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How business practices of social entrepreneurs shape brand resilience of retail company in Shanxi province, China

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Abstract. Social entrepreneurs play an increasingly important role in shaping brand vitality and have gradually become a focus of attention and discussion in the academic community. Entrepreneurs not only need to focus on economic benefits, but also attach importance to corporate social responsibility to enhance brand resilience. This study aims to explore the relationship between the business practices of social entrepreneurs in Shanxi, China and their brand resilience. The research design adopts a quantitative comparative correlation approach, focusing on variables such as strategic orientation, altruism, and pragmatism. A correlation design is used to understand the strength and direction of the relationship between quantitative variables, without implying a direct causal relationship. Correlation analysis shows that as an important aspect of organizational strategy, strategic orientation does not directly affect the ability

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of social entrepreneurs to utilize, reposition, or adjust brand resilience. Altruism is a positive correlation between social entrepreneurs and the use of brand resilience, indicating that social entrepreneurs who prioritize altruistic actions are more likely to effectively utilize brand resilience. Practicality is crucial for the operational efficiency of social enterprises, but it does not significantly affect the ability to leverage, reposition, or adjust resilience within the brand. Therefore, social entrepreneurs need to consider more factors or adopt specific strategies, rather than just practicality, in order to effectively strengthen brand resilience in the face of challenges and uncertainties. The results showed that the correlation between current overall business practices and overall brand resilience is weak, indicating that other unexplored factors or finer organizational dynamics may play a more important role in determining brand resilience in the context of social entrepreneurship. To uncover these factors and better understand their impact on the organizational resilience and success of the social enterprise sector, further research may be needed. The results of this study provide important insights for entrepreneurs to reshape their business practices and guide policy decisions.

Keywords: social entrepreneur, brand resilience, strategic orientation, altruism, practicality

JEL Classification: M13

1. INTRODUCTION

Against the backdrop of an increasingly complex and uncertain global economic environment, social entrepreneurship, as a business model that balances economic and social values, has gradually gained widespread attention. Social entrepreneurs not only pursue economic benefits, but also strive to solve social problems and promote sustainable development. As the world's largest developing country, China's spirit of social entrepreneurship is also constantly emerging, especially in its role in addressing social, economic, and environmental challenges. However, how social entrepreneurs' business practices shape retail enterprises' brand resilience remains an urgent research question. Although social entrepreneurs have achieved significant results in creating employment prospects and addressing public issues, they still face many challenges in building brand resilience, such as limited regulatory assistance, insufficient financial support, and a shortage of technical talent (Yu, 2020). Especially in Shanxi Province, China, the relationship between the business practices of social entrepreneurs and brand resilience has not been fully explored.

At present, there is still a lack of research on the relationship between the business practices of social entrepreneurs and brand resilience. Existing research mainly focuses on the definition, characteristics, and impact of social entrepreneurship on social value creation. However, there is still limited quantitative research on its specific relationship with brand resilience (Phan Tan&Wright, 2021; Gandhi&Raina, 2018; Bekzhanova et al., 2024). For example, studies have shown that social entrepreneurs meet social needs through innovative strategies while maintaining economic sustainability (Phan Tan&Wright, 2021), but most of these studies focus on creating social value, with insufficient attention paid to brand resilience (Cho et al., 2022). In addition, existing research often explores influencing factors from a single perspective, lacking a systematic integration of multidimensional factors in the business practices of social entrepreneurs. For example, Cho et al. (2022), and Tarek& Albaqami (2024) divided social

entrepreneurship into constituent elements such as strategic orientation, altruism, and practicality, but did not delve into the relationship between these elements and brand resilience. In addition, the organizational structure and operational model of social enterprises also significantly impact their brand resilience. The organizational structure of social enterprises typically includes social mission, business operations, human resources, and support components. Further research is needed on how these components interact to enhance brand resilience. This study aims to fill this gap by using quantitative comparative correlation methods, focusing on variables such as strategic orientation, altruism, and pragmatism, to explore how the business practices of social entrepreneurs shape the brand resilience of retail enterprises (Santos et al., 2023).

The innovation of this study lies in systematically exploring, for the first time, the mechanism by which social entrepreneurs shape the brand resilience of retail enterprises from the perspective of their business practices. The study not only focuses on key variables such as strategic orientation, altruism, and pragmatism, but also reveals the relationship between these variables and brand resilience through correlation analysis, rather than being limited to exploring a single causal relationship. In addition, this study focuses on a specific region in Shanxi Province, China, providing empirical evidence for understanding the role of social entrepreneurship in the local economy. The research results not only enrich the theoretical research on the relationship between social entrepreneurship and brand resilience, but also provide important insights for entrepreneurs to reshape business practices and policymakers to provide policy recommendations. For example, research has found a positive correlation between the altruistic behavior of social entrepreneurs and brand resilience, indicating that social entrepreneurs need to consider the creation of social value more when promoting brand resilience (Perez Nordtvedt et al., 2022). In addition, this study also combines the innovation of organizational structure and operational models of social enterprises to explore how these factors affect brand resilience. The subsequent content of this article is arranged as follows: The second part is a literature review, which sorts out the relevant literature on the business practices and brand resilience of social entrepreneurs, and constructs the theoretical framework of this article; The third part is the research design, which introduces the research methods and data sources of this article; The fourth part is result analysis and discussion; The fifth part is to provide the conclusion of this study based on the analysis results, and based on this, propose research inspirations, shortcomings of the article, and future research prospects.

2. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

This research focuses on the interplay between social entrepreneurship and brand resilience within a retail company based in Shanxi province, China. As defined by Phan Tan & Wright (2021), social entrepreneurship combines addressing social issues with financial returns, requiring a balance of moral and profit motives. This multifaceted approach spans various domains, including economics, education, and social activities. Social entrepreneurs employ innovative strategies to meet societal needs while maintaining economic sustainability (Gandhi & Raina, 2018).

Social entrepreneurs are individuals who employ innovative approaches to address social issues. Their focus extends beyond creating commodities or improving quality of life, as they strive for societal approval and economic sustainability (Akar & Dogan, 2018).

Brand resilience is vital in entrepreneurship, explaining superior performance and adaptability to changing conditions. The ongoing COVID-19 pandemic has highlighted its importance, with companies leveraging digitalization and technology advancements to enhance resilience (Santos et al., 2023; Gigauri, Bogacz-Wojtanowska, 2022).

Resilient entrepreneurs, particularly those with spiritual capital, exhibit enhanced self-assurance and foresight. Resilient enterprises engage in organizational ambidexterity, allocating resources for exploration and exploitation to enhance resilience (Gianiodis et al., 2022).

In an era marked by increasing emphasis on corporate social responsibility and sustainability, understanding how the fusion of social mission and entrepreneurial strategies can bolster a brand's resilience in the face of evolving challenges is not only academically significant but also offers practical insights crucial for businesses navigating the complexities of the contemporary market landscape. Furthermore, this research has the potential to contribute to the development of sustainable business models, promote social change, and inspire innovative approaches to entrepreneurship, thus offering substantial value to both the academic community and the broader society.

2.1. Business practices of social entrepreneurs

Phan Tan & Wright (2021) define social entrepreneurship as a set of activities undertaken by organizations to address social issues while simultaneously striving to generate financial returns. This approach entails the harmonization of moral imperatives and profit motives, as well as the integration of a genuine commitment to resolving societal challenges with the execution of business operations. Social entrepreneurship is a multifaceted phenomenon that manifests itself across diverse domains, including but not limited to economics, education, research, welfare, and social activities. Scholars possess divergent perspectives when it comes to defining the concept of social entrepreneurship, wherein certain scholars emphasize the innovative utilization of resources to investigate and capitalize on prospects to foster sustainable development. Nevertheless, it is worth noting that the term "social entrepreneurship" lacks a universally agreed-upon definition, thereby leading to a lack of consensus within the academic and professional communities.

Social entrepreneurship combines financial gains with a social mission to facilitate significant transformations within society, addressing specific social challenges. It aims to enhance and facilitate transformative advancements throughout the system. Environmental entrepreneurship is a subset of sustainable entrepreneurship. Traditional business models prioritize revenue generation and economic profits, but the rise of diverse social concerns has led to a shift towards corporate social responsibility (CSR). Social entrepreneurship focuses on achieving social objectives and economic viability, driving scholars and business innovators to explore its theoretical foundations and operational structure (Gandhi & Raina, 2018; Mishchuk et al., 2022).

