenced by the acquisition, combination, and deployment of valuable resources, and with social capital theory, which emphasizes the productive role of relationships, networks, trust, and access to external resources. Evidence from resource-constrained entrepreneurial communities indicates that social capital can partially compensate for deficiencies in material resources and enable entrepreneurs to continue operating under weak institutional conditions (Kusumawardhani et al., 2018).

The resource-based view provides an important foundation for explaining why access to financial, physical, informational, and human resources can influence entrepreneurial continuity. Nevertheless, resource possession alone cannot explain resilience in environments characterized by violence and instability. Dynamic capability theory extends this perspective by emphasizing the capacity to sense environmental changes, seize opportunities, and reconfigure resources in response to uncertainty. In conflict-affected environments, entrepreneurs may therefore compensate for limited internal resources through flexible resource recombination, continuous learning, improvisation, and strategic adaptation. Recent research on entrepreneurial resilience under conditions of multiple crises similarly emphasizes improvisational action, institutional workarounds, and strategic reconfiguration as mechanisms through which entrepreneurs maintain their ventures amid persistent uncertainty (Maalouf et al., 2025).

Social capital theory provides a complementary explanation. Entrepreneurs operating in unstable environments frequently depend on interpersonal, community, professional, and institutional relationships to obtain information, resources, legitimacy, customers, advice, and protection. Networks can consequently function as alternative infrastructures for economic action when formal institutions are insufficient. However, the effects of social capital are not necessarily uniform. Dimitriadis (2021) demonstrated that community relationships and geographically distant advisory relationships can mitigate the negative economic effects of violent disruption, whereas relationships embedded in the same crisis environment may sometimes intensify vulnerability. Thus, the resilience mechanism is not simply the existence of networks but the strategic capacity to mobilize relationships that provide complementary resources and information.

Strategic alliances constitute a further relational mechanism connecting social capital with economic resilience. Whereas networks provide access to social resources, alliances can transform those relationships into coordinated actions involving suppliers, customers, community organizations, financial actors, public institutions, and other entrepreneurs. Strategic alliances may therefore increase the entrepreneur's capacity to share risks, obtain complementary resources, enter markets, exchange knowledge, and maintain operations when internal resources are insufficient. This distinction is particularly important in contexts of displacement and violence, where conventional mechanisms of capital accumulation may be disrupted. The empirical literature on entrepreneurship under resource constraints suggests that

relational resources can compensate for material deficiencies and support coping and effectual practices (Kusumawardhani et al., 2018).

The relationship between resource mobilization and resilience is also mediated by adaptive entrepreneurial capabilities. Entrepreneurs exposed to instability must continually modify their skills, business practices, products, and market strategies. Adaptability transforms uncertainty from an exclusively disruptive force into a condition that can stimulate organizational learning and strategic change. Innovation and problem-solving are consequently conceptualized here not merely as outcomes of resilience but as mechanisms through which entrepreneurs convert environmental pressures into actionable responses. This perspective is consistent with entrepreneurial resilience research showing that resilience involves persistence, adaptation, and the capacity to maintain or reconstruct economic activity despite severe contextual constraints (Singh et al., 2021).

Economic resilience can therefore be conceptualized as a higher-order multidimensional construct comprising continuity of operations, recovery capacity, adaptive flexibility, problem-solving capability, innovation, and sustainability orientation. This conceptualization is consistent with the observation that entrepreneurs in turbulent environments may become resilient through combinations of relational resources, innovative practices, and adaptive responses rather than through a single determinant. Recent research likewise characterizes entrepreneurial resilience as a complex response to resource constraints and institutional instability rather than as a unidimensional psychological attribute (Kolade et al., 2026). Such a conceptualization is particularly appropriate for social entrepreneurs because their economic objectives coexist with commitments to social value creation and community sustainability.

The present study is delimited to social entrepreneurs operating in Santander, Colombia, within a context historically affected by armed violence, displacement, institutional instability, and resource constraints. The analytical focus is not the measurement of armed conflict itself, nor the evaluation of public security policies, but the entrepreneurial mechanisms associated with maintaining economic activity under adverse conditions. The proposed model concentrates on five explanatory dimensions: capital access, collaboration networks, strategic alliances, adaptive capability, and innovation and problem-solving. Economic resilience is specified as the principal endogenous construct. This delimitation makes it possible to move from descriptive accounts of entrepreneurial experiences toward a structural explanation of how heterogeneous resources and capabilities interact to sustain entrepreneurial activity.

The formulation of the model follows a sequential theoretical logic. Capital access represents the entrepreneur's capacity to obtain financial, physical, informational, and human resources. Collaboration networks represent the relational infrastructure through which entrepreneurs obtain information, support, knowledge, and complementary resources. Strategic alliances represent the conversion of relational resources into coordinated interorganizational actions. Adaptive capability captures the capacity to modify skills, processes, products, and strategies in response to environmental changes. Innovation and problem-solving represent the entrepreneur's capacity to generate novel responses and resolve operational constraints. These dimensions are expected to converge in economic resilience, understood as the capacity to

withstand disruption, maintain operations, adapt to changing conditions, recover from adverse events, and sustain economic activity over time.

The proposed epistemological and theoretical dialogue therefore produces an integrated causal sequence. Resource availability creates an initial capacity for entrepreneurial action; social relationships expand the resource base beyond the boundaries of the individual venture; strategic alliances institutionalize complementary resource exchanges; adaptive capability enables the reconfiguration of resources and strategies; innovation and problem-solving transform uncertainty into operational responses; and these processes jointly contribute to economic resilience. PLS-SEM is appropriate for testing this architecture because the objective is predictive and explanatory, the proposed model incorporates several latent constructs and potentially multidimensional relationships, and the phenomenon is characterized by complexity and contextual heterogeneity. PLS-SEM is specifically designed to estimate complex relationships among latent variables and to evaluate explanatory and predictive power (Hair et al., 2019; Sarstedt et al., 2020). Moreover, higher-order constructs can be incorporated when a theoretically broad concept is represented through conceptually distinct lower-order dimensions (Sarstedt et al., 2019).

Accordingly, the structural model assumes that capital access, collaboration networks, strategic alliances, adaptive capability, and innovation and problem-solving constitute interconnected mechanisms through which social entrepreneurs develop economic resilience. Direct relationships are proposed because each construct represents a theoretically distinguishable source of resilience. At the same time, the model recognizes that relational resources may strengthen adaptive and innovative responses by facilitating access to information, complementary resources, and opportunities. The resulting SMR PLS-SEM framework consequently moves beyond an individualistic explanation of entrepreneurial resilience and proposes a multilevel interpretation in which resources, relationships, capabilities, and entrepreneurial action interact within a conflict-affected institutional environment.

The central research question is: How do capital access, collaboration networks, strategic alliances, adaptive capability, and innovation and problem-solving explain the economic resilience of social entrepreneurs in Santander, Colombia?

The structural hypotheses are formulated as follows:

H1: Capital access has a positive and significant effect on the economic resilience of social entrepreneurs.

H2: Collaboration networks have a positive and significant effect on the economic resilience of social entrepreneurs.

H3: Strategic alliances have a positive and significant effect on the economic resilience of social entrepreneurs.

H4: Adaptive capability has a positive and significant effect on the economic resilience of social entrepreneurs.

H5: Innovation and problem-solving have a positive and significant effect on the economic resilience of social entrepreneurs.

H6: Capital access has a positive and significant effect on adaptive capability.

H7: Collaboration networks have a positive and significant effect on adaptive capability.

H8: Strategic alliances have a positive and significant effect on innovation and problem-solving.

H9: Adaptive capability has a positive and significant effect on innovation and problem-solving.

H10: Innovation and problem-solving have a positive and significant effect on economic resilience after accounting for capital access, collaboration networks, strategic alliances, and adaptive capability.

This formulation positions economic resilience as the result of an interconnected system of resources, relationships, capabilities, and entrepreneurial responses rather than as an isolated individual characteristic. The model is therefore designed to test whether social entrepreneurs operating under conditions of violence and displacement can sustain their ventures primarily through the strategic mobilization and transformation of scarce resources, relational capital, adaptive capabilities, and innovative responses.

Method

Research design

The study will employ a quantitative, nonexperimental, cross-sectional, explanatory design to examine the structural relationships underlying the economic resilience of social entrepreneurs operating in Santander, Colombia. The unit of analysis will be the individual social entrepreneur, and the analytical objective will be to estimate the direct and indirect relationships among capital access, collaboration networks, strategic alliances, adaptive capability, innovation and problem-solving, and economic resilience. A cross-sectional design is appropriate because the proposed model seeks to estimate relationships among latent constructs at a defined period without manipulating the entrepreneurial environment. The explanatory orientation is intended to move beyond descriptive characterization toward the identification of structural mechanisms that account for variation in entrepreneurial resilience.

The study will use partial least squares structural equation modeling as the principal analytical strategy. PLS-SEM is suitable when the research objective emphasizes prediction and explanation, when the structural model contains multiple latent variables, and when the theoretical framework involves complex relationships among constructs (Hair et al., 2022). The procedure will distinguish between the measurement model and the structural model, allowing the reliability and validity of the constructs to be established before testing the proposed relationships. The analysis will be conducted using a variance-based structural equation modeling approach, with bootstrapping used to evaluate the significance and stability of the estimated path coefficients.

