



The Effect Of Entrepreneurial Orientation And Human Capital On Tapis Business Resilience With Social Capital As Moderating Variable

Cinthy Bella ¹, Asep Mulyana ², Yudi Ahmad Faisal ³

^{1,2,3} Magister Ilmu Manajemen, Universitas Padjajaran

Email: ¹ cinthya22001@mail.unpad.ac.id, ² Asep.mulyana@unpad.ac.id, ³ Yudi.ahmad@unpad.ac.id

How to Cite :

Bella, C., Mulyana, A., Faisal, A, Y. (2024). The Effect Of Entrepreneurial Orientation And Human Capital On Tapis Business Resilience With Social Capital As Moderating Variable . EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(4). doi: <https://doi.org/10.37676/ekombis.v12i4>

ARTICLE HISTORY

Received [15 Agustus 2024]

Revised [18 Oktober 2024]

Accepted [20 Oktober 2024]

KEYWORDS

Entrepreneurial Orientation, Human Capital, Social Capital, And Business Resilience.

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ABSTRACT

The rise of Micro, Small, and Medium Enterprises (MSMEs) increases inevitable competitors and business fields that continuously change. The existence of competition makes the SMEs should face many opportunities and threats. The researcher would like to know more about how entrepreneurial orientation, human capital, and social capital could affect Tapis business resilience in Bandar Lampung. This research used the survey method, which is a type of quantitative approach. Respondents of this research are 119 tapis craftsmen in Bandar Lampung, the researcher will use Smart PLS 3.0 to process data. The result of this research shows that entrepreneurial orientation has a positive and significant effect on business resilience, human capital does not affect business resilience, social capital positively moderates the effect of entrepreneurial orientation on business resilience, and social capital does not moderate the effect of human capital on business resilience.

INTRODUCTION

The emergence of good income distribution and labor absorption proves the success of economic development in a country. Micro, Small, and Medium Enterprises (MSMEs) are an important part of Indonesia's economic development and contribute to the success of the country. Through income equality and job creation, MSMEs have the capability to adapt to economic challenges. Data collected by the Coordinating Ministry for Economic Affairs in 2023 showed that the MSMEs Sector contribution to the Gross Domestic Product (GDP) of 61% or the same as Rp 9.580 trillion. Furthermore, the contribution of MSMEs on labor absorption reached 97% of the total national labor absorption. Micro, Small, and Medium Enterprises (MSMEs) is a labor-intensive business that has no special requirements such as education level, capital, or technology used. Products offered by the MSMEs are varied from traditional products to modern products. Traditional products produced by the MSMEs generally were hereditary products in

the area and used local natural resources (Jayaningrum & Sanawiri, 2018). These unique products have cultural and historical value that represent the area. Lampung Province has a traditional product named Tapis cloth craft. Tapis cloth was made from cotton thread and gold thread. Tapis is one of the traditional crafts to align life with the environment and the Creator of the Universe.

The increasing number of Micro, Small, and Medium Enterprises (MSMEs) results in increasing inevitable competition. Because of the competition, MSMEs face various opportunities and threats. The biggest problems for Tapis craftsmen are competition, the dynamic business environment, and the phenomenon of embroidered cloth with tapis motifs. Generally, business resilience is a multi-dimensional socio-technique phenomenon that has many aspects that analyze how people, individually or in groups, face uncertainty (Lee et al., 2013). Business resilience has been crucial recently for Tapis craftsmen because the business environment has become more dynamic and could not be predicted. It is caused by the increasing number of competitors, development of the dynamic of business process, from acceleration of technological evolution to greater global economic connectivity.