Social entrepreneurs are individuals who direct their attention towards employing innovative and entrepreneurial strategies to address social issues and offer solutions that cater to both immediate and enduring needs. Individuals exhibit a strong inclination towards pursuing social objectives in order to garner societal approval, as opposed to solely focusing on the creation of novel commodities or enhancing the overall quality of life. In order to ensure the longevity and effectiveness of their missions, social entrepreneurs must also prioritize generating economic profit. This imperative stems from the recognition that economic sustainability is a fundamental driver of innovation, enterprise development, and overall economic growth. Organizations encounter various obstacles when attempting to address the unmet demands of society, develop effective programs, and generate novel services and products. According to empirical evidence, it has been observed that engaging in social entrepreneurship activities has a positive impact on economic growth, enhances the overall quality of life within a society, reduces poverty levels, and facilitates the process of social change. (Akar & Dogan, 2018; Tutar et al., 2024; Vasylieva et al., 2023)

According to Gupta et al., (2020) Social entrepreneurship (SE) is a crucial area of research that focuses on poverty alleviation and human welfare enhancement. It drives social change by acting as a

catalyst, generating social value rather than pursuing private economic gains. Social enterprises combine public social goods with market-oriented strategies and methodologies, operating at the intersection of conventional ideologies. Their primary objective is to generate producer surplus by mitigating negative externalities and fostering positive externalities through the strategic amalgamation of social and entrepreneurship frameworks. A comprehensive understanding of SE requires examination from the perspectives of social entrepreneurs, enterprises, and social ventures.

In the 1980s, social entrepreneurship was used as an alternative business model. It is built on non-profit businesses that try to solve social problems like poverty, education, public health, and unemployment. The primary objective of this initiative is to mitigate adverse effects arising from commercial activities, while concurrently ensuring equitable distribution of favorable and sustainable outcomes among local communities. (Aquino et al., 2018)

Social entrepreneurship is crucial for addressing social issues and promoting long-term development initiatives. Despite its long history, it has expanded significantly in the last 15 years, focusing on private-sector entrepreneurship and societal change. Social entrepreneurship (SE) is a term used to describe applying specific skills and utilising resources to tackle social problems. However, it is important to note that there is a lack of consensus regarding the precise definition and scope of social entrepreneurship beyond this broad generalization. The primary objective of social entrepreneurship (SE) is to address and mitigate various local environmental and social challenges. These challenges encompass a wide range of issues, including water management, waste management, community energy initiatives, poverty alleviation, and the reintegration of individuals into the labor market. The achievement of Sustainable Development Goals (SDGs) is of utmost importance and deeply ingrained within civil society through voluntary collective action. Governments possess the capacity to enact policies and establish regulatory frameworks that serve to bolster social entrepreneurship (SE) endeavors, either through direct or indirect means. These measures aim to foster an environment conducive to the growth and development of social entrepreneurs, enterprises, and other non-state actors operating within the SE network. (Bozhikin et al., 2019)

According to research, it is contended that commercial and social entrepreneurship play a pivotal role by serving as foundational pillars that enable organizations to embark on endeavors that are either commercially oriented, socially oriented, or a fusion of both orientations. The concept of social entrepreneurship has garnered significant attention across a wide range of disciplines, resulting in multiple definitions. Future research should prioritize examining and establishing a consensus regarding the construct under investigation. Additionally, it is imperative to address and find resolutions to the fundamental debates that currently exist within the field. The definition of social entrepreneurship is confronted with challenges due to its distinctive amalgamation of the business and volunteer sectors. In order to comprehensively investigate this intricate domain, it is imperative for researchers and practitioners alike to tackle significant inquiries and fundamental defining components diligently. This necessitates the collaborative effort of individuals from various disciplines, transcending traditional boundaries, in order to gain a holistic understanding of the subject matter. (Certo & Miller, 2008)

The study conducted by Chandra (2017) focuses on exploring the prospective role of entrepreneurship as a mechanism for liberation among individuals who find themselves ensnared by prevailing ideologies and past actions. Two individuals, who were previously involved in religious-based terrorism in Indonesia, have undergone a transformative process and disengaged from their extremist activities. This remarkable transition was facilitated through their establishment of a social enterprise centered around the culinary arts. The findings of this study indicate that entrepreneurship has the potential to serve as an emancipatory force, enabling individuals from both peripheral and core positions to liberate themselves from prevailing ideological limitations. By engaging in entrepreneurial activities,

individuals are able to create new significance in their lives and redefine their social roles. The proposed framework of social entrepreneurship as an emancipatory work perspective aims to comprehensively examine the intricate interconnections among various dimensions and processes of emancipatory entrepreneurship, as well as the resulting outcomes.

Cho et al. (2022) aim to elucidate the conceptual framework of social entrepreneurship by delineating the constituent elements of strategic orientation, altruism, and practicality. The primary objective of this study is to conduct empirical research to validate the impact of three specific components on the sustainability of a social enterprise. This investigation will further explore the mediating role played by dynamic capabilities and organizational effectiveness in relation to the activities carried out by the social enterprise.

The Chinese economy has witnessed a notable upswing in the emergence of social entrepreneurship, which seeks to address social service deficiencies by creating employment prospects and resolving public issues. Social enterprises have emerged as a novel organizational structure that addresses social, economic, and environmental challenges while simultaneously generating profits through commercial activities. In the past, social entrepreneurs encountered various obstacles, including limited regulatory assistance, insufficient financial backing, and a dearth of skilled personnel. In 2015, a group of five organizations initiated the inaugural unofficial certification program for Social Enterprises (SEs). (Yu, 2020)

Creating social benefit via business and nonprofit endeavors is known as social entrepreneurship. Various company forms, including non-governmental organizations (NGOs), hybrid social businesses, and socially-committed normal firms, exhibit this characteristic. Non-governmental organizations (NGOs) primarily concentrate on developing social value, whereas hybrid social businesses pursue a dual purpose of achieving both commercial and social objectives. Traditional businesses strive to achieve financial gains and profitability while simultaneously making contributions towards societal goals. In contrast, social businesses are entities that strategically utilize resources to generate beneficial outcomes for their operations and the broader societal context while mitigating any adverse effects. There is sometimes a lack of clarity in distinguishing between the concepts of social entrepreneur and social enterprise. However, the primary focus of this research is on the utilization of social change as a strategic business strategy. (Maniam et al., 2018)

2.2. Brand resilience

The resilience construct holds significant importance in the field of entrepreneurship studies due to two primary reasons. Firstly, it provides an explanation for the superior performance exhibited by some entrepreneurs in comparison to their counterparts who lack resilience. Secondly, it facilitates the capacity of enterprises to adapt to changing conditions and contribute to long-term sustainability by implementing innovative practices. There are six separate areas of research that concentrate on various aspects of readiness in response to probable disruptions. These areas include psychological resilience, which enhances entrepreneurial ambitions, as organizational resilience and regional economic or community resilience. There are two bodies of research that examine the concept of post-disruption resilience. The first literature focuses on the ability of individual entrepreneurs to recover from failure or navigate through challenging periods. The second literature explores resilience as a dynamic process involving changes made by individuals, enterprises, and macro-level organizations responding to changing contextual conditions. These dialogues establish a foundation for examining the limitations of current scholarly works and avenues for further investigation. (Korber & McNaughton, (2017)

Resilience in the lens of entrepreneurship pertains to the capacity to effectively adjust and respond to challenges, particularly in periods characterized by ambiguity and unpredictability, such as the ongoing

COVID-19 pandemic. Santos et al. (2023) investigate the strategies employed by successful companies to cultivate resilience in the face of the COVID-19 pandemic, with a particular focus on the utilization of digitalization and technology advancements. During the pandemic, companies implemented three distinct strategies to enhance their resilience: leveraging resilience, reorienting resilience, and adapting resilience. The pathways were shown to be interconnected with market responses, the decision-making process, endeavors to implement strategic changes, and day-to-day operational endeavors. The cultivation of entrepreneurial orientation had a pivotal role in fostering resilience among small and medium-sized enterprises (SMEs) in Jordan. These enterprises exhibited notable attributes such as efficiency, adaptability, cooperation, openness to change, and a propensity for continuous learning.