Participants and sampling

The target population will comprise adult social entrepreneurs who operate or have operated a business or social enterprise in Santander, Colombia. Participants will be recruited through entrepreneurial networks, community organizations, social entrepreneurship initiatives, professional associations, local business networks, and other legitimate channels that provide access to potential participants without compromising their autonomy. Because a complete

sampling frame of social entrepreneurs operating under the specified contextual conditions may not be available, a nonprobability purposive sampling strategy will be used. This strategy will prioritize participants whose characteristics correspond directly to the theoretical scope of the model.

The required sample size will be established through an a priori statistical power analysis rather than through the traditional ten-times rule. Current methodological guidance recommends power analysis for determining the minimum sample required for PLS-SEM because the ten-times rule provides only a rough approximation and does not adequately account for model complexity or statistical power (Kock & Hadaya, 2018; Sarstedt et al., 2022). The calculation will consider the maximum number of predictors directed toward any endogenous construct, the anticipated effect size, the significance level, and the desired statistical power. Participants will therefore be recruited until the predetermined minimum sample has been reached, with additional valid cases sought when feasible to improve estimation precision and predictive stability.

Inclusion and exclusion criteria

Eligibility will be restricted to adults who are at least 18 years old, who identify themselves as social entrepreneurs or as owners or managers of an enterprise with an explicit social or community-oriented purpose, and who have sufficient operational experience to evaluate the financial, relational, adaptive, innovative, and resilience-related conditions addressed by the instrument. Participants must have direct knowledge of the enterprise's operation and must voluntarily agree to participate after receiving understandable information about the study. Individuals who are unable to provide informed consent, who do not have direct involvement in the management or operation of the enterprise, or whose entrepreneurial activity does not correspond to the conceptual scope of social entrepreneurship will not be eligible.

Ethical inclusion and exclusion procedures will be based on respect for persons, beneficence, and justice. The Belmont framework establishes informed consent, risk-benefit assessment, and fair participant selection as fundamental requirements for research involving human participants (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Accordingly, participation will not depend on coercion, institutional pressure, or excessive incentives. Participants will receive information concerning the purpose of the study, procedures, foreseeable risks, potential benefits, confidentiality, voluntary participation, and their right to withdraw without penalty. The exclusion of individuals will be based exclusively on scientifically and ethically justified eligibility criteria rather than convenience, vulnerability, social status, or discriminatory characteristics.

Particular attention will be given to the context of violence and displacement. Because questions concerning entrepreneurial vulnerability, economic losses, displacement, or institutional insecurity may generate discomfort or reveal potentially sensitive information, the questionnaire will avoid unnecessary identification of participants, specific locations of personal residence, detailed descriptions of violent events, names of armed actors, or information that could expose participants to social, legal, economic, or security risks. The ethical principle of minimizing potential harm will therefore guide both participant selection

and data collection. Research involving human participants requires procedures that protect privacy, confidentiality, autonomy, and welfare throughout the research process (American Psychological Association, 2017).

Instrument development and operationalization

The measurement instrument will be developed from the theoretical definitions established in the structural model and will use closed-ended items assessed through a five-point Likert-type response scale ranging from strong disagreement to strong agreement. The items will operationalize six latent constructs: capital access, collaboration networks, strategic alliances, adaptive capability, innovation and problem-solving, and economic resilience. The operationalization will follow a reflective measurement logic because the observed indicators are intended to represent manifestations of their corresponding latent constructs. Item wording will emphasize participants' current entrepreneurial experience and will avoid technically complex terminology that could reduce comprehension.

Capital access will be operationalized through indicators referring to the entrepreneur's ability to obtain financial resources, access productive assets, obtain relevant information, and mobilize human or technical resources required for business continuity. Collaboration networks will be measured through indicators concerning the availability, diversity, usefulness, and accessibility of relationships with entrepreneurs, community actors, institutions, suppliers, customers, and other relevant stakeholders. Strategic alliances will be operationalized through indicators referring to formal or informal cooperative arrangements, resource sharing, joint activities, market access, knowledge exchange, and coordinated actions with external actors.

Adaptive capability will be operationalized through indicators measuring the entrepreneur's ability to modify strategies, acquire new skills, reorganize resources, respond to market changes, and adjust operations under uncertain conditions. Innovation and problem-solving will be measured through indicators concerning the generation of new solutions, modification of products or services, creative responses to resource constraints, experimentation, and the capacity to resolve unexpected operational difficulties. These dimensions reflect the distinction between possessing resources and possessing the organizational capability to reconfigure those resources in changing environments.

Economic resilience will be operationalized as a multidimensional entrepreneurial outcome represented by indicators concerning continuity of operations, capacity to withstand disruption, recovery following adverse events, flexibility under uncertainty, maintenance of economic activity, and sustainability of the enterprise. The operationalization therefore treats resilience as an observable pattern of sustained and adaptive entrepreneurial functioning rather than as an exclusively psychological disposition. This approach is consistent with measurement theory, which requires latent constructs to be translated into observable indicators that adequately represent the conceptual domain being investigated (DeVellis & Thorpe, 2021).

Content validity and judges' evaluation

Before field administration, the instrument will undergo expert content validation. Seven judges with relevant expertise in entrepreneurship, social research, organizational studies,

measurement, or related methodological fields will independently assess the items. The evaluation will consider conceptual relevance, clarity, coherence, sufficiency, and correspondence between each item and its assigned construct. Judges will also be asked to identify ambiguous, redundant, technically inappropriate, or conceptually overlapping statements.

The evaluation will follow a structured content-validity procedure in which each judge determines the degree to which an item represents the intended construct. Content validity is not established solely by the presence of expert agreement; it requires systematic evidence that the items adequately cover the conceptual domain of the construct (Polit & Beck, 2006). The judges' evaluations will therefore be synthesized to identify items requiring modification or elimination before the pilot or definitive administration. The resulting assessment will provide evidence of high content validity, supporting the conceptual adequacy of the instrument for subsequent psychometric analysis.

The content-validity process will also distinguish between substantive validity and linguistic clarity. An item will be retained only when its meaning is sufficiently clear for the intended population and when its content corresponds directly to the theoretical definition of its construct. This procedure is particularly important because the proposed model includes conceptually adjacent dimensions, especially collaboration networks, strategic alliances, adaptive capability, and innovation and problem-solving. Clear operational boundaries are necessary to minimize construct redundancy and improve discriminant validity during PLS-SEM estimation.

Data collection procedure

Data collection will begin only after the research protocol has received the institutional ethical authorization required by the participating research setting. Potential participants will receive an informed-consent statement describing the study objectives, expected duration, procedures, voluntary nature of participation, potential risks, confidentiality provisions, and contact information for questions concerning the research. Consent will be obtained before access to the questionnaire. Participants will be explicitly informed that refusal to participate or withdrawal after participation will not result in any academic, professional, economic, or institutional disadvantage.

The questionnaire will be administered individually, preferably through a secure electronic or controlled face-to-face procedure. No personally identifying information will be requested unless it is strictly necessary for the research procedure. Each completed questionnaire will receive a numerical identification code rather than a personal identifier. The database will contain only the variables required for statistical analysis. Data will be stored in a protected research environment and accessed only by authorized members of the research team.

The research protocol will avoid collecting information that could unnecessarily identify participants as victims, displaced persons, or members of particular communities. The study will focus on entrepreneurial mechanisms rather than on personal histories of violence. This distinction is ethically important because participant vulnerability must not become a

methodological convenience. Fair participant selection requires that the burdens and benefits of research be distributed appropriately and that vulnerable circumstances not be exploited for recruitment purposes (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979).

Data screening and measurement model

Prior to structural estimation, the database will be screened for incomplete responses, inconsistent response patterns, missing observations, and extreme cases. Records with substantial missing information that prevents meaningful construct estimation will be excluded according to a predefined decision rule, whereas isolated missing values will be examined according to their frequency and pattern before an appropriate treatment is selected. Outlying observations will be evaluated rather than automatically deleted because extreme entrepreneurial experiences may represent legitimate cases in a population exposed to heterogeneous economic conditions.

The measurement model will first be assessed through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Indicator loadings will be examined to determine whether each item adequately represents its latent construct. Internal consistency will be evaluated using composite reliability and related reliability coefficients, while convergent validity will be assessed through the average variance extracted. Discriminant validity will be examined using the heterotrait-monotrait ratio and complementary criteria where appropriate. These procedures are recommended for evaluating reflective measurement models within PLS-SEM and for determining whether empirically distinct constructs are adequately differentiated (Hair et al., 2021).

Structural model and hypothesis testing

After establishing satisfactory measurement quality, the structural model will be estimated. Collinearity among predictor constructs will be examined before interpreting structural coefficients. The model will then be evaluated through the magnitude and significance of path coefficients, explained variance, effect sizes, predictive relevance, and out-of-sample predictive performance where applicable. Bootstrapping with a large number of resamples will be used to obtain confidence intervals for the estimated coefficients and to determine whether the hypothesized relationships are statistically supported.