According to the result of the pre-survey, Tapis craftsmen have understood the risks and threats that will be faced by their business and have known their business obstacles which are competition and a more dynamic and unpredictable business environment. However, several craftsmen still could not adapt and did not have plans for those obstacles. On the other hand, Tapis craftsmen still want to maintain their operations, although they do not experience significantly increased income. The business resilience forming process involves eliminating risk and uncertainty caused by internal or external factors (Haddoud et al., 2022). Business resilience is seen as an important success factor to overcome unexpected threats and respond to crisis change (Isa, 2020). Business resilience refers to the capability of a company to survive, recover, and grow in facing various challenges, obstacles, or pressures that appear from the external or internal environment. Entrepreneurial behavior and human capital, combined by rejuvenating the process and supported with the existence of social capital, which is a potential source, especially in a business environment that always changes.

Management literature reveals the importance of dynamic capability in increasing organization resistance (Fainshmidt, 2014) (Kurtz & Varvakis, 2016). This theory refers to the capability of an organization to integrate, develop, and utilize internal resources flexibly and responsively towards the external environment that changes quickly. Dynamic capability begins with the resource-based outlook (Barney, 2001). Resource-based outlook concludes that to compete with success, a business should have tangible and intangible assets that are 'worthy, rare, and hard to be copied or replaced' (Akpan et al., 2022). In this research, the writer will discuss intangible assets such as entrepreneurial orientation, human capital, and social capital that are expected to affect business resilience.

Entrepreneurship and business resilience are two fields of research in the management field. Although entrepreneurship is related to the creation and growth of new and existing ventures (Kraus et al., 2023), business resilience focuses on the business's capability to adapt and recover from disturbing events (Hillmann & Guenther, 2021). Although there are clear differences, both of the fields have the same goal, which is company or organization success and viability. Entrepreneurial orientation is a set of characteristics of a company or organization that represent the company's mindset and behavior and could play an important role in improving business resilience (Asare-Kyire et al., 2023). According to the pre-survey result, entrepreneurial orientation to Tapis craftsmen, there are still many craftsmen who do not have creative and brave sides in facing failure. The craftsmen experience difficulty in allocating enough resources to support entrepreneurial initiatives. It could limit their capability to develop new ideas or utilize market opportunities.

Other than entrepreneurial orientation that could affect business resilience, human capital is a factor that could impact business resilience (Tambayong et al., 2023). Generally human

capital involves knowledge, experience, and skill (Tambayong et al., 2023). Human capital could be considered as knowledge that could be changed to be a value. The development of human capital is an important factor in the sustainability, survival, and capability of the organization or business (Marchiori et al., 2022). Human capital then becomes an important investment rather than other capital (Yuliastuti, 2024). According to the pre-survey result regarding human capital, the skill of Tapis craftsmen regarding product specification knowledge that the market needs is not enough because of the minimum market knowledge, less knowledge about the regulation to enter the market, and also less knowledge regarding business competition. Therefore, it is necessary to utilize human capital to improve business resilience and overcome the problems that the craftsmen face. Entrepreneurial orientation and human capital are key factors of business resilience from the entrepreneurial characteristic side (Saad et al., 2021).

This research also will analyze the role of social capital moderation to support business resilience. In the entrepreneurship literature, social capital is considered one of the main things for MSMEs to help entrepreneurs access information, opportunities, and resources (Adler & Kwon, 2002). Social capital is one of the important elements in building business resilience, social capital is the main asset for long-term business resilience in small level businesses (Torres et al., 2018). With good entrepreneurial orientation and human capital supported by the existence of social capital of an entrepreneur, there will be an increase in knowledge capacity, become more intense, and well behaved to maintain their business (Lang et al., 2022). It is a time for the Tapis craftsmen to maintain their business. Because Tapis is a unique fabric product of Lampung Province. Low business resilience allegedly because of entrepreneurial orientation, human capital, the capital owned is still not optimally utilized. Based on the description, this research aims to know the effect of entrepreneurial orientation and social capital as moderating variables.

LITERATURE REVIEW

Dynamic Capability Theory

According to Ferreira et al., (2021), the Dynamic capability concept is part of a business's capability to create new products and processes and adapt to changing market conditions. According to Fitriati et al., (2020), dynamic capability is something broad from resources, processes, and dynamic capability that a company should continue to develop, adapt, and reconfiguration internal and external competencies to adapt to the development of the business environment.