The significance of resilience in organizations was proven by Perez-Nordtvedt et al. (2022) and Iborra et al. (2022), as referenced by Gianiodis et al. (2022). Entrepreneurs with spiritual capital exhibit elevated levels of self-assurance and vigilance, hence facilitating their ability to foresee potential social prospects and surmount obstacles. It was shown that resilient enterprises effectively cultivate organizational ambidexterity by allocating surplus resources specifically for the purpose of exploration. The reinforcement of organizational resilience is enhanced by the practice of maintaining consistent ambidexterity and allocating surplus resources towards exploratory activities.

3. THEORETICAL FRAMEWORK

The field of social entrepreneurship has experienced a notable transformation in its comprehension and implementation over time. Throughout the course of history, the conceptualization and comprehension of social entrepreneurship have undergone significant transformations and have been subjected to rigorous scrutiny by scholars and researchers (Teasdale et al., 2021). According to Teasdale et al., the progression of the social entrepreneurship concept implies the need for a comprehensive comprehension of how entrepreneurs effectively manage the simultaneous objectives of generating societal influence and economic value.

As posited by Pless (2012), social entrepreneurship encompasses both a conceptual framework and a tangible manifestation in real-world settings. The phenomenon under investigation is a pivotal link, facilitating the integration of business principles with a distinct and well-defined social mission. The distinguishing factor between social entrepreneurs and their mainstream counterparts lies in their ability to integrate business objectives with societal goals. In her scholarly endeavors, Pless emphasises the imperative of comprehending social entrepreneurship through a dual lens of theoretical and practical frameworks. This approach serves to illuminate the intricate array of obstacles and prospects that exist within this domain.

In addition, it is worth noting that the mode of existence for social entrepreneurs is distinct, as they consistently navigate the intricate balance between their social mission and the imperative of maintaining business sustainability. The study conducted by Rodríguez-Ramírez et al. (2022) aims to provide a comprehensive analysis of the fundamental nature of social entrepreneurs. The research provided valuable insights into the cognitive processes and operational approaches employed by these entrepreneurs. These findings are crucial for comprehending the strategic direction, altruistic tendencies, and pragmatic decision-making evident in their business endeavors.

The dynamics among strategic orientation, altruism, and practicality within social entrepreneurship, and their consequential influence on brand resilience, can be comprehended by adopting a holistic approach that integrates historical evolution, theoretical comprehension, and practical implementation of this phenomenon.

Conceptual Framework.

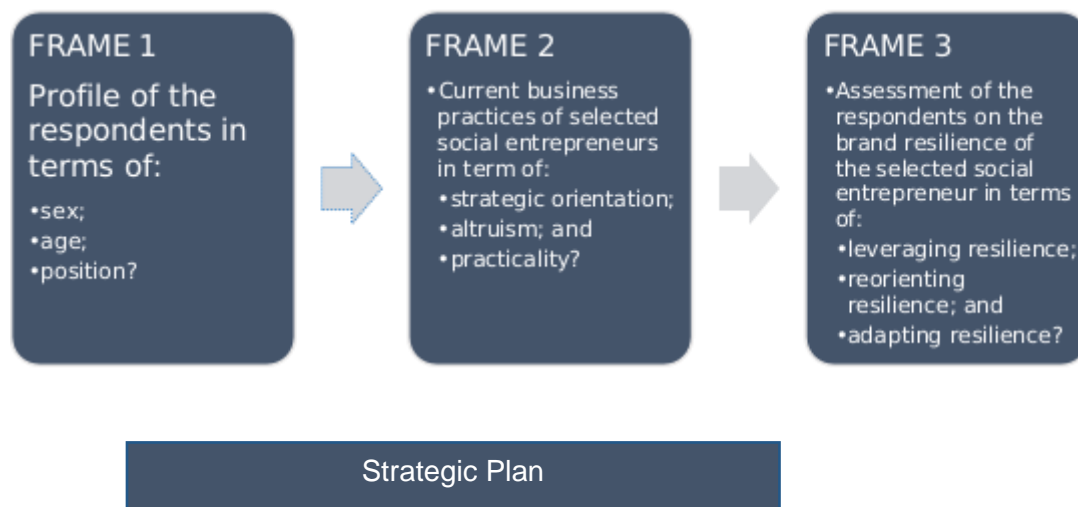


Figure 1. Research Paradigm

Initially, the research will commence with a descriptive analysis of the respondents. The study will seek to categorize and comprehend the demographic attributes of the participants in terms of sex, age, and position. This categorization will serve as a foundational basis, facilitating the differentiation of responses and enabling an exploration of diverse perspectives.

Following this will be the prevailing business practices of the chosen social entrepreneurs. The emphasis will be placed on three pivotal pillars: strategic orientation, altruism, and practicality.

Subsequently, the respondents' perception regarding the resilience of the selected social entrepreneur's brand will be assessed. This assessment will involve how the brand leverages resilience in the face of challenges, its capability to reorient during adversity, and its adaptability to changing circumstances.

Building on these foundational analyses, the study will assess if there are significant variances in the business practices and brand resilience assessments when the respondents are grouped according to their demographic profiles. This stratified approach will potentially unearth nuanced differences and insights based on age, gender, or position in the entrepreneurial ecosystem.

Moreover, the study will identify if a correlation exists between the selected social entrepreneur's business practices and their brand's resilience. This will shed light on whether certain practices inherently bolster brand resilience.

Finally, the study will endeavor to draft a strategic blueprint aimed at fortifying the resilience of social entrepreneurs in the challenging business landscape of Shanxi province, China.

4. SIGNIFICANCE OF THE STUDY

The result of this research offers valuable insights that have the potential to reshape business practices, guide policy decisions, and empower a wide range of beneficiaries, ranging from entrepreneurs to consumers in China. Social Entrepreneurs in China: This study provides an understanding of the specific business practices that contribute to brand resilience for the burgeoning community of social entrepreneurs in China. By identifying these practices, entrepreneurs can integrate them into their business models, strengthening their brand's capacity to navigate market uncertainties and challenges.

Future Entrepreneurs: Aspiring entrepreneurs can leverage the findings of this study to craft strategies that cater to societal needs and build a resilient brand from the onset. This knowledge will prove invaluable in an ever-evolving business environment.

Policy Makers and Government Bodies: Recognizing the importance of social entrepreneurship in societal development, government officials and policy makers can use the insights from this study to frame supportive policies. Such policies could encourage practices that bolster brand resilience, ensuring the long-term viability and impact of social entrepreneurial ventures.

Academic and Research Community: This study adds to the growing literature on social entrepreneurship and brand resilience, offering scholars a nuanced understanding specific to the Chinese context. It can be a foundation for further research in related areas, promoting cross-cultural studies and comparative analyses. **Investors.** Investors seeking to fund social entrepreneurial ventures can use this study's findings to assess a brand's resilience potential. Ventures that integrate resilience-building practices are likely to offer better returns and lower risks.

General Public and Consumers: As consumers become more discerning and socially conscious, understanding the resilience of brands they support becomes vital. This study empowers consumers with knowledge, helping them make informed decisions while supporting businesses that serve societal needs and demonstrate resilience in the face of challenges.

5. SCOPE AND DELIMITATION

The research will primarily focus on exploring the association between the business practices of chosen social entrepreneurs and the resilience of their respective brands in Shanxi province, China. The study will involve respondents who will be distinguished based on sex, age, and position. The practices of these social entrepreneurs will be exhaustively examined in terms of their strategic orientation, altruism, and practicality. Moreover, the study will seek to determine the perceptions of these respondents regarding brand resilience, specifically in the contexts of leveraging, reorienting, and adapting resilience. A key component of this research will be to identify any significant difference in business practices and brand resilience assessments when categorizing respondents according to their profiles. An integral aim will also be to determine the correlation between the selected social entrepreneurs' current business practices and their brands' resilience. Lastly, based on the findings, the study will propose a strategic plan to augment the resilience of social entrepreneurs in the region.

Due to various factors, this study still has limitations. For example, based on the availability of data and the representativeness of case samples, this article selects social entrepreneurs operating in Shanxi Province, China as the research sample, and the case samples can be further refined. There may be significant differences among different sub-sectors in the retail industry, which may affect the research conclusions of this article. In the future, specific research can be conducted on a segmented retail industry, including department store formats, supermarket formats, convenience store formats, shopping center formats, and the development of online retail, to supplement this study further.