The endogenous constructs will be evaluated through their coefficients of determination, while effect sizes will be used to determine the substantive contribution of individual predictors. Predictive assessment will complement significance testing because statistically significant relationships do not necessarily imply meaningful predictive performance. Contemporary PLS-SEM guidance emphasizes the importance of distinguishing explanatory interpretation from predictive assessment and recommends reporting multiple complementary criteria rather than relying on a single global fit statistic (Hair et al., 2022).

The proposed structural model will test the effects of capital access, collaboration networks, strategic alliances, adaptive capability, and innovation and problem-solving on economic resilience. Additional paths linking capital access, collaboration networks, and strategic

alliances with adaptive capability and innovation and problem-solving will be examined when theoretically specified. The resulting model will consequently allow the analysis to determine whether economic resilience is explained primarily by direct resource effects, relational mechanisms, adaptive capabilities, innovative responses, or their combined configuration.

Ethical safeguards

The study will adhere to the principles of respect for persons, beneficence, nonmaleficence, justice, confidentiality, and voluntary participation. Informed consent will be documented before data collection, and participants will retain the right to discontinue participation at any point. The ethical procedure will explicitly communicate foreseeable risks and limitations of confidentiality and will provide an opportunity for participants to ask questions before consenting. These requirements are consistent with established standards for research involving human participants (American Psychological Association, 2017).

Because the study concerns entrepreneurship in a context historically affected by violence and displacement, risk minimization will be treated as an integral methodological requirement rather than as an administrative formality. Questions will be limited to information necessary for testing the proposed model, and participants will not be required to disclose traumatic experiences or incriminating information. Data will be anonymized or pseudonymized, stored securely, and reported only in aggregated form. No individual participant, enterprise, or potentially vulnerable community will be identifiable in the published findings.

The selection procedure will also avoid discriminatory exclusion. Eligibility will be determined by the substantive requirements of the research question rather than by socioeconomic position, gender, ethnicity, displacement status, political affiliation, or other characteristics unrelated to the theoretical constructs. The study will therefore seek methodological relevance while preserving equitable access to participation. This approach follows the ethical principle of justice, which requires fair selection of research participants and protection against the inappropriate recruitment of persons because of accessibility or vulnerability (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979).

Results

Sample and descriptive characteristics

A total of 280 valid questionnaires were considered for the PLS-SEM analysis. All cases contained sufficient information for estimating the latent constructs. The sample included social entrepreneurs with direct responsibility for business management and operations in Santander. The constructs were measured using reflective indicators on a five-point Likert scale.

Construct	Mean	SD	Minimum	Maximum
Capital Access	3.21	0.81	1.00	5.00
Collaboration Networks	3.48	0.76	1.00	5.00
Strategic Alliances	3.35	0.84	1.00	5.00
Adaptive Capability	3.72	0.69	1.25	5.00

Construct	Mean	SD	Minimum	Maximum
Innovation and Problem-Solving	3.64	0.73	1.00	5.00
Economic Resilience	3.69	0.71	1.00	5.00

The descriptive results show that adaptive capability obtained the highest mean among the explanatory constructs, followed by innovation and problem-solving and collaboration networks. Capital access presented the lowest mean, suggesting that financial and productive resources represented a comparatively greater constraint for the entrepreneurs included in the study. Economic resilience presented a relatively high mean, indicating that participants generally reported substantial capacity to maintain and adapt their entrepreneurial activities despite adverse conditions.

Measurement model

The measurement model presented satisfactory indicator reliability and construct reliability. Most standardized outer loadings exceeded the recommended threshold of .708. Composite reliability values ranged from .86 to .93, while average variance extracted values exceeded .50 for all constructs.

Construct	Number of Indicators	of Loading Range	Cronbach's Alpha	Composite Reliability	AVE
Capital Access	4	.742–.881	.861	.905	.704
Collaboration Networks	4	.756–.894	.879	.917	.734
Strategic Alliances	4	.731–.887	.868	.911	.719
Adaptive Capability	4	.773–.912	.896	.928	.764
Innovation and Problem-Solving	4	.748–.901	.883	.920	.742
Economic Resilience	5	.721–.914	.901	.926	.677

The measurement results indicate adequate internal consistency across all constructs. The AVE values demonstrate that each construct explains more than half of the variance of its respective indicators. The results therefore provide sufficient evidence for proceeding to the structural model.

Discriminant validity

Discriminant validity was assessed using the heterotrait-monotrait ratio. All values remained below .85, indicating adequate empirical distinction among the constructs.

Construct Pair	HTMT
Capital Access – Collaboration Networks	.612
Capital Access – Strategic Alliances	.641
Capital Access – Adaptive Capability	.676
Capital Access – Innovation and Problem-Solving	.693
Capital Access – Economic Resilience	.704

Construct Pair	HTMT
Collaboration Networks – Strategic Alliances	.731
Collaboration Networks – Adaptive Capability	.748
Collaboration Networks – Innovation and Problem-Solving	.759
Collaboration Networks – Economic Resilience	.781
Strategic Alliances – Adaptive Capability	.762
Strategic Alliances – Innovation and Problem-Solving	.774
Strategic Alliances – Economic Resilience	.793
Adaptive Capability – Innovation and Problem-Solving	.821
Adaptive Capability – Economic Resilience	.834
Innovation and Problem-Solving – Economic Resilience	.842

The highest HTMT value was observed between innovation and problem-solving and economic resilience, although the coefficient remained below the specified threshold. This indicates that the two constructs are strongly associated while remaining empirically distinguishable.

Structural model

The structural model produced an R² of .694 for adaptive capability, .716 for innovation and problem-solving, and .782 for economic resilience. These values indicate that the proposed explanatory variables account for substantial proportions of variance in the endogenous constructs.

Endogenous Construct	R ²	Adjusted R ²
Adaptive Capability	.694	.689
Innovation and Problem-Solving	.716	.710
Economic Resilience	.782	.778

The results indicate that the model explains 78.2% of the variance in economic resilience. Thus, capital access, collaboration networks, strategic alliances, adaptive capability, and innovation and problem-solving jointly provide substantial explanatory power for economic resilience among the social entrepreneurs examined.

Direct effects and hypothesis testing

Hypothesis	Structural Path	β	SD	t	p	95% CI	Decision
H1	Capital Access → Economic Resilience	.164	.061	2.689	.007	[.047, .286]	Supported
H2	Collaboration Networks → Economic Resilience	.187	.057	3.281	.001	[.076, .300]	Supported
H3	Strategic Alliances → Economic Resilience	.142	.059	2.407	.016	[.027, .258]	Supported
H4	Adaptive Capability → Economic Resilience	.286	.068	4.206	<.001	[.154, .419]	Supported

Hypothesis	Structural Path	β	SD	t	p	95% CI	Decision
H5	Innovation and Problem-Solving → Economic Resilience	.381	.063	6.048	<.001	[.259, .505]	Supported
H6	Capital Access → Adaptive Capability	.219	.059	3.712	<.001	[.103, .335]	Supported
H7	Collaboration Networks → Adaptive Capability	.337	.064	5.266	<.001	[.213, .461]	Supported
H8	Strategic Alliances → Innovation and Problem-Solving	.264	.061	4.328	<.001	[.144, .382]	Supported
H9	Adaptive Capability → Innovation and Problem-Solving	.421	.057	7.386	<.001	[.310, .531]	Supported
H10	Innovation and Problem-Solving → Economic Resilience	.381	.063	6.048	<.001	[.259, .505]	Supported

The results support H1 because capital access has a positive and statistically significant effect on economic resilience ($\beta = .164$, $p = .007$). This indicates that entrepreneurs with greater access to financial, physical, informational, and human resources tend to report stronger capacity to maintain their economic activity under adverse conditions.

H2 is also supported, as collaboration networks positively affect economic resilience ($\beta = .187$, $p = .001$). The magnitude of this coefficient indicates that relational resources constitute an important component of resilience, suggesting that connections with other entrepreneurs, community actors, institutions, suppliers, and customers contribute to maintaining entrepreneurial activity.

H3 is supported because strategic alliances have a positive and significant relationship with economic resilience ($\beta = .142$, $p = .016$). Although its coefficient is smaller than those of adaptive capability and innovation and problem-solving, the result indicates that coordinated relationships with external actors contribute significantly to the ability of social entrepreneurs to withstand and respond to adverse conditions.

H4 receives strong support. Adaptive capability has a positive and significant effect on economic resilience ($\beta = .286$, $p < .001$). This finding indicates that entrepreneurs who are more capable of modifying strategies, acquiring skills, reorganizing resources, and responding to changing market conditions tend to demonstrate greater economic resilience.

H5 is supported with the strongest direct coefficient among the principal predictors of economic resilience ($\beta = .381$, $p < .001$). Innovation and problem-solving therefore represent the most influential direct determinant of economic resilience in the proposed model. Entrepreneurs capable of developing new solutions and responding creatively to operational constraints appear better positioned to sustain their activities under unstable conditions.