Entrepreneurial Orientation

Entrepreneurial orientation refers to how far an organization shows the characteristics such as risk taking, innovation, and proactive (Asare-Kyire et al., 2023). Entrepreneurial orientation is the capability of a company to explore innovative ideas, understanding and following up future, and developing in uncertain environment by relying on decision making (Iborra & Safon, 2020). Entrepreneurial orientation is a strong motivation in operating business and a key factor in business resilience (Kwiatkowska, 2023).

Human Capital

Entrepreneurial orientation refers to how far an organization shows the characteristics such as risk taking, innovation, and proactive (Asare-Kyire et al., 2023). Entrepreneurial orientation is the capability of a company to explore innovative ideas, understanding and following up future, and developing in uncertain environment by relying on decision making (Iborra & Safon, 2020). Entrepreneurial orientation is a strong motivation in operating business and a key factor in business resilience (Kwiatkowska, 2023).

Social Capital

Social capital is an actual and potential resource from the result of a network of relationships that have been formed by individuals and communities (Yani et al., 2020). The social relation will become a facility from knowledge and information exchange and trust value that would complete the needs of each other to reach the same goal (Lestari et al., 2021). In particular, social capital could help entrepreneurs to improve their business and the human resources they have (Kallmuenzer et al., 2021).

Business Resilience

Business resilience is the organization's capability to develop preventive capacity in facing unexpected obstacles and to take necessary action also to quickly respond and rise from the obstacles to guarantee business continuity (Jia et al., 2020). According to Gunasekaran et al. (2011), business resilience is the organization's capability to adapt, sustain, vulnerability, responsiveness and competitiveness in the ever-volatile global market According to Tognazzo et al. (2016), business resilience the organization's capability to rise, move forward and maintain function over time in the face of crisis.

METHODS

This research used the survey method, which is a type of quantitative approach. Respondents in this research are 119 Tapis craftsmen in Pekon Lugusari Bandar Lampung. The writer will use Smart PLS 3.0 to process data. Independent variables of this research are entrepreneurial orientation and human capital. The moderation variable of this research is social capital. The dependent variable of this research is business resilience.

RESULTS

Uji Validitas

1. Convergent Validity

Table 1 Outer Loadings Variabel Entrepreneurial Orientation

Variabel Manifest	Entrepreneurial Orientation
OK1	0.921
OK2	0.838
OK3	0.786
OK4	0.834
OK5	0.834
OK6	0.913
OK7	0.887
OK8	0.907
OK9	0.853
OK10	0.843

Source: SmartPLS 3.0 Data Processing, 2024

Table 2 Outer Loadings Variabel Human Capital

Variabel Manifest	Human Capital
HC1	0.741
HC2	0.915
HC3	0.863
HC4	0.890

Source: SmartPLS 3.0 Data Processing, 2024

Table 3 Outer Loadings Variabel Social Capital

Variabel Manifest	Social Capital
MS1	0.721
MS2	0.886
MS3	0.848
MS4	0.805
MS5	0.856
MS6	0.864
MS7	0.847
MS8	0.859

Source: SmartPLS 3.0 Data Processing, 2024

Table 4 Outer Loadings Variabel Business Resilience

Variabel Manifest	Business Resilience
BR1	0.794
BR2	0.857
BR3	0.863
BR4	0.840
BR5	0.866
BR6	0.770
BR7	0.792
BR8	0.725
BR9	0.724

Source: SmartPLS 3.0 Data Processing, 2024

Tables 1,2,3, and 4 showed that there is none of loading factor under 0,7 on each variable. Therefore, all of the research indicators could be used and qualify convergent validity and considered as valid.