6. RESEARCH METHODOLOGY

6.1. Research design

The study will employ the quantitative-comparative-correlational research design. The data the study intends to analyze is structured and numerical, making it an ideal fit for a quantitative approach. Variables such as strategic orientation, altruism, and practicality can be effectively operationalized and quantified.

Rooted in positivism, quantitative research emphasizes objectivity, ensuring that the study's aim to decipher the potential relationships between business practices and brand resilience is met with objective and statistically valid outcomes, as highlighted by Creswell (2014).

Furthermore, the study has set out to determine if there exist significant differences in business practices and resilience assessments based on varying respondent profiles. A comparative design is best suited for this purpose, allowing for the juxtaposition and contrast of responses across different groups. Moreover, the research seeks to explore the correlation between business practices and brand resilience. As Field (2013) points out, correlational designs are pivotal when the goal is understanding the strength and direction of relationships between quantitative variables without implying direct causation.

The decision to adopt this design aligns with the type of research questions posed in the previous section. Intending to determine relationships between key variables and draw comparisons anchored in demographic details, a quantitative methodology offers the required rigor and the promise of statistical robustness. When considering the study's final objective, which is the formulation of a strategic plan to enhance the resilience of social entrepreneurs, it becomes imperative that such strategies are grounded in empirical evidence.

6.2. Research instruments

For this study, a structured questionnaire will be developed to gather participant data. The questionnaire will be systematically divided into different sections, ensuring comprehensive data collection and addressing the various facets of the research questions. Part 1 will be dedicated to obtaining demographic information about the respondents. This will include: Sex, Age, and Position. Part 2 will delve into the current business practices of the selected social entrepreneurs, structured around the three identified constructs: Strategic orientation, Altruism, and Practicality. Part 3 will gauge the respondents' perspectives on the brand resilience of the selected social entrepreneurs, centered on the three constructs: leveraging resilience, Reorienting resilience, and adapting resilience.

For both Parts 2 and 3, a 4-point Likert scale will be employed for the respondents to express their level of agreement or disagreement with each statement, ranging from strongly disagree to strongly agree.

To ensure the quality and appropriateness of the research instrument, the questionnaire will undergo a series of validity and reliability tests. Validity will be ensured by seeking expert opinions on the content of the questionnaire, ensuring that each item is representative of its respective construct. This content validity process will ensure that the instrument measures what it is intended to measure.

A pilot study will be conducted with a small subset of the target population for reliability. The results from this pilot test will be subjected to a reliability analysis, specifically the Cronbach's alpha coefficient. This coefficient will determine the internal consistency of the items, ensuring that they are cohesive and reliable in measuring their intended constructs. A Cronbach's alpha value above 0.7 will be deemed acceptable for the research's purposes (Nunnally, 1978).

6.3. Data gathering procedure

Before administering the questionnaires, formal permission will be sought from the management of the selected social enterprises in Shanxi province, China. Meetings will be arranged to discuss the research objectives, its significance, and the data collection method. This preliminary stage will ensure transparency and foster collaboration between the researchers and the social enterprises.

Once permission has been granted, a random sampling technique will be employed to select the study's participants from the pool of employees. This approach ensures that each member of the target population has an equal chance of being selected, which will enhance the representativeness of the data.

The questionnaires will be distributed to the selected participants at a pre-arranged time, most likely during their free hours or break times, to ensure minimal disruption to their work routine. Clear instructions will be provided, emphasizing the confidentiality and anonymity of their responses. After participants have completed the questionnaires, the research assistants will collect them. Reminders will be sent to increase the response rate, and multiple collection times will be scheduled.

The completed questionnaires will be systematically encoded into a digital database for analysis. Care will be taken to ensure that all data is input accurately. The hard copies of the questionnaires will be securely stored in a locked cabinet, while the digital data will be saved on password-protected computers with backup storage solutions. After the data analysis, a summary of the findings will be shared with the participating social enterprises as a gesture of gratitude and to provide them with insights into their business practices and brand resilience.

By adhering to this procedure, the research will ensure that the data gathered is both comprehensive and accurate and that the rights and confidentiality of the participants are upheld throughout the process.

7. RESULTS AND DISCUSSION

This section presents the analysis and interpretation of data gathered in the study. It involves examining and interpreting the collected data to uncover patterns, trends, and insights related to the research objectives and questions. It also focuses on presenting and analyzing the data systematically and organised, using appropriate statistical techniques and qualitative methods as applicable.

Table 1

Profile of Respondents

Variable	Category	Frequency	Percentage
Sex	Male	130	44.4%
	Female	148	50.5%
Age	25-35	69	23.5%
	36-45	85	29.0%
	46-55	57	19.5%
	55-above	67	22.9%
Position	Executive	76	25.9%
	Middle Management	75	25.6%
	Supervisory	43	14.7%
	Specialist	47	16.0%
	Support Staff	37	12.6%

Source: *own compilation*

Table 1 presents the profile of respondents, offering insights into the demographics and positions of individuals surveyed. The data showcases a balanced sex distribution, with 44.4% male and 50.5% female respondents. This gender balance is crucial for ensuring diverse perspectives in the survey results, contributing to a comprehensive analysis.

Regarding age distribution, the majority of respondents fall within the age range of 36 to 45, comprising 29.0% of the total. This age group is followed closely by individuals aged 55 and above, constituting 22.9% of the respondents. The distribution across different age brackets suggests varied experiences and perspectives, which can enrich the interpretation of survey findings.

In terms of position within their respective organizations, the data reveals a diverse mix of roles. Executives and middle management constitute the most significant proportion, with 25.9% and 25.6% respectively. This indicates a significant presence of decision-makers and individuals with managerial

responsibilities among the respondents. Furthermore, supervisory roles at 14.7%, specialists at 16.0%, and support staff at 12.6% signify a broad spectrum of organizational functions represented in the survey sample.

Analyzing this data provides valuable insights into the demographics and professional roles of the surveyed individuals. The balanced representation of sex and the varied distribution across age groups and positions suggest a diverse pool of perspectives and experiences. Such diversity is essential for drawing comprehensive conclusions from the survey results and ensuring that any insights gleaned reflect the broader population or target audience. Additionally, understanding the respondents' demographic composition can help tailor strategies or interventions based on specific needs or characteristics identified within these groups. Overall, Table 1 serves as a foundational piece for interpreting and analyzing the subsequent survey findings in a nuanced and contextually relevant manner.

Table 2

Current Business Practices of Selected Social Entrepreneurs in Terms of Strategic Orientation

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. The company emphasize long-term vision over short-term gains.	2.74	.828	Practiced
2. They often align their business strategies with broader societal and environmental goals.	2.83	.928	Practiced
3. Strategic decision-making among these entrepreneurs frequently revolves around sustainable growth.	2.65	.994	Practiced
4. Market analysis and social impact assessment are integral to their strategic planning.	2.58	.968	Practiced
5. These entrepreneurs are keen on building partnerships and collaborations to strengthen their strategic position.	2.64	.789	Practiced
6. They often prioritize scalability in their strategies to reach a broader audience.	2.88	1.082	Practiced
7. Feedback loops and iterative processes are incorporated to refine their strategic approach.	2.65	.953	Practiced
8. Investment in innovation is often seen as a core strategic initiative.	2.66	1.006	Practiced
9. Diversification, not just in products but in impact areas, is a common strategic orientation.	3.00	.940	Practiced
10. Their strategies often intertwine profit generation with societal value creation.	2.82	.901	Practiced
Overall Mean	2.745	.4362	Practiced

Legend: 3.51 – 4.00 (Highly Practiced); 2.51 – 3.50 (Practiced); 1.51 – 2.50 (Slightly Practiced); 1.0-1.50 (Not at all Practiced)

Source: *own compilation*

Table 2 outlines the current business practices of selected social entrepreneurs concerning their strategic orientation. Each indicator is accompanied by a weighted mean, standard deviation, and an interpretation based on predefined ranges. The overall mean for all indicators is 2.745, falling within the "Practiced" range.

Analyzing the data, it is evident that the surveyed social entrepreneurs generally exhibit a strategic orientation aligned with societal and environmental goals. This is reflected in indicators such as prioritizing long-term vision over short-term gains (Indicator 1), aligning business strategies with broader societal and environmental goals (Indicator 2), and incorporating sustainability into strategic decision-

making (Indicator 3). These practices suggest a conscious effort by social entrepreneurs to integrate social and environmental considerations into their business strategies, emphasizing a commitment beyond mere profit generation.