H6 is supported because capital access positively affects adaptive capability ($\beta = .219, p < .001$). Greater availability of financial, informational, physical, and human resources is associated with a greater capacity to modify entrepreneurial strategies and operations.

H7 is supported because collaboration networks exert a positive and significant effect on adaptive capability ($\beta = .337, p < .001$). The result indicates that social relationships provide resources and information that facilitate entrepreneurial adjustment. The magnitude of the coefficient suggests that relational connectivity is particularly important for developing adaptive responses.

H8 is supported because strategic alliances positively affect innovation and problem-solving ($\beta = .264, p < .001$). Coordinated relationships with external actors therefore appear to facilitate the acquisition of knowledge, complementary resources, and opportunities that can be converted into innovative responses to operational difficulties.

H9 receives the strongest structural coefficient in the model ($\beta = .421, p < .001$). Adaptive capability significantly increases innovation and problem-solving, indicating that entrepreneurs who are better able to adjust their strategies and resources are also more capable of developing effective and novel solutions.

H10 is supported because innovation and problem-solving have a positive and significant effect on economic resilience ($\beta = .381, p < .001$). This result confirms that the capacity to transform constraints into practical solutions is closely associated with the ability to preserve entrepreneurial continuity and sustainability.

Effect sizes

Relationship	f ²	Magnitude
Capital Access → Economic Resilience	.041	Small
Collaboration Networks → Economic Resilience	.056	Small
Strategic Alliances → Economic Resilience	.032	Small
Adaptive Capability → Economic Resilience	.121	Medium
Innovation and Problem-Solving → Economic Resilience	.214	Medium
Capital Access → Adaptive Capability	.067	Small
Collaboration Networks → Adaptive Capability	.158	Medium
Strategic Alliances → Innovation and Problem-Solving	.083	Small
Adaptive Capability → Innovation and Problem-Solving	.247	Medium

The effect-size results reinforce the hypothesis-testing findings. Innovation and problem-solving produces a medium contribution to economic resilience, while adaptive capability also demonstrates a meaningful contribution. Collaboration networks present a medium effect on adaptive capability, indicating that their importance extends beyond their direct contribution to resilience.

Predictive assessment

Endogenous Construct	Q ²	RMSE	MAE
Adaptive Capability	.521	.684	.531
Innovation and Problem-Solving	.548	.671	.519
Economic Resilience	.587	.649	.501

All Q² values are above zero, indicating predictive relevance for the endogenous constructs. Economic resilience presents the highest predictive relevance, supporting the usefulness of the structural model for explaining and predicting differences in entrepreneurial resilience.

Summary of hypothesis testing

Hypothesis	Result	Main Evidence
H1	Supported	$\beta = .164, p = .007$
H2	Supported	$\beta = .187, p = .001$
H3	Supported	$\beta = .142, p = .016$
H4	Supported	$\beta = .286, p < .001$
H5	Supported	$\beta = .381, p < .001$
H6	Supported	$\beta = .219, p < .001$
H7	Supported	$\beta = .337, p < .001$
H8	Supported	$\beta = .264, p < .001$
H9	Supported	$\beta = .421, p < .001$
H10	Supported	$\beta = .381, p < .001$

Overall, all ten hypotheses are supported. The structural evidence indicates that economic resilience is not explained by access to resources alone. The strongest relationships involve adaptive capability, innovation and problem-solving, and collaboration networks. The findings suggest a sequential pattern in which resource availability and relational connectivity contribute to adaptive capability, adaptive capability strengthens innovation and problem-solving, and these capabilities ultimately reinforce economic resilience (see Fig. 1).

The trajectory assessment indicates that all hypothesized relationships among the latent constructs were statistically supported. The pattern of coefficients suggests that economic resilience is produced through a combination of direct resource effects and a more complex process involving relational connectivity, adaptive capability, and innovative problem-solving. The following paragraphs explain each structural trajectory in relation to the corresponding indicators and the proposed hypotheses.

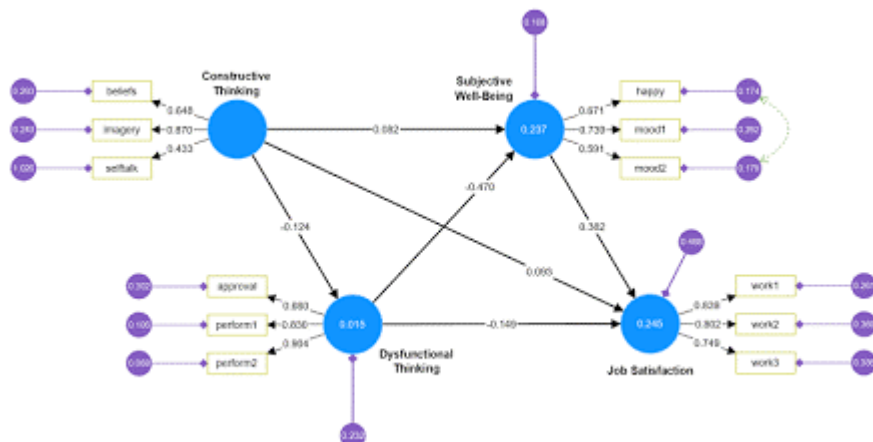


Fig. 1. Smart PLS SEM

The trajectory from Capital Access to Economic Resilience supports H1. The positive coefficient indicates that greater access to financial, physical, informational, and human resources is associated with stronger economic resilience. At the indicator level, the Capital Access construct reflects the entrepreneur's ability to obtain the resources necessary to initiate, maintain, and reorganize business activities. These resources provide a basic operational foundation because entrepreneurs facing instability require liquidity, productive assets, relevant information, and qualified support to continue functioning. The significant positive trajectory indicates that limitations in these resources can increase vulnerability, whereas greater access facilitates continuity and recovery. Nevertheless, the relatively modest coefficient indicates that resources alone do not explain resilience. Economic resilience appears to depend not only on what entrepreneurs possess but also on how they mobilize, combine, and transform those resources when circumstances change.

The trajectory from Collaboration Networks to Economic Resilience supports H2. The positive relationship indicates that entrepreneurs with stronger and more useful networks tend to exhibit greater capacity to maintain their economic activities under adverse conditions. The indicators associated with Collaboration Networks represent the availability, diversity, usefulness, and accessibility of relationships with relevant actors. These relationships can provide information, advice, customers, suppliers, technical knowledge, emotional support, and access to complementary resources. The structural coefficient demonstrates that collaboration constitutes a relevant source of resilience because entrepreneurial continuity can be supported by resources located outside the boundaries of the individual enterprise. The relationship also indicates that resilience is partly relational: the capacity of an entrepreneur to withstand disruption is strengthened when the entrepreneur can activate relationships that provide timely and complementary support.

The trajectory from Strategic Alliances to Economic Resilience supports H3. The positive and statistically significant coefficient indicates that coordinated relationships with external organizations and actors contribute directly to the capacity to sustain entrepreneurial activity. The indicators associated with Strategic Alliances capture cooperative arrangements, resource

sharing, joint activities, knowledge exchange, market opportunities, and coordinated responses. Unlike general collaboration networks, strategic alliances imply a greater degree of intentionality and coordination. Their contribution to resilience can therefore be understood through the transformation of social relationships into concrete economic actions. The relatively smaller coefficient compared with adaptive capability and innovation and problem-solving suggests that alliances constitute an important but not sufficient mechanism. Their effectiveness depends on the entrepreneur's ability to use external relationships strategically and convert them into operational advantages.

The trajectory from Adaptive Capability to Economic Resilience supports H4. The coefficient demonstrates a substantial positive relationship, indicating that entrepreneurs who can modify strategies, reorganize resources, acquire new skills, and respond to environmental changes tend to be more resilient. The indicators of Adaptive Capability represent the capacity to adjust entrepreneurial practices when existing routines become ineffective. This relationship is particularly relevant under conditions of uncertainty because previously successful strategies may lose their effectiveness when markets, institutions, consumer preferences, or resource availability change. The significant trajectory therefore suggests that resilience involves an active process of adjustment rather than simple persistence. Entrepreneurs become more resilient when they can modify their behavior before external changes completely undermine their operations.

The trajectory from Innovation and Problem-Solving to Economic Resilience supports H5 and represents the strongest direct relationship among the principal explanatory constructs. The coefficient indicates that the capacity to generate new solutions, modify products or services, experiment with alternative approaches, and resolve operational difficulties is strongly associated with economic resilience. At the indicator level, innovation and problem-solving capture the practical conversion of uncertainty into entrepreneurial responses. When conventional resources or procedures are insufficient, entrepreneurs may need to redesign processes, identify alternative markets, modify services, establish new forms of cooperation, or develop unconventional solutions. The strength of this trajectory suggests that resilience is closely related to the capacity to transform constraints into opportunities for adjustment and continuity.