2. Discriminant Validity

Table 5 Cross Loading

	Business Resilience	Human Capital	Modal Sosial	Entrepreneurship Orientation
BR1	0.794	0.573	0.634	0,724
BR2	0.857	0.603	0.704	0.731
BR3	0.863	0.655	0.812	0.781
BR4	0.840	0.517	0.720	0.681
BR5	0.866	0.634	0.721	0.778
BR6	0.770	0.596	0.639	0.648
BR7	0.792	0.544	0.579	0.641
BR8	0.725	0.629	0.582	0.693
BR9	0.724	0.625	0.496	0.754
HC1	0.740	0.741	0.705	0.846
HC2	0.660	0.915	0.679	0.776
HC3	0.510	0.863	0.503	0.591
HC4	0.546	0.890	0.543	0.629
MS1	0.688	0.633	0.721	0.715
MS2	0.734	0.563	0.886	0.600
MS3	0.650	0.530	0.848	0.580

MS4	0.690	0.708	0.805	0.642
MS5	0.730	0.603	0.856	0.662
MS6	0.654	0.582	0.864	0.546
MS7	0.680	0.555	0.847	0.580
MS8	0.635	0.517	0.859	0.502
OK1	0.795	0.853	0.687	0.921
OK2	0.715	0.718	0.491	0.786
OK3	0.744	0.671	0.543	0.834
OK4	0.780	0.661	0.518	0.834
OK5	0.836	0.682	0.611	0.913
OK6	0.827	0.671	0.604	0.887
OK7	0.839	0.734	0.664	0.907
OK8	0.739	0.749	0.727	0.853
OK9	0.680	0.863	0.725	0.843
OK10	0.684	0.844	0.699	0.838

Source: SmartPLS 3.0 Data Processing, 2024

In table 5, the cross loading value for each variable is higher than the other variables in the model, so it is concluded that the indicator can be said to be valid by fulfilling the discriminant validity requirements.

Uji Reliabilitas

Table 6 Composite Reliability Dan Cronbach Alpha

Variabel	Cronbach Alpha	Composite Reliability	Critical Value	Ket
Business Resilience	0.931	0.943	0,7	Reliabel
Human Capital	0.877	0.883		Reliabel
Modal Sosial	0.938	0.939		Reliabel
Orientasi Kewirausahaan	0.961	0.964		Reliabel

Source: SmartPLS 3.0 Data Processing, 2024

Based on Table 6, it could be seen that all of the composite reliability values showed a number more than 0,7 which means all of the variables have strong reliability, then the reliability is strengthened by Cronbach alpha and each variable has Cronbach alpha value more than 0,7. It showed that all of the variables in this research have good reliability whether it is business resilience, human capital, social capital, and entrepreneurial orientation.

Uji Kesesuaian Model

Table 7 R-Square

	R-Square	R-Square Adjusted
Business Resilience	0.901	0.897

Source: SmartPLS 3.0 Data Processing, 2024

Based on Table 7, entrepreneurial orientation and human capital could explain variability of business resilience construct for 0.901 or 90.1% and the rest of it is 9.9%, explained through other constructs that not hypothesized in the research model.

Table 8 Q-Square

Business Resilience	Q-Square
	0.797

Source: SmartPLS 3.0 Data Processing, 2024

The q-Square Value in Table 8 is bigger than zero. Therefore, the model is considered to be accurate in predicting the value of a variable.

Table 9 GoF Index

Rerata Commuality	Rerata R-Square	GoF Index
0.567	0.901	0.715

Source: SmartPLS 3.0 Data Processing, 2024

GoF Index in Table 9 shows the GoF Index value is 0.715 and categorized as high, which means all of the models are compatible with the data.