On the other hand, some indicators, such as market analysis and social impact assessment (Indicator 4) and investment in innovation (Indicator 8), exhibit slightly lower mean scores but still fall within the "Practiced" range. This may indicate areas where social entrepreneurs could further enhance their strategic approach. For instance, while they prioritize scalability (Indicator 6) and diversification (Indicator 9), more attention to market analysis and innovation might bolster their ability to adapt and thrive in dynamic business environments.

The highest-rated indicator, with a mean of 3.00, is Indicator 9 - diversification, not just in products but in impact areas. This suggests that social entrepreneurs can expand their reach and influence across multiple domains, thereby maximizing their societal impact.

Conversely, the lowest-rated indicator, with a mean of 2.58, is Indicator 4 - market analysis and social impact assessment. While still falling within the "Practiced" range, this indicates a potential area for improvement. Enhancing market analysis and social impact assessment can provide social entrepreneurs with valuable insights for refining their strategies and maximizing their effectiveness in achieving both financial and societal objectives.

The overall mean of 2.745 signifies that while social entrepreneurs generally practice strategic orientations aligned with societal and environmental goals, there is room for refinement and enhancement in certain areas. This suggests opportunities for capacity building, knowledge exchange, and collaboration within the social entrepreneurship ecosystem to strengthen the strategic capabilities of social ventures further. By focusing on areas of improvement identified in this analysis, social entrepreneurs can better navigate challenges, capitalize on opportunities, and amplify their positive impact on society and the environment.

Table 3 presents the current business practices of selected social entrepreneurs in terms of altruism, with each indicator accompanied by a weighted mean, standard deviation, and interpretation based on predefined ranges. The overall mean for all indicators is 2.926, falling within the "Practiced" range.

Analyzing the data, it is evident that social entrepreneurs exhibit a strong commitment to altruistic practices across various dimensions of their business operations. The indicators reveal a prioritization of societal benefit over profit maximization (Indicator 1), a willingness to reinvest profits back into the community or cause they support (Indicator 2), and initiatives aimed at supporting underserved or marginalized communities (Indicator 3). These practices reflect a deep-seated ethos of social responsibility and a dedication to creating positive social impact beyond financial gains.

One of the most noteworthy aspects of the findings is the consistency across indicators, with all scoring within the "Practiced" range. This suggests a holistic approach to altruism among social entrepreneurs, encompassing aspects such as brand messaging (Indicator 5), employee welfare and community engagement (Indicator 6), and providing platforms for customers to contribute to societal causes (Indicator 7). Such comprehensive engagement underscores a genuine commitment to social welfare embedded within the fabric of their business models.

The highest-rated indicator, with a mean of 3.21, is Indicator 7 - providing platforms or opportunities for customers to contribute to societal causes. This highlights the importance of fostering a sense of shared responsibility and collective action among stakeholders, including customers, towards addressing societal challenges.

Table 3

Current Business Practices of Selected Social Entrepreneurs in Terms of Altruism

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. Social entrepreneurs typically prioritize societal benefit over profit maximization.	3.11	.905	Practiced
2. They often reinvest a significant portion of their profits back into the community or the cause they support.	2.69	.897	Practiced
3. Their business models frequently include initiatives to support underserved or marginalized communities.	2.94	.925	Practiced
4. Collaboration with non-profits and other altruistic entities is a common practice.	2.97	.953	Practiced
5. Their brand messaging often revolves around the positive change they aim to bring about.	2.98	.879	Practiced
6. Employee welfare and community engagement are integral to their altruistic approach.	2.68	.680	Practiced
7. They often provide platforms or opportunities for their customers to contribute to societal causes.	3.21	.844	Practiced
8. Mentorship and support to other budding social entrepreneurs is a common altruistic endeavor.	2.94	1.027	Practiced
9. They regularly engage in awareness campaigns on societal issues.	2.87	.960	Practiced
10. Transparency in operations and finances is maintained to ensure genuine altruistic practices.	2.87	.872	Practiced
Overall Mean	2.926	.3744	Practiced

Legend: 3.51 – 4.00 (Highly Practiced); 2.51 – 3.50 (Practiced); 1.51 – 2.50 (Slightly Practiced); 1.0-1.50 (Not at all Practiced)

Source: *own compilation*

Interestingly, the lowest-rated indicator, with a mean of 2.68, is Indicator 6 - employee welfare and community engagement. While still falling within the "Practiced" range, this suggests an area where social entrepreneurs may have room for improvement. Strengthening initiatives related to employee welfare and community engagement can not only enhance organizational culture and employee satisfaction but also contribute to deeper community integration and impact.

The overall mean of 2.926 underscores the commendable commitment of social entrepreneurs to altruistic practices. However, it also signifies potential areas for further enhancement, such as employee welfare and community engagement. By focusing on these areas, social entrepreneurs can deepen their impact and strengthen their relationships with stakeholders, thereby advancing their mission of creating positive social change. Furthermore, the consistency across indicators highlights the interconnectedness of various altruistic practices within social entrepreneurship, emphasizing the importance of a holistic approach to social impact.

Table 4

Current Business Practices of Selected Social Entrepreneurs in Terms of Practicality

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. The company emphasizes sustainable and realistic business models.	2.63	.667	Practiced
2. It often prioritizes solutions that address immediate societal needs.	3.30	.851	Practiced
3. Efficiency in operations and resource utilization is a hallmark of their practical approach.	2.79	1.060	Practiced
4. The company often engages in continuous market research to ensure the relevance of their solutions.	2.90	.969	Practiced
5. The products or services are typically designed to be accessible and affordable to a broader audience.	2.90	.938	Practiced
6. Feedback from stakeholders is actively sought to ensure the practicality of their offerings.	2.72	.657	Practiced
7. They frequently emphasize skill development and capacity-building among their teams.	3.30	.825	Practiced
8. Risk assessment and mitigation strategies are embedded in their practical approach.	2.90	1.058	Practiced
9. Scalable solutions, which can be replicated in different contexts, are prioritized.	2.94	.925	Practiced
10. Continuous monitoring and evaluation mechanisms are in place to ensure the effectiveness of their interventions.	2.91	.895	Practiced
Overall Mean	2.928	.4847	Practiced

Legend: 3.51 – 4.00 (Highly Practiced); 2.51 – 3.50 (Practiced); 1.51 – 2.50 (Slightly Practiced); 1.0-1.50 (Not at all Practiced)

Source: *own compilation*

Table 4 provides insights into the current business practices of selected social entrepreneurs in terms of practicality, with each indicator accompanied by a weighted mean, standard deviation, and interpretation based on predefined ranges. The overall mean for all indicators is 2.928, falling within the "Practiced" range.

Analyzing the data reveals that social entrepreneurs strongly emphasise practical approaches across various aspects of their business operations. They prioritize sustainable and realistic business models (Indicator 1), prioritize solutions addressing immediate societal needs (Indicator 2), and ensure efficiency in operations and resource utilization (Indicator 3). These practices indicate a keen awareness of the practical realities of their operating environments and a commitment to delivering tangible outcomes that address pressing societal challenges.

One notable aspect of the findings is the emphasis on continuous learning and improvement. Social entrepreneurs actively engage in continuous market research (Indicator 4), seek feedback from stakeholders (Indicator 6), and implement monitoring and evaluation mechanisms (Indicator 10) to ensure the relevance and effectiveness of their interventions. This iterative approach reflects a culture of adaptability and responsiveness, essential for navigating the dynamic landscape of social entrepreneurship.

The highest-rated indicators, with 3.30, are Indicators 2 and 7 - prioritizing solutions addressing immediate societal needs and emphasizing skill development and capacity-building among teams,

respectively. These practices underscore a proactive approach to addressing pressing societal challenges and investing in human capital, which is essential for driving sustainable impact and organizational growth.

Interestingly, the lowest-rated indicator, with a mean of 2.63, is Indicator 1 - emphasizing sustainable and realistic business models. While still falling within the "Practiced" range, this suggests an area where social entrepreneurs may have opportunities for further enhancement. Strengthening the focus on building sustainable business models can contribute to long-term resilience and viability, which are crucial for sustaining impact beyond immediate interventions.

Overall, the data highlights the commendable commitment of social entrepreneurs to practical approaches in addressing societal challenges. The emphasis on continuous learning, stakeholder engagement, and skill development reflects a dynamic and adaptive approach to social entrepreneurship. By leveraging these strengths and addressing areas for improvement, social entrepreneurs can enhance their capacity to deliver meaningful and sustainable solutions, ultimately driving positive change in communities and beyond.