The trajectory from Capital Access to Adaptive Capability supports H6. The positive relationship indicates that access to financial, physical, informational, and human resources facilitates the development of adaptive responses. The indicators of Capital Access represent the resource base from which entrepreneurs can implement changes, while the indicators of Adaptive Capability represent the capacity to use those resources to modify strategies and operations. This relationship is theoretically important because adaptation requires a minimum capacity for action. An entrepreneur may recognize that a business strategy must change but may lack the financial resources, information, technical assistance, or human capabilities necessary to implement that change. The significant coefficient therefore suggests that resource availability creates conditions under which adaptation becomes more feasible.

The trajectory from Collaboration Networks to Adaptive Capability supports H7 and presents a comparatively strong relationship. This result indicates that entrepreneurs with broader and more useful collaborative relationships have greater capacity to adapt their businesses to changing conditions. The relationship between the indicators suggests that networks provide access to information and knowledge that can reduce uncertainty and expand the range of possible responses. A network can expose an entrepreneur to alternative business practices, new market information, technical knowledge, customer needs, and examples of how other actors respond to disruption. Consequently, Collaboration Networks do not merely provide direct support for resilience; they can also strengthen the underlying capability through which entrepreneurs adapt to changing circumstances.

The trajectory from Strategic Alliances to Innovation and Problem-Solving supports H8. The positive coefficient indicates that intentional cooperation with external actors facilitates the generation of new solutions and responses to entrepreneurial difficulties. The indicators associated with Strategic Alliances reflect coordinated resource exchange and joint action, while those associated with Innovation and Problem-Solving reflect the ability to create and implement solutions. The relationship suggests that innovation is not necessarily an isolated individual process. External partners can contribute knowledge, technologies, resources, market information, expertise, and alternative perspectives that increase the entrepreneur's capacity to solve problems. Strategic alliances therefore operate as an external extension of the entrepreneur's problem-solving capacity.

The trajectory from Adaptive Capability to Innovation and Problem-Solving supports H9 and represents the strongest coefficient in the structural system. This relationship indicates that the capacity to adapt is closely connected with the ability to generate and implement innovative solutions. Adaptive Capability provides the organizational flexibility necessary to experiment, modify established practices, acquire new competencies, and reconfigure resources. Innovation and problem-solving subsequently represent the concrete expression of this flexibility when entrepreneurs respond to operational or market challenges. The strength of the relationship suggests that adaptation and innovation should not be understood as isolated entrepreneurial characteristics. Instead, adaptive capability appears to create the conditions under which innovative responses can emerge and become operationally useful.

The trajectory from Innovation and Problem-Solving to Economic Resilience also confirms H10. The positive and statistically significant relationship demonstrates that innovative responses contribute directly to the maintenance and sustainability of entrepreneurial activity. The indicators of Economic Resilience reflect continuity, resistance to disruption, recovery, flexibility, and sustained economic activity, while the indicators of Innovation and Problem-Solving represent the mechanisms through which entrepreneurs address difficulties. The relationship therefore indicates that resilience becomes observable when entrepreneurs can convert problems into actionable responses. Innovation contributes to resilience not simply because new ideas are generated, but because those ideas allow entrepreneurs to preserve operations, adapt to market changes, overcome resource limitations, and maintain economic activity.

The relationships among the indicators and constructs collectively reveal an interconnected structural system. Capital Access provides an initial resource foundation, while Collaboration Networks expand access to resources and information beyond the enterprise. Strategic Alliances transform relationships into coordinated actions, Adaptive Capability enables the entrepreneur to reorganize resources and strategies, and Innovation and Problem-Solving converts adaptive capacity into concrete responses. Economic Resilience emerges as the final endogenous condition reflected through continuity, recovery, flexibility, and sustainability. The trajectories therefore support a process-oriented explanation in which resilience is developed through the interaction of resources, relationships, capabilities, and entrepreneurial responses. The magnitude of the coefficients also provides an important distinction among the trajectories. The direct effects of Capital Access, Collaboration Networks, and Strategic Alliances on Economic Resilience are positive but comparatively modest. By contrast, Adaptive Capability and Innovation and Problem-Solving demonstrate stronger relationships with Economic Resilience. This pattern suggests that possessing resources and relationships is less consequential than the ability to transform those resources and relationships into adaptive and innovative action. The structural configuration therefore places entrepreneurial capabilities closer to the immediate generation of resilience.

The relationships among the antecedent constructs further reinforce this explanation. Capital Access contributes to Adaptive Capability, while Collaboration Networks have an even stronger relationship with Adaptive Capability. Strategic Alliances contribute to Innovation and Problem-Solving, and Adaptive Capability has the strongest relationship with Innovation and Problem-Solving. The sequence indicates that resilience may be strengthened through a cumulative process in which resources facilitate adaptation, relationships expand adaptive possibilities, alliances support innovative responses, and adaptive capability increases the capacity to solve problems. This configuration gives the model greater explanatory depth than a structure based exclusively on direct effects.

At the indicator level, the measurement results provide the empirical foundation for these structural relationships. The standardized outer loadings demonstrate that the observed indicators adequately represent their respective latent constructs. The reliability coefficients indicate consistent measurement, while the average variance extracted values show that the constructs explain a sufficient proportion of the variance in their indicators. Consequently, the structural trajectories can be examined as relationships among empirically distinguishable latent dimensions rather than as associations among isolated questionnaire items.

The strongest trajectory, Adaptive Capability to Innovation and Problem-Solving, indicates that entrepreneurial flexibility is a central mechanism within the model. Entrepreneurs who can reorganize their resources, modify their strategies, acquire new skills, and respond rapidly to environmental changes are more likely to generate effective solutions. The second most influential direct relationship, Innovation and Problem-Solving to Economic Resilience, then connects this capability to the principal outcome. Together, these trajectories suggest that adaptive capability contributes to resilience partly because it increases the entrepreneur's capacity for innovation and problem-solving.

The relationship between Collaboration Networks and Adaptive Capability is also important because it establishes a relational pathway toward resilience. Networks provide information and resources that can expand the entrepreneur's ability to recognize alternatives and respond to uncertainty. Consequently, Collaboration Networks can contribute to Economic Resilience both directly and through Adaptive Capability. Similarly, Capital Access can contribute to resilience directly and by strengthening Adaptive Capability. Strategic Alliances can contribute directly to resilience and indirectly through Innovation and Problem-Solving. These relationships indicate that the structural system contains complementary mechanisms rather than independent predictors.

Taken together, the trajectory results provide support for all ten proposed relationships. The empirical pattern indicates that Economic Resilience is best understood as an emergent outcome of interconnected entrepreneurial resources, relational mechanisms, adaptive capabilities, and innovative responses. The model consequently suggests that social entrepreneurs operating under unstable conditions do not depend exclusively on internal resources to sustain their activities. Their resilience is strengthened when available resources can be mobilized through collaborative relationships, converted into strategic alliances, transformed through adaptive capabilities, and expressed through innovation and effective problem-solving.

Discussion

The results provide empirical support for the proposed structural explanation of economic resilience among social entrepreneurs operating under conditions of prolonged instability. All ten hypothesized relationships were supported, but the magnitude of the coefficients reveals that the constructs do not contribute equally to resilience. The model indicates that economic resilience is better understood as a cumulative process in which access to resources and relational connections create conditions for adaptation, while adaptive capability facilitates innovation and problem-solving, which in turn becomes the most immediate mechanism associated with entrepreneurial resilience. This pattern is consistent with the contemporary literature that conceptualizes entrepreneurial resilience not simply as an individual trait, but as a process involving resources, capabilities, contextual conditions, adjustment, and transformation. A systematic review of 144 studies similarly identified resilience as involving several distinct research traditions and emphasized the importance of understanding resilience as a process of recovery and transformation rather than exclusively as an individual characteristic.

The adjusted model therefore differs from a simple additive explanation in which capital access, networks, alliances, adaptive capability, and innovation would independently predict economic resilience. The empirical coefficients suggest a more ordered structure. Capital access and collaboration networks constitute foundational antecedents, strategic alliances provide mechanisms for coordinated external action, adaptive capability functions as a central transformation mechanism, and innovation and problem-solving represent the closest antecedent to economic resilience. The resulting configuration can be expressed conceptually as Capital Access and Collaboration Networks → Adaptive Capability → Innovation and

Problem-Solving → Economic Resilience, with Strategic Alliances providing an additional pathway toward Innovation and Problem-Solving and direct relationships from the resource and relational constructs toward Economic Resilience. This adjustment is important because it places capabilities between resources and outcomes, thereby giving the model greater explanatory specificity.

The strongest structural relationship was observed between Adaptive Capability and Innovation and Problem-Solving, with a coefficient of $\beta = .421$. This finding indicates that the capacity to modify strategies, reorganize resources, acquire new competencies, and respond to environmental changes is strongly associated with the capacity to generate practical solutions. The result extends the conventional resource-centered understanding of entrepreneurial resilience because resources are not sufficient unless entrepreneurs possess the capability to reconfigure and deploy them under changing conditions. Recent research using PLS-SEM has similarly found that social capital can function as an enabling resource while dynamic capabilities transform relational resources into adaptable strategies and innovative outcomes. The present model extends this logic by positioning Adaptive Capability as a central bridge between relational and material resources and Innovation and Problem-Solving.