Uji Hipotesis

Figure 1 Hypothesis Testing Path Diagram

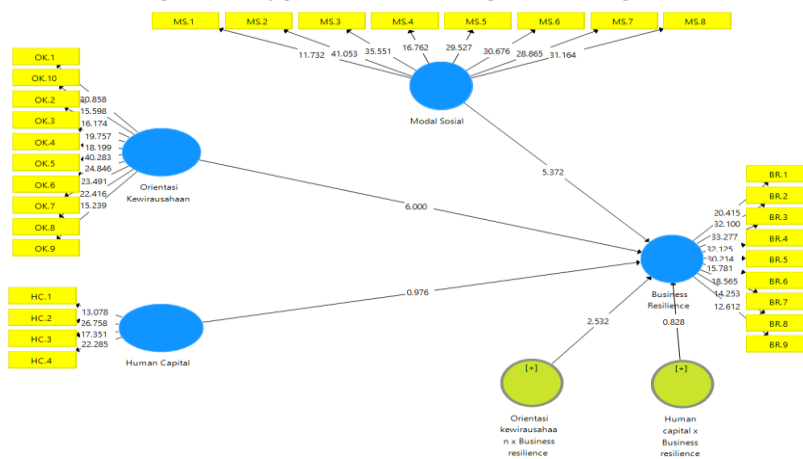


Table 10 Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Orientasi kewirausahaan > Business Resilience	0.929	0.887	0.147	6.331	0.000
Human Capital > Business Resilience	0.102	0.111	0.109	0.939	0.348
Orientasi kewirausahaan x Modal sosial > Business Resilience	0.319	0.304	0.115	2.769	0.006
Human Capital x Modal sosial > Business Resilience	0.080	0.076	0.091	0.884	0.377

Based on Table 10, it could be known that:

1. The result of the t-statistic of entrepreneurial orientation on business resilience is 6.331 and the p-value is 0.000. The t-statistic value is bigger from 1.96 and the p-value is less than 0.05. From the result, H_0 in the hypothesis is declined and H_a is accepted, which means the entrepreneurial orientation positively impacts business resilience.
2. The result of the t-statistic of human capital on business resilience is 0.939 and the p-value is 0.348. The t-statistic value is less than 1.96 and the p-value is more than 0.05. From the result, H_0 in the hypothesis is accepted and H_a is declined, which means the human capital on the result has no impact on business resilience.
3. Based on the test, the t-statistic value is 2.769 and the p-value is 0.0006. The t-statistic value is more than 1.96 and the p-value is less than 0.05. From the result, H_0 in the hypothesis is accepted and H_a is declined, which means that the social capital moderates the impact of entrepreneurial orientation on business resilience. The positive coefficient direction shows that social capital strengthens the effect of entrepreneurial orientation on business resilience.
4. Based on the test, the t-statistic value is 0.884 and the p-value is 0.377. The t-statistic value is less than 1.96 and the p-value is more than 0.05. From the result, H_0 in the hypothesis is accepted and H_a is declined, which means that the social capital did not moderate the effect of human capital on business resilience.

DISCUSSION

The Effect Of Entrepreneurial Orientatin On Business Resilience

Entrepreneurial orientation affect psitively on business resilience. Therefore, it could be concluded that the higher entrepreneurial orientation of the tapis craftsmen the higher business resilience will be. It is in line with the research written by Zighan et al. (2021) that stated the entrepreneurial orientation has significant impact on strategic practice and decision, MSMEs operation, thus entrepreneurial orientation contributes the best on business resilience. The existence of entrepreneurial orientation could make the tapis craftsmen more able to adapt with changing market or unexpected external environment. Entrepreneurial orientation emphasize the importance of change in the market and new opportunities. A business that has entrepreneurial orientation tends to adap faster with external changing, so it could be more capable to survive in dynamic business environment. Overall entrepreneurial orientation is not only about creating new busnisses, but also about building a strong foundation to adapt quickly in change. This is the importnat key in improving business resilience in the middle of business environment that always change.

The Impact Of Human Capital On Business Resilience

Human capital as the result of this research does not affect business resilience. Based on the questionnaire result, the tapis craftsmen have the ability to finish their work on time and in good condition. But on the other hand, there are still a lot of craftsmen who seldom join workshops to get knowledge, lessons, and experience that would be useful for their business. It is in line with the result of the pre-survey that has been done that the capability og tapis craftsmen regarding their knowledge about product specification that the market needs is still low because the minimum market knowledge, minimum knowledge regarding the regulations to enter the market, and the minimum knowledge regarding business competition. This research is not in line with the research written by Doan et al. (2023). Doan emphasizes that the increase of business resilience in facing disaster, crisis, and dynamic business environments could be done by building good human capital.