Table 5

Assessment of the Respondents on the Brand Resilience of the Selected Social Entrepreneur in Terms of Leveraging Resilience

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. Social entrepreneur often uses challenges as opportunities to strengthen their brand.	2.92	.945	Resilient
2. The company actively seek partnerships and collaborations to enhance brand resilience.	2.91	.927	Resilient
3. Investment in employee welfare and training is seen as a strategy to leverage resilience.	2.55	.993	Resilient
4. Feedback and criticism are harnessed to improve and fortify their brand positioning.	2.83	.852	Resilient
5. The company frequently engage in community outreach programs to build trust and enhance brand resilience.	3.04	.949	Resilient
6. Diversification in products, services, or impact areas is a strategy to hedge against potential risks.	2.85	.795	Resilient
7. They actively invest in research and development to stay ahead of market shifts.	2.90	.844	Resilient
8. Continuous engagement with stakeholders and transparency in operations boosts brand trust and resilience.	3.14	.939	Resilient
9. Adaptable business models ensure they can pivot quickly in the face of challenges.	2.89	.901	Resilient
10. Their commitment to their mission and values acts as a foundation for leveraging brand resilience.	3.00	.989	Resilient
Overall Mean	2.905	.3612	Resilient

Legend: 3.51 – 4.00 (Highly Resilient); 2.51 – 3.50 (Resilient); 1.51 – 2.50 (Slightly Resilient); 1.0-1.50 (Not Resilient)

Source: *own compilation*

Table 5 presents the assessment of respondents on the brand resilience of selected social entrepreneurs in terms of leveraging resilience. Each indicator is accompanied by a weighted mean,

standard deviation, and interpretation based on predefined ranges. The overall mean for all indicators is 2.905, falling within the "Resilient" range.

Analyzing the data reveals that social entrepreneurs strongly emphasise leveraging resilience across various dimensions of their brand management strategies. They view challenges as opportunities to strengthen their brand (Indicator 1), actively seek partnerships and collaborations (Indicator 2), and invest in employee welfare and training (Indicator 3) as strategies to enhance resilience. These practices indicate a proactive approach to managing and mitigating risks, essential for maintaining brand credibility and trust in dynamic operating environments.

One of the key strengths highlighted in the findings is the emphasis on stakeholder engagement and transparency. Social entrepreneurs actively engage in community outreach programs (Indicator 5), maintain continuous engagement with stakeholders (Indicator 8), and prioritize transparency in operations (Indicator 8) to build trust and enhance brand resilience. This commitment to openness and dialogue fosters stronger relationships with stakeholders, enhancing their brands' resilience.

The highest-rated indicator, with a mean of 3.14, is Indicator 8 - continuous engagement with stakeholders and transparency in operations. This underscores the critical role of trust and transparency in building brand resilience, particularly in the context of social entrepreneurship, where credibility and authenticity are paramount.

Interestingly, the lowest-rated indicator, with a mean of 2.55, is Indicator 3 - investment in employee welfare and training to leverage resilience. While still falling within the "Resilient" range, this suggests an area where social entrepreneurs may have opportunities for further enhancement. Investing in employee welfare and training not only contributes to organizational resilience but also fosters a motivated and skilled workforce, essential for driving innovation and adaptability.

Overall, the data highlights the commendable commitment of social entrepreneurs to leveraging resilience as a cornerstone of their brand management strategies. By prioritizing stakeholder engagement, transparency, and employee welfare, social entrepreneurs can enhance their capacity to navigate challenges, maintain brand trust, and drive sustained impact in communities and beyond.

Table 6 assesses respondents' brand resilience of selected social entrepreneurs in terms of reorienting resilience. Each indicator is accompanied by a weighted mean, standard deviation, and interpretation based on predefined ranges. The overall mean for all indicators is 2.840, falling within the "Resilient" range.

Analyzing the data reveals that social entrepreneurs demonstrate a strong ability to reorient their strategies in response to external shifts and challenges. They exhibit swiftness in re-strategizing (Indicator 1), seek external consultations or partnerships (Indicator 2), and prioritize learning from failures and setbacks (Indicator 3) as part of their reorientation strategies. These practices reflect an adaptive and proactive approach to managing change, essential for maintaining brand relevance and effectiveness in dynamic environments.

One of the key strengths highlighted in the findings is the emphasis on internal communication and capacity-building. Social entrepreneurs prioritize internal communication (Indicator 6), invest in technology and innovation (Indicator 8), and engage in regular training and capacity-building exercises (Indicator 9) to equip their teams for change. This focus on internal capabilities and readiness enhances the agility and responsiveness of their organizations, enabling them to navigate change more effectively.

The highest-rated indicator, with a mean of 3.01, is Indicator 5 - regular reassessments of impact metrics guiding reorientation efforts. This underscores the importance of data-driven decision-making and continuous evaluation in informing adaptive strategies, ensuring alignment with organizational goals and objectives.

Interestingly, the lowest-rated indicator, with a mean of 2.51, is Indicator 9 - engagement in regular training and capacity-building exercises to equip teams for change. While still falling within the "Resilient" range, this suggests an area where social entrepreneurs may have opportunities for further enhancement. Investing in training and capacity-building not only enhances organizational resilience but also fosters a culture of learning and innovation, critical for driving sustained success in dynamic environments.

Table 6

Assessment of the Respondents on the Brand Resilience of the Selected Social Entrepreneur in Terms of Reorienting Resilience

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. These entrepreneurs are swift in re-strategizing in response to external shifts.	2.97	.887	Resilient
2. They often seek external consultations or partnerships to reorient their approach.	2.70	.954	Resilient
3. An emphasis on learning from failures and setbacks is evident.	2.81	.900	Resilient
4. They prioritize stakeholder engagement in their reorientation strategies.	2.64	.990	Resilient
5. Regular reassessments of their impact metrics guide their reorientation efforts.	3.01	.854	Resilient
6. They emphasize the importance of internal communication in navigating change.	3.01	.895	Resilient
7. Adaptable supply chains and operations ensure swift reorientation in response to challenges.	3.00	.877	Resilient
8. Investment in technology and innovation aids in their reorientation strategies.	2.85	.781	Resilient
9. They engage in regular training and capacity-building exercises to equip their teams for change.	2.51	.997	Resilient
10. Feedback mechanisms are in place to gauge the effectiveness of their reorientation strategies.	2.89	.692	Resilient
Overall Mean	2.840	.3787	Resilient

Legend: 3.51 – 4.00 (Highly Resilient); 2.51 – 3.50 (Resilient); 1.51 – 2.50 (Slightly Resilient); 1.0-1.50 (Not Resilient)

Source: *own compilation*

Overall, the data highlights the commendable ability of social entrepreneurs to reorient their strategies in response to external shifts and challenges. By prioritizing learning, internal communication, and capacity-building, social entrepreneurs can enhance their resilience and adaptability, positioning themselves for long-term success in driving positive social change.

Table 7 assesses respondents' perceptions of the brand resilience of selected social entrepreneurs in terms of adapting resilience. Each indicator is accompanied by a weighted mean, standard deviation, and interpretation based on predefined ranges. The overall mean for all indicators is 2.769, falling within the "Resilient" range.

Table 7

Assessment of the Respondents on the Brand Resilience of the Selected Social Entrepreneur in Terms of Adapting Resilience

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. The company quick to adopt new technologies or methodologies to enhance resilience.	2.94	.917	Resilient
2. The business models is inherently designed to be flexible and adaptive.	2.84	.915	Resilient
3. The company often prioritize cross-training employees to ensure adaptability in operations.	2.70	.888	Resilient
4. Engaging with diverse stakeholder groups provides them insights to adapt effectively.	2.62	1.033	Resilient
5. The company actively monitor global trends and shifts to anticipate necessary adaptations.	2.87	.873	Resilient
6. Feedback loops are integral to their adaptive strategies, ensuring continuous refinement.	2.94	.866	Resilient
7. Collaborative approaches, both internally and externally, bolster their adaptive capabilities.	2.92	.971	Resilient
8. The company emphasizes the importance of financial stability to support adaptive initiatives.	2.66	.863	Resilient
9. Scalable and replicable solutions are prioritized, ensuring adaptability across different contexts.	2.44	1.045	Slightly Resilient
10. Their commitment to their mission acts as a guiding force in adaptive decision-making.	2.80	.797	Resilient
Overall Mean	2.769	.4434	Resilient

Legend: 3.51 – 4.00 (Highly Resilient); 2.51 – 3.50 (Resilient); 1.51 – 2.50 (Slightly Resilient); 1.0-1.50 (Not Resilient)

Source: *own compilation*

Analyzing the data reveals that social entrepreneurs demonstrate a strong capacity for adapting resilience across various facets of their operations. They are quick to adopt new technologies or methodologies (Indicator 1), design flexible and adaptive business models (Indicator 2), and prioritize cross-training employees (Indicator 3) to ensure adaptability in operations. These practices reflect a proactive approach to anticipating and responding to changes in their operating environments, which is essential for maintaining relevance and effectiveness.