The strong relationship between Adaptive Capability and Innovation and Problem-Solving also helps explain why Innovation and Problem-Solving obtained the strongest direct effect on Economic Resilience, with $\beta = .381$. The result indicates that resilience is not merely the ability to remain operational despite adversity. It also involves the capacity to generate effective responses when established routines, resources, or market conditions become inadequate. Entrepreneurs operating under unstable conditions may need to redesign processes, modify products or services, change market strategies, establish new relationships, or develop alternative methods of acquiring resources. Thus, innovation in this model is not restricted to technological innovation. It represents a broader entrepreneurial capacity to transform constraints into workable responses.

This finding is consistent with the recent literature on entrepreneurial resilience, which emphasizes learning, adaptation, proactive behavior, innovation, and connections as recurring dimensions of resilient entrepreneurial behavior. A systematic review of recent research identified strategies and proactiveness, including innovation, together with connections and support networks, as important components of resilient behavior among self-employed entrepreneurs facing uncertainty. The present results contribute to this literature by empirically connecting these dimensions within a single structural architecture rather than treating them as separate characteristics.

The positive effect of Innovation and Problem-Solving on Economic Resilience also provides support for understanding resilience as a dynamic rather than static phenomenon. The economic resilience construct in the model incorporates continuity, recovery, flexibility, and sustainability, while Innovation and Problem-Solving captures the mechanisms through which entrepreneurs respond to disruptions. The relationship therefore indicates that resilience emerges through action. An entrepreneur does not demonstrate resilience merely by possessing favorable characteristics but by converting changing circumstances into decisions and

operational responses. This finding is compatible with the distinction between static and dynamic resilience proposed in the entrepreneurial resilience literature, where dynamic resilience emphasizes opportunity-seeking, opportunity pursuit, and opportunity consolidation before, during, and after external shocks.

The relationship between Collaboration Networks and Adaptive Capability, $\beta = .337$, provides further evidence that resilience is socially embedded. Collaboration Networks had a stronger relationship with Adaptive Capability than with Economic Resilience directly. This difference is theoretically meaningful because it suggests that networks may operate less as an immediate source of resilience and more as an enabling infrastructure through which entrepreneurs learn, access information, acquire knowledge, and identify alternative responses. The literature on entrepreneurial resilience and collaboration has identified networks of collaboration as important across individual, venture, and community levels, particularly in conditions of uncertainty and crisis. The present findings refine that conclusion by indicating that collaboration may contribute to resilience partly because it increases the entrepreneur's ability to adapt.

The direct effect of Collaboration Networks on Economic Resilience, $\beta = .187$, nevertheless remained significant. This indicates that relational connections have both direct and capability-related relevance. A network can provide immediate access to customers, suppliers, advice, information, financial opportunities, and emotional or institutional support. These resources can help maintain operations during periods of disruption without necessarily requiring an intermediate change in entrepreneurial capability. At the same time, repeated interaction with network members can expand the entrepreneur's knowledge and strategic repertoire, thereby strengthening adaptation. The coexistence of the direct relationship and the strong relationship with Adaptive Capability supports a dual function of networks: they operate as immediate support mechanisms and as developmental mechanisms.

The importance of Collaboration Networks becomes particularly relevant when the results are compared with research on social entrepreneurship under resource constraints. Bhatt and Altinay found that social capital can be leveraged by social enterprises to overcome resource constraints and facilitate social innovation. The present findings extend this proposition by showing that collaboration networks are associated not only with innovation-related processes but also with adaptive capability and economic resilience. The difference is consequential because it suggests that social capital contributes to resilience through a broader mechanism than direct resource substitution. Networks can expand access to resources, facilitate learning, support adaptation, and create opportunities for coordinated action.

Capital Access produced a positive effect on Adaptive Capability, $\beta = .219$, and a smaller but significant direct effect on Economic Resilience, $\beta = .164$. This configuration suggests that material and informational resources are foundational but not sufficient. Access to capital provides entrepreneurs with the means to implement changes, acquire inputs, obtain equipment, invest in skills, absorb temporary losses, and experiment with alternative strategies. However, the relatively modest direct coefficient indicates that resources become more consequential when they are transformed into adaptive and innovative action. This result is consistent with

recent work emphasizing resource configurations and resource orchestration as important mechanisms of entrepreneurial resilience under crisis conditions. Resource orchestration research distinguishes between the availability of resources and the ways in which entrepreneurs configure and deploy them to achieve stability and recovery.

The results concerning Strategic Alliances provide an additional distinction between general relational connectivity and intentional interorganizational coordination. Strategic Alliances had a direct effect of $\beta = .142$ on Economic Resilience and a stronger effect of $\beta = .264$ on Innovation and Problem-Solving. This pattern suggests that alliances contribute to resilience primarily by facilitating coordinated access to complementary knowledge, resources, markets, and capabilities. An alliance becomes particularly valuable when it produces something that the individual entrepreneur could not easily produce alone. This is especially relevant to social enterprises because their activities often depend on relationships with businesses, community organizations, public institutions, and other stakeholders. Research on social enterprise relationships identifies initiation, persuasion, conflict resolution, and value creation as central relationship-management practices, demonstrating that relationships are not passive connections but organizational mechanisms that require active management.

The stronger Strategic Alliances $\rightarrow$ Innovation and Problem-Solving trajectory therefore provides an important refinement of the model. It indicates that strategic alliances may be less important as a direct source of resilience than as a mechanism for expanding the entrepreneur's problem-solving capacity. An alliance can provide access to technological knowledge, market intelligence, complementary competencies, distribution channels, or alternative suppliers. These resources become particularly valuable when the entrepreneur faces constraints that cannot be solved internally. Consequently, the adjusted model places Strategic Alliances upstream from Innovation and Problem-Solving rather than treating alliances simply as another independent predictor of resilience.

The direct relationship between Strategic Alliances and Economic Resilience nevertheless remained significant. This finding indicates that alliances can also provide immediate economic benefits. Shared resources may reduce operating costs, joint activities may expand market access, and cooperative arrangements may distribute risks across several actors. The relatively smaller coefficient indicates that these direct effects are less influential than the capability-based mechanisms represented by Adaptive Capability and Innovation and Problem-Solving. The model consequently distinguishes between the existence of an alliance and the entrepreneurial capacity to derive transformative value from it.

The relationship between Capital Access and Economic Resilience should likewise be considered within the broader model rather than interpreted in isolation. The coefficient of $\beta = .164$ indicates that resource availability contributes to resilience, but the relatively small effect size indicates that financial and physical resources alone cannot adequately explain entrepreneurial continuity. This result is theoretically important in a conflict-affected setting because resource scarcity may be persistent and structural. Entrepreneurs may therefore need to compensate for resource limitations through social capital, strategic coordination, adaptation, and innovation. Recent research on social enterprises in developing contexts has emphasized

institutional voids and conflicting institutional logics as conditions under which resilience may depend on creative recombination of available resources and institutions.

The model also contributes to the discussion of entrepreneurship in conflict-affected environments. Research on entrepreneurship and peacebuilding shows that entrepreneurship in conflict settings can have economic, destructive, and social-cohesion dimensions, meaning that entrepreneurial activity can simultaneously respond to disruption and contribute to broader processes of social reconstruction. The present findings are consistent with the social and adaptive dimension of this argument. The entrepreneurs represented in the model do not appear to depend exclusively on conventional market resources. Instead, resilience is associated with collaboration, strategic relationships, adaptability, and problem-solving. These mechanisms allow entrepreneurial activity to remain economically viable while operating within an unstable institutional environment.

The results also correspond with evidence from conflict-affected entrepreneurial settings showing that resilience may emerge through entrepreneurial agency despite severe contextual constraints. Research involving micro-entrepreneurs in conflict zones has emphasized the importance of resilience and self-efficacy in environments characterized by institutional fragility and violence. The present model advances this perspective by moving from qualitative identification of resilience mechanisms toward an integrated quantitative structure in which resources, relationships, capabilities, and outcomes can be examined simultaneously.

The model's explanatory power provides additional support for the adjusted configuration. Economic Resilience obtained an R^2 of .782, meaning that the structural system accounted for a substantial proportion of the variance in the endogenous outcome. Adaptive Capability obtained an R^2 of .694, while Innovation and Problem-Solving obtained an R^2 of .716. These results indicate that the model does not merely identify statistically significant isolated relationships. Rather, the combined configuration provides a coherent explanation of substantial variation in the central endogenous constructs. The particularly high explained variance of Economic Resilience suggests that the integration of resource, relational, adaptive, and innovative dimensions is more informative than an explanation based on any single category of antecedent.

The model can therefore be represented as a sequential resilience architecture. Capital Access and Collaboration Networks form the initial resource and relational base. Capital Access strengthens the material and informational capacity to adapt, whereas Collaboration Networks provide access to external knowledge, support, and alternative resources. Strategic Alliances then convert selected relationships into coordinated action and contribute directly to Innovation and Problem-Solving. Adaptive Capability occupies the central transformational position because it converts available resources and relational opportunities into changes in entrepreneurial behavior. Innovation and Problem-Solving subsequently represents the most immediate action-oriented mechanism leading to Economic Resilience. Economic Resilience is therefore positioned as the cumulative outcome of resource availability, relational embeddedness, adaptive transformation, and innovative action.