Overall, investment in human capital not only increases business performance but also builds a strong foundation for sustainable development and business resilience in the future. The business owners or workers who are skilled, educated, and inspired will be an asset to the

business and also could guarantee that the business is able to face challenges and opportunities in the future better. In this research human capital does not affect business resilience, because of the lack of understanding, learning, and knowledge that will be useful in maintaining their business.

The Effect Of Entrepreneurial Orientation On Business Resilience With Social Capital Variable As A Moderation

Social capital moderates the impact of entrepreneurial orientation on business resilience. The positive coefficient direction shows that social capital strengthens the impact of entrepreneurial orientation on business resilience. Kerr (2018) stated that social capital is a recovery and business resilience driver. This research that was done by Tambaying et al. (2023) found that the growth and deterioration of business resilience on MSMEs related to the optimization of social communication and actions related to each other. Social capital, such as individual or organizational networks and relations, could give access to better resources, support collaboration and strategic partners, and give social support and it's important to adapt and survive in a dynamic business environment.

The Impact Of Human Capital On Business Resilience With Social Capital Variable As Moderation

Social capital does not moderates the impact of human capital on business resilience. Based on the result of the questionnaire, there are still a lot of tapis craftsmen who think they do not have abundant internal and external relation where it could help the business to operate. According to Torres et al. (2018) social capital is one of the important roles in building business resilience, social capital is the main asset for a long-term business resilience in small businesses. In this situation, might be hard to access additional resources or information that could help them to adapt with changing market or to overcome crisis. Strong social capital also allow knowledge exchange, ideas, and best practice between network members. But, if the social network is not active enough on information sharing or the lack of collaborative culture that encourage collaborative innovation, knowledge exchange and creative ideas then the tapis craftsmen might not be able to utilize their human capital to the fullest to develop new solutions or improve their work in facing challenges.

CONCLUSION

Business resilience could be strengthened by adding a good entrepreneurial orientation. Tapis craftsmen have a strong entrepreneurial orientation and tend to be more ready to face challenges and opportunities, that could help to maintain the existence and growth of their business in a dynamic environment.

Human capital does not affect business resilience. The human capital that the craftsmen or the team owns is not always relevant to the challenges or changes for the business. The effectiveness of human capital in affecting business resilience depends on the relevance of creativity, leadership, system, and wider external context.

Social capital moderates and strengthen the impact of entrepreneurial orientation on business resilience. The existence of strong social capital in an organization could increase the capability of an organization to result a good business resilience. By providing access to resources, information, and social support, social capital helps the craftsmen to apply their entrepreneurial strategies to be more effective, which in the end could improve business resilience.

Social capital does not moderate the impact of human capital on business resilience. Social capital could be the network relation, but if those networks are inactive, irrelevant, or cannot

give information access and support that is necessary, the social capital does not affect the contribution of human capital to business resilience.

SUGGESTION

This research stated that there is no effect between human capital variable on business resilience, it could be seen from the smallest affect of human capital dimension is capability and skill dimension and obtained from the questionnaire result that tapis craftsmen still following a few workshops that useful for their business resilience. Therefore, tapis has to be given motivation and re-improve to follow the workshop that could be useful for their business, such as training on how to use social media or e-commerce to sell, training on making tapis motifs and color combinations, training on how to make products other than cloth and marketing training.

In this study, there was no influence on the role of social capital in moderating the influence of human capital on business resilience, therefore more and more active social capital relationships are needed, such as collaboration with local designers, to support tapis craftsmen in accessing additional resources or information that can help them adapt to market changes or dynamic business environments.

For further researchers, it is hoped that they can add samples with a wider population in the hope of representing MSMEs in Indonesia and adding other variables besides the entrepreneurial characteristic side.

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