One notable aspect highlighted in the findings is the emphasis on collaborative approaches and continuous learning. Social entrepreneurs engage with diverse stakeholder groups (Indicator 4), prioritize feedback loops (Indicator 6), and foster collaborative approaches internally and externally (Indicator 7) to bolster their adaptive capabilities. This collaborative ethos not only enhances knowledge sharing and innovation but also fosters more substantial relationships with stakeholders, critical for navigating change effectively.

The highest-rated indicators, with means of 2.94, are Indicators 1 and 6 - quick adoption of new technologies or methodologies to enhance resilience and integrate feedback loops into adaptive strategies. These practices underscore the importance of agility and responsiveness in adapting to evolving market dynamics and stakeholder needs.

Interestingly, the lowest-rated indicator, with a mean of 2.44, is Indicator 9 - prioritization of scalable and replicable solutions to ensure adaptability across different contexts. While still falling within the

"Resilient" range, this suggests an area where social entrepreneurs may have opportunities for further enhancement. Prioritizing scalable solutions enhances adaptability and facilitates broader impact and sustainability across diverse communities and contexts.

Overall, the data highlights the commendable ability of social entrepreneurs to adapt resilience in navigating change and uncertainty. By prioritizing innovation, collaboration, and scalability, social entrepreneurs can enhance their capacity to thrive in dynamic environments, driving sustained impact and positive change in communities and beyond.

Table 8

Differences in the Current Business Practices of Selected Social Entrepreneurs Based on Sex

Indicator	Sex	Mean	t	Sig.	Decision on Ho	Interpretation
Strategic Orientation	Male	2.710	1.010	.316	Accepted	Not Significant
	Female	2.776				
Altruism	Male	2.915	.009	.927	Accepted	Not Significant
	Female	2.936				
Practicality	Male	2.962	1.549	.214	Accepted	Not Significant
	Female	2.899				
Overall	Male	2.862	1.353	.246	Accepted	Not Significant
	Female	2.870				

Source: *own calculation*

Table 8 presents differences in the current business practices of selected social entrepreneurs based on sex, with indicators such as strategic orientation, altruism, practicality, and overall mean compared between males and females. The table includes means, t-values, significance levels (Sig.), decisions on the null hypothesis (Ho), and interpretations.

Analyzing the data reveals no significant differences between male and female social entrepreneurs in terms of strategic orientation, altruism, practicality, or overall business practices. The t-values for all indicators fall below the critical threshold, indicating that the observed differences are not statistically significant.

For strategic orientation, the mean for males is slightly lower than for females (2.710 vs. 2.776), but the difference is insignificant ($t = 1.010$, Sig. = .316). Similarly, for altruism and practicality, while there are slight differences in means between males and females, these differences are not statistically significant ($t = .009$, Sig. = .927 for altruism; $t = 1.549$, Sig. = .214 for practicality).

Overall, when considering all indicators collectively, the mean for males is slightly lower than for females (2.862 vs. 2.870), but again, the difference is not significant ($t = 1.353$, Sig. = .246). This suggests that there is no substantial gender difference in the indicators measured in this study. It is important to note that despite the slight variation in means, both males and females exhibit similar performance levels across these indicators. Further research may be needed to explore any underlying factors that could potentially explain these findings.

Therefore, based on the statistical analysis, it can be concluded that there are no significant differences in the current business practices of selected social entrepreneurs based on sex. This suggests that both male and female social entrepreneurs exhibit similar levels of strategic orientation, altruism, practicality, and overall business practices.

Table 9

Differences in the Current Business Practices of Selected Social Entrepreneurs Based on Age

Indicator	Age	Mean	F	Sig.	Decision on Ho	Interpretation
Strategic Orientation	25-35	2.797	1.506	.213	Accepted	Not Significant
	36-45	2.694				
	46-55	2.686				
	55-above	2.806				
Altruism	25-35	2.958	.565	.638	Accepted	Not Significant
	36-45	2.938				
	46-55	2.926				
	55-above	2.878				
Practicality	25-35	2.930	.914	.435	Accepted	Not Significant
	36-45	2.951				
	46-55	2.839				
	55-above	2.975				
Overall	25-35	2.895	.860	.462	Accepted	Not Significant
	36-45	2.860				
	46-55	2.816				
	55-above	2.886				

Source: *own calculation*

Table 9 displays differences in the current business practices of selected social entrepreneurs based on age, with indicators such as strategic orientation, altruism, practicality, and overall mean compared across different age groups. The table includes means, F-values, significance levels (Sig.), decisions on the null hypothesis (Ho), and interpretations.

Upon analyzing the data, it is evident that there are no significant differences in the current business practices of selected social entrepreneurs based on age across all indicators.

For strategic orientation, the mean scores for different age groups range from 2.686 to 2.806, with an F-value of 1.506 and a significance level of .213, indicating that the differences observed are not statistically significant. This suggests that individuals across different age groups exhibit similar levels of strategic orientation in their business practices.

Similarly, for altruism and practicality, the mean scores across age groups show no statistically significant differences, with F-values of .565 and .914, respectively. This indicates that social entrepreneurs of different age groups demonstrate comparable levels of altruism and practicality in their business practices.

When considering overall business practices, the mean scores across age groups also do not exhibit statistically significant differences, with an F-value of .860 and a significance level of .462. This suggests that age does not play a significant role in influencing business practices within the organization. Therefore, it can be concluded that business practices are consistent across different age groups within the company. This consistency can be attributed to a cohesive company culture and strong leadership that transcends age differences.

In conclusion, based on the statistical analysis, it can be inferred that there are no significant differences in the current business practices of selected social entrepreneurs based on age. This suggests that individuals across various age groups engage in similar strategic orientations, demonstrate comparable

levels of altruism and practicality, and exhibit similar overall business practices in the context of social entrepreneurship.

Table 10

Differences in the Current Business Practices of Selected Social Entrepreneurs Based on Position

Indicator	Position	Mean	F	Sig.	Decision on Ho	Interpretation
Strategic Orientation	Executive	2.776	3.674	.006	Rejected	Significant
	Middle	2.716				
	Management	2.547				
	Supervisory	2.826				
	Specialist	2.868				
Altruism	Support Staff	2.868	.983	.417	Accepted	Not Significant
	Executive	2.909				
	Middle	2.976				
	Management	2.860				
	Supervisory	2.968				
Practicality	Specialist	2.881	2.332	.056	Rejected	Significant
	Support Staff	2.876				
	Executive	2.966				
	Middle	2.837				
	Management	2.888				
overall	Supervisory	3.091	2.751	.029	Rejected	Significant
	Specialist	2.876				
	Support Staff	2.883				
	Executive	2.843				
	Middle	2.765				

Source: *own calculation*

Table 10 presents differences in the current business practices of selected social entrepreneurs based on their position within their organizations, with indicators such as strategic orientation, altruism, practicality, and overall mean compared across different positions. The table includes means, F-values, significance levels (Sig.), decisions on the null hypothesis (Ho), and interpretations.

Analyzing the data, it's evident that there are significant differences in the current business practices of selected social entrepreneurs based on their positions within their organizations, particularly regarding strategic orientation, practicality, and overall business practices.

For strategic orientation, the mean scores vary significantly across different positions, with an F-value of 3.674 and a significance level of .006. This indicates that there are significant differences in the strategic orientation of social entrepreneurs based on their positions within their organizations. Further analysis such as post-hoc tests may be warranted to determine which specific positions differ significantly from each other.