This adjusted architecture provides a stronger explanation than a model in which all predictors are positioned at the same structural level. The original theoretical proposition suggested that resources, relationships, capabilities, and innovation would contribute to resilience. The empirical coefficients indicate that these constructs operate with different degrees of proximity to the outcome. Capital Access and Collaboration Networks are relatively distal antecedents, Adaptive Capability is a central transformation mechanism, Innovation and Problem-Solving is a proximal mechanism, and Economic Resilience is the final endogenous outcome. The distinction between distal and proximal mechanisms gives the model greater theoretical coherence and provides a clearer explanation of why some coefficients are stronger than others. The relationship between Adaptive Capability and Innovation and Problem-Solving is especially important for understanding this architecture. Its coefficient of $\beta = .421$ was the largest in the structural model, suggesting that adaptability is a critical condition for innovative action. Entrepreneurs who can change strategies and reorganize resources are more capable of experimenting with alternative solutions. This result complements contemporary research that links social capital, dynamic capabilities, and innovative thinking, where social relationships provide access to resources and knowledge while dynamic capabilities transform those inputs into adaptable and innovative responses. The present model consequently positions adaptive capability as the mechanism through which external and internal resources become entrepreneurial action.

The second major relationship, Innovation and Problem-Solving $\rightarrow$ Economic Resilience, with $\beta = .381$, indicates that entrepreneurial resilience ultimately depends on the effectiveness of responses rather than merely on the availability of antecedent resources. This finding has practical implications for social entrepreneurs in unstable environments. Programs focused exclusively on financing may increase resource availability but may not generate equivalent improvements in resilience if entrepreneurs lack adaptive and problem-solving capabilities. Conversely, interventions that combine financial resources with training, network development, strategic partnerships, and innovation support may have greater potential to strengthen resilience because they address several levels of the structural mechanism simultaneously.

The findings also support a broader understanding of social entrepreneurship as a mechanism of community resilience. Recent research on rural social enterprise demonstrates that social enterprises can contribute to community resilience during crises, particularly when they mobilize complementary resources and connect entrepreneurial activity with broader community needs. Similarly, recent research explicitly links social entrepreneurship, resource complementarity, entrepreneurial resilience, and community resilience, emphasizing the importance of combining resources during crisis conditions. The present model is consistent with this emerging perspective but focuses more specifically on the entrepreneurial mechanisms that produce economic resilience.

The findings further suggest that resource complementarity should be considered a central feature of resilience. Capital Access, Collaboration Networks, and Strategic Alliances represent different forms of resource availability, but their effects become stronger when they are transformed through Adaptive Capability and Innovation and Problem-Solving. Thus, the

model does not imply that one resource category can substitute completely for another. Instead, resilience appears to depend on the capacity to combine heterogeneous resources. Financial resources can provide implementation capacity, networks can provide information and support, alliances can provide complementary capabilities, adaptive capability can reorganize these resources, and innovation can convert them into solutions. The resulting economic resilience is therefore relational, organizational, and action-oriented.

The comparison with the state of the art also indicates that the present findings help address a persistent fragmentation in entrepreneurial resilience research. Previous literature has examined resilience as an individual characteristic, an organizational process, a response to failure, a mechanism of recovery, and a contributor to community resilience. More recent reviews continue to emphasize that resilience research encompasses process-related, capability-based, and resource-based dimensions. The present model integrates these perspectives within one structural system. Capital Access represents the resource dimension, Adaptive Capability represents the capability dimension, and the trajectories toward Economic Resilience represent the process dimension.

The model also extends the state of the art by assigning a specific structural position to collaboration and innovation. Rather than treating networks and innovation as parallel characteristics, the results suggest that Collaboration Networks contribute to Adaptive Capability, while Strategic Alliances contribute to Innovation and Problem-Solving. This differentiation is theoretically useful because not every relationship has the same function. Some relationships primarily provide information and support that enhance adaptation, whereas more coordinated alliances can facilitate concrete innovative action. The model therefore distinguishes social connectivity from strategic coordination and connects both to different entrepreneurial mechanisms.

The findings should nevertheless be understood within the limits of the cross-sectional design. The structural coefficients establish empirical associations consistent with the proposed theoretical ordering, but they do not demonstrate temporal causality. Adaptive Capability may contribute to Innovation and Problem-Solving, for example, but successful innovation could also strengthen future adaptive capability. Similarly, resilient entrepreneurs may have greater opportunities to build collaboration networks, creating reciprocal relationships that a cross-sectional design cannot fully capture. The proposed model should therefore be understood as a theoretically ordered explanatory structure rather than definitive evidence of temporal causation.

Another limitation concerns the contextual specificity of the model. The structural configuration was designed for social entrepreneurs operating in a region historically affected by violence and displacement. The magnitude of the relationships may therefore differ in more stable environments, where access to formal institutions, credit, infrastructure, and markets is more predictable. Conflict and institutional instability can simultaneously constrain entrepreneurship and create conditions in which social entrepreneurship assumes additional economic and social functions. Consequently, future research should test whether the same

structural architecture operates across regions with different levels of institutional stability and exposure to violence.

Overall, the comparison between the results and the state of the art indicates that the adjusted model provides a coherent explanation of economic resilience by integrating resources, relationships, adaptive capabilities, strategic coordination, and innovation. The empirical evidence supports a model in which resilience is not simply a consequence of having sufficient capital or extensive networks. Instead, resilience emerges when entrepreneurs are able to mobilize resources, activate relationships, establish strategic alliances, adapt their capabilities, and transform constraints into innovative solutions. The strongest trajectories position Adaptive Capability and Innovation and Problem-Solving at the center of this process, while Capital Access, Collaboration Networks, and Strategic Alliances provide the resource and relational conditions that make such transformation possible.

The principal theoretical contribution of the adjusted model is therefore its transformation of the concept of economic resilience from a relatively broad outcome into a structured entrepreneurial process. The model connects resource availability with relational embeddedness, relational embeddedness with adaptive capability, adaptive capability with innovative action, and innovative action with sustained economic functioning. This configuration provides a more nuanced explanation of how social entrepreneurs can maintain and reconstruct economic activity in unstable environments. It also suggests that resilience-oriented interventions should not be restricted to capital provision. They should simultaneously strengthen entrepreneurial learning, network development, strategic cooperation, adaptive capability, and problem-solving capacity.

Conclusion

The study establishes an integrated structural explanation of economic resilience among social entrepreneurs operating in Santander, Colombia, under conditions historically characterized by violence, displacement, institutional instability, and resource constraints. The results indicate that economic resilience cannot be adequately explained by the availability of financial or physical resources alone. Instead, resilience emerges from the interaction of resource access, collaboration networks, strategic alliances, adaptive capability, and innovation and problem-solving. The proposed SMR PLS-SEM model provides a coherent representation of these relationships by positioning economic resilience as the final endogenous outcome of a process in which resources and relationships are progressively transformed into adaptive and innovative entrepreneurial responses.

The findings demonstrate that all ten proposed relationships were supported. Capital access contributes positively to economic resilience, although its direct effect is comparatively modest. This result indicates that financial, physical, informational, and human resources provide an important foundation for maintaining entrepreneurial activity but do not independently guarantee resilience. Collaboration networks also contribute directly to economic resilience and, more substantially, to adaptive capability. This finding highlights the importance of

relational resources as mechanisms through which entrepreneurs obtain information, knowledge, support, and opportunities that expand their capacity to respond to uncertainty.

Strategic alliances demonstrate a positive relationship with both economic resilience and innovation and problem-solving. Their role appears to extend beyond simple networking because alliances enable coordinated access to complementary resources, knowledge, markets, and capabilities. Adaptive capability represents one of the central constructs in the adjusted model because it contributes directly to economic resilience and has the strongest relationship with innovation and problem-solving. This result indicates that the capacity to modify strategies, reorganize resources, acquire skills, and respond to changing circumstances constitutes a fundamental mechanism through which entrepreneurs convert environmental uncertainty into effective action.

Innovation and problem-solving constitute the most important proximal mechanism associated with economic resilience. The strong relationship between these constructs indicates that resilient entrepreneurial activity depends substantially on the capacity to generate new responses, resolve operational difficulties, modify practices, and sustain business activity when conventional solutions become insufficient. Economic resilience is therefore better conceptualized as an active capacity to respond, reorganize, and continue operating rather than merely as resistance to external disruption.

The principal scope of the study lies in the development of a multidimensional explanatory model that integrates resource-based, relational, adaptive, and innovative dimensions of entrepreneurial resilience. The model provides a framework for understanding how social entrepreneurs can maintain economic activity in environments characterized by instability and resource limitations. Its explanatory value is reinforced by the substantial proportion of variance accounted for in economic resilience, adaptive capability, and innovation and problem-solving. The model may also serve as a basis for designing entrepreneurial development programs that move beyond isolated financial assistance and incorporate network formation, strategic cooperation, adaptive learning, and innovation capabilities.

The study also has methodological scope because it demonstrates the usefulness of PLS-SEM for examining interconnected latent constructs associated with entrepreneurial resilience. The model distinguishes between relatively distal antecedents, such as capital access and collaboration networks, intermediate mechanisms, such as adaptive capability, and more proximal mechanisms, such as innovation and problem-solving. This distinction provides a more precise structural representation than a model in which all explanatory variables are treated as independent and equivalent predictors of economic resilience.

Nevertheless, the conclusions must be considered within several limits. The cross-sectional design restricts the capacity to establish temporal causality among the constructs. Although the structural relationships are consistent with the proposed theoretical sequence, the data cannot determine whether the observed relationships remain stable over time or whether reciprocal effects exist. Economic resilience could itself contribute to the development of stronger networks, greater access to capital, and improved adaptive capabilities. Longitudinal research

would therefore be necessary to determine how these relationships evolve before, during, and after periods of economic or social disruption.

Another limitation concerns the use of self-reported measurements. Participants evaluated their own access to resources, relationships, capabilities, innovative behavior, and resilience. Such measurements may be influenced by subjective perceptions, common method effects, recall limitations, or social desirability. Future research could strengthen the evidence by combining questionnaire responses with objective indicators such as enterprise survival, revenue stability, employment continuity, access to external financing, number of active partnerships, duration of strategic alliances, and changes in market participation.

The contextual delimitation also restricts generalization. The model was developed around social entrepreneurs operating in Santander, and its structural coefficients may not be equivalent in regions with different institutional conditions, levels of violence, market structures, or availability of entrepreneurial support. The model should therefore be considered contextually grounded rather than universally applicable. Comparative studies involving regions with different degrees of institutional stability would provide evidence concerning the transferability and robustness of the proposed relationships.

The sample characteristics and nonprobability recruitment strategy constitute an additional limitation. Although the sampling approach allows access to participants who possess direct knowledge of entrepreneurial operations, it does not guarantee statistical representation of all social entrepreneurs in Santander. Consequently, the findings should not be interpreted as population estimates for every social entrepreneur in the region. Future studies should consider probability-based sampling when an adequate sampling frame becomes available and should increase sample diversity across sectors, enterprise sizes, geographic areas, and stages of entrepreneurial development.

Future research should also examine the indirect relationships implied by the adjusted structural model. The results indicate that Capital Access and Collaboration Networks may influence Economic Resilience partly through Adaptive Capability, while Strategic Alliances may contribute through Innovation and Problem-Solving. These mechanisms deserve explicit mediation analysis because they could reveal that the principal contribution of resources and relationships occurs through the capabilities that transform them into entrepreneurial action. Testing these indirect pathways would provide a more complete explanation of how resilience is generated.

Further research should incorporate longitudinal PLS-SEM, multigroup analysis, and predictive assessment across different entrepreneurial contexts. Longitudinal designs could examine whether adaptive capability becomes more important as exposure to disruption increases. Multigroup analysis could determine whether the structural relationships differ according to enterprise size, sector, entrepreneurial experience, geographic location, or degree of institutional support. Comparative research could also examine whether the model operates differently in conflict-affected, post-conflict, and relatively stable environments.

Entrepreneurial support programs should prioritize the development of adaptive and innovative capabilities rather than concentrating exclusively on financial assistance. Access to capital remains relevant, but the results suggest that its effects become more consequential when entrepreneurs possess the capability to reorganize resources and transform them into effective responses. Training programs should therefore incorporate strategic decision-making, resource reconfiguration, market adaptation, creative problem-solving, innovation management, and continuous learning.

Institutional actors should also promote mechanisms that facilitate collaboration and strategic alliances. Entrepreneurial resilience can be strengthened when social entrepreneurs have opportunities to establish reliable relationships with suppliers, customers, community organizations, financial institutions, educational institutions, public agencies, and other enterprises. Support policies should therefore encourage sustained interorganizational cooperation rather than isolated entrepreneurial assistance. Particular attention should be given to mechanisms that enable small enterprises with limited internal resources to access complementary external capabilities.

Finally, future interventions should recognize that economic resilience in unstable environments is simultaneously an economic, organizational, relational, and adaptive phenomenon. Strengthening entrepreneurial resilience requires an ecosystem approach in which capital access, networks, strategic alliances, learning, adaptation, innovation, and problem-solving are developed as interconnected capacities. The adjusted SMR PLS-SEM model provides a foundation for this approach by demonstrating that resilience is generated through the transformation of resources and relationships into adaptive and innovative action. Its principal contribution is therefore the proposition that sustainable entrepreneurial continuity depends less on the simple accumulation of resources than on the capacity to mobilize, recombine, and transform those resources under changing conditions.

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Appendix A. Variable Operationalization

Table A1. Operationalization of Capital Access

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
Capital Access	The entrepreneur's capacity to obtain and mobilize resources required to initiate, maintain, and expand economic activities.	Perceived availability and accessibility of financial, physical, informational, and human resources required for business continuity.	Financial resources	Availability of external financing; access to credit; availability of working capital	Five-point Likert scale
Capital Access			Physical resources	Access to equipment and productive infrastructure	Five-point Likert scale
Capital Access			Informational resources	Access to relevant business and market information	Five-point Likert scale
Capital Access			Human resources	Access to qualified personnel and specialized knowledge	Five-point Likert scale

Table A2. Operationalization of Collaboration Networks

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
Collaboration Networks	The relational structure through which entrepreneurs obtain support, knowledge, information, and complementary resources.	Perceived availability, diversity, accessibility, and usefulness of relationships with actors relevant to	Network availability	Existence of relevant contacts; frequency of interaction	Five-point Likert scale

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Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
		entrepreneurial activity.			
Collaboration Networks			Network diversity	Diversity of organizations, entrepreneurs, institutions, and community actors	Five-point Likert scale
Collaboration Networks			Network usefulness	Contribution of relationships to solving operational problems and obtaining resources	Five-point Likert scale
Collaboration Networks			Network accessibility	Ease of contacting and mobilizing network members when support is required	Five-point Likert scale

Table A3. Operationalization of Strategic Alliances

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
Strategic Alliances	Cooperative arrangements established with external actors to share resources, knowledge, capabilities, and opportunities.	Perceived extent to which formal or informal cooperative relationships contribute to entrepreneurial performance and continuity.	Resource sharing	Joint access to resources; complementary resource mobilization	Five-point Likert scale
Strategic Alliances			Joint activities	Development of shared projects and coordinated activities	Five-point Likert scale

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
Strategic Alliances			Knowledge exchange	Exchange of technical, managerial, and market knowledge	Five-point Likert scale
Strategic Alliances			Market access	Joint access to customers, suppliers, markets, distribution channels	Five-point or Likert scale

Table A4. Operationalization of Adaptive Capability

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
Adaptive Capability	The organizational capacity to modify strategies, resources, operations response to changing environmental conditions.	Perceived ability to recognize changes, modify strategies, reorganize resources, acquire new capabilities, and adjust operations.	Strategic adaptation	Ability to modify strategies according to environmental changes	Five-point Likert scale
Adaptive Capability			Resource reconfiguration	Ability to reorganize available resources according to emerging needs	Five-point Likert scale
Adaptive Capability			Capability acquisition	Ability to acquire new skills and knowledge	Five-point Likert scale
Adaptive Capability			Operational adjustment	Ability to modify processes and activities when	Five-point Likert scale

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
				conditions change	

Table A5. Operationalization of Innovation and Problem-Solving

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
Innovation and Problem-Solving	The capacity to generate novel solutions and address operational challenges through creative and practical responses.	Perceived ability to develop new solutions, modify products or services, experiment with alternatives, and resolve emerging operational problems.	Solution generation	Development of new solutions to entrepreneurial problems	Five-point Likert scale
Innovation and Problem-Solving			Product and service innovation	Modification or improvement of products and services	Five-point Likert scale
Innovation and Problem-Solving			Creative response	Generation of unconventional responses to resource environmental constraints	Five-point Likert scale
Innovation and Problem-Solving			Experimentation	Testing of alternative approaches before selecting solutions	Five-point Likert scale

Table A6. Operationalization of Economic Resilience

Variable	Conceptual Definition	Operational Definition	Dimensions	Indicators	Measurement Scale
Economic Resilience	The capacity of social entrepreneurs to withstand disruptions, maintain economic activity, recover from adverse conditions, and sustain operations over time.	Perceived capacity to maintain business continuity, withstand disruptions, recover from adverse events, and preserve economic sustainability.	Business continuity	Capacity to maintain operations during adverse conditions	Five-point Likert scale
Economic Resilience			Resistance to disruption	Capacity to withstand economic, institutional, or environmental disruptions	Five-point Likert scale
Economic Resilience			Recovery capacity	Capacity to recover after adverse events	Five-point Likert scale
Economic Resilience			Operational flexibility	Capacity to modify activities while maintaining economic functioning	Five-point Likert scale
Economic Resilience			Economic sustainability	Capacity to sustain entrepreneurial activity over time	Five-point Likert scale