Similarly, for practicality and overall business practices, the mean scores also vary significantly across different positions, with F-values of 2.332 and 2.751, respectively, and significance levels of .056 and .029, respectively. This suggests that there are significant differences in practicality and overall business practices based on the positions of social entrepreneurs within their organizations.

In contrast, for altruism, the mean scores do not exhibit statistically significant differences across different positions, with an F-value of .983 and a significance level of .417. This suggests that positions within organizations do not significantly influence the level of altruism exhibited by social entrepreneurs.

In conclusion, based on the statistical analysis, it can be inferred that the position within an organization significantly influences the strategic orientation, practicality, and overall business practices of selected social entrepreneurs. However, positions do not significantly affect the level of altruism exhibited by social entrepreneurs. This underscores the importance of considering organizational hierarchies and roles when assessing and addressing business practices in the context of social entrepreneurship. Further research and exploration may be needed to understand the specific factors driving these differences and their implications for organizational effectiveness and impact.

Table 11

Difference in the Assessment of the Respondents on the Brand Resilience of the Selected Social Entrepreneur based on

Indicator	Sex	Mean	t	Sig.	Decision on Ho	Interpretation
Leveraging Resilience	Male	2.884	.083	.773	Accepted	Not Significant
	Female	2.924				
Reorienting Resilience	Male	2.859	1.743	.188	Accepted	Not Significant
	Female	2.824				
Adapting Resilience	Male	2.778	2.767	.097	Accepted	Not Significant
	Female	2.761				
overall	Male	2.840	2.509	.114	Accepted	Not Significant
	Female	2.836				

Source: *own calculation*

Table 11 examines differences in the assessment of respondents on the brand resilience of selected social entrepreneurs based on sex, focusing on indicators such as leveraging resilience, reorienting resilience, adapting resilience, and overall mean. The table includes means, t-values, significance levels (Sig.), decisions on the null hypothesis (Ho), and interpretations.

Upon analysis, there are no significant differences in the assessment of brand resilience between male and female social entrepreneurs across all indicators.

For leveraging resilience, the mean scores for males and females are 2.884 and 2.924, respectively, with a t-value of .083 and a significance level of .773. This indicates that the observed difference is not statistically significant, suggesting that male and female social entrepreneurs are perceived similarly in leveraging resilience.

Similarly, for reorienting resilience and adapting resilience, the mean scores between males and females do not exhibit statistically significant differences, with t-values of 1.743 and 2.767, respectively, and significance levels of .188 and .097, respectively. This suggests that male and female social entrepreneurs are perceived similarly in their ability to reorient and adapt resilience.

When considering the overall assessment of brand resilience, the mean scores for males and females are 2.840 and 2.836, respectively, with a t-value of 2.509 and a significance level of .114. Again, this difference is not statistically significant, indicating no significant discrepancy in the overall perception of brand resilience between male and female social entrepreneurs.

In conclusion, based on the statistical analysis, it can be inferred that there are no significant differences in the assessment of brand resilience between male and female social entrepreneurs. This suggests that both genders are perceived similarly in their abilities to leverage, reorient, and adapt resilience in social entrepreneurship.

Table 12

Difference in the Assessment of the Respondents on the Brand Resilience of the Selected Social
Entrepreneur based on Age

Indicator	Age	Mean	F	Sig.	Decision on Ho	Interpretation
Leveraging Resilience	25-35	2.991	1.968	.119	Accepted	Not Significant
	36-45	2.899				
	46-55	2.853				
	55-above	2.869				
Reorienting Resilience	25-35	2.845	.265	.850	Accepted	Not Significant
	36-45	2.815				
	46-55	2.837				
	55-above	2.870				
Adapting Resilience	25-35	2.771	.427	.734	Accepted	Not Significant
	36-45	2.732				
	46-55	2.818				
	55-above	2.773				
overall	25-35	2.869	.447	.720	Accepted	Not Significant
	36-45	2.815				
	46-55	2.835				
	55-above	2.837				

Source: *own calculation*

Table 12 explores differences in the assessment of respondents on the brand resilience of selected social entrepreneurs based on age, focusing on indicators such as leveraging resilience, reorienting resilience, adapting resilience, and overall mean. The table includes means, F-values, significance levels (Sig.), decisions on the null hypothesis (Ho), and interpretations.

Upon analysis, it is apparent that there are no significant differences in the assessment of brand resilience across different age groups for any of the indicators.

For leveraging resilience, the mean scores for different age groups range from 2.853 to 2.991, with an F-value of 1.968 and a significance level of .119. This indicates that the observed differences are not statistically significant, suggesting that individuals across different age groups perceive the ability to leverage resilience similarly.

Similarly, the mean scores across age groups do not exhibit statistically significant differences for reorienting resilience, adapting resilience, and overall brand resilience assessment. The F-values for these indicators are .265, .427, and .447, respectively, with significance levels of .850, .734, and .720, respectively. These results suggest that age does not significantly influence respondents' perceptions of reorienting resilience, adapting resilience, or overall brand resilience assessment.

In conclusion, based on the statistical analysis, it can be inferred that there are no significant differences in the assessment of brand resilience based on age. This implies that individuals across different age groups perceive the brand resilience of selected social entrepreneurs similarly across various dimensions, including leveraging, reorienting, and adapting resilience.

Table 13 investigates differences in respondents' assessment of the brand resilience of selected social entrepreneurs based on position within their organizations, focusing on indicators such as leveraging resilience, reorienting resilience, adapting resilience, and overall mean. The table includes means, F-values, significance levels (Sig.), decisions on the null hypothesis (Ho), and interpretations.

Table 13

Difference in the Assessment of the Respondents on the Brand Resilience of the Selected Social Entrepreneur based on Position

Indicator	Position	Mean	F	Sig.	Decision on Ho	Interpretation
Leveraging Resilience	Executive	2.949	3.419	.010	Rejected	Significant
	Middle	2.809				
	Management	3.044				
	Supervisory	2.887				
	Specialist	2.870				
Reorienting Resilience	Support Staff	2.866	3.033	.018	Rejected	Significant
	Executive	2.749				
	Middle	2.770				
	Management	2.911				
	Supervisory	2.965				
Adapting Resilience	Specialist	2.755	2.481	.044	Rejected	Significant
	Support Staff	2.700				
	Executive	2.698				
	Middle	2.828				
	Management	2.946				
Overall	Supervisory	2.856	2.900	.022	Rejected	Significant
	Specialist	2.752				
	Support Staff	2.837				
	Executive	2.875				
	Middle	2.927				

Source: *own calculation*

Upon analysis, it is evident that there are significant differences in the assessment of brand resilience across different positions within organizations for all indicators.

For leveraging resilience, reorienting resilience, adapting resilience, and overall brand resilience assessment, the mean scores vary significantly across different positions, with F-values of 3.419, 3.033, 2.481, and 2.900, respectively, and significance levels of .010, .018, .044, and .022, respectively. These results suggest that the position within an organization significantly influences the perceived brand resilience of selected social entrepreneurs.

The rejection of the null hypothesis indicates that there are indeed significant differences in the perception of brand resilience among executives, middle management, supervisory staff, specialists, and support staff within organizations. Further investigation, possibly through post-hoc tests, may be warranted to determine the specific differences between different positions.

In conclusion, based on the statistical analysis, it can be inferred that the position within an organization significantly impacts the assessment of brand resilience among respondents. This underscores the importance of considering organizational hierarchies and roles when evaluating and addressing brand resilience in the context of social entrepreneurship. Further research and exploration may be needed to understand the specific factors driving these differences and their implications for organizational effectiveness and impact.

What is the significant correlation between the current business practices of selected social entrepreneurs and the brand resilience of the selected social entrepreneurs?

Table 14

Correlation Between Current Business Practices of Selected Social Entrepreneurs and Brand Resilience of the Selected Social Entrepreneurs

Current Business Practices	Brand Resilience	r	Sig.	Decision on Ho	Interpretation
Strategic Orientation	Leveraging Resilience	.018	.759	Accepted	Not Significant
	Reorienting Resilience	.090	.136	Accepted	Not Significant
	Adapting Resilience	.036	.553	Accepted	Not Significant
Altruism	Leveraging Resilience	.159**	.008	Rejected	Significant
	Reorienting Resilience	.021	.732	Accepted	Not Significant
	Adapting Resilience	-.055	.361	Accepted	Not Significant
Practicality	Leveraging Resilience	.048	.421	Accepted	Not Significant
	Reorienting Resilience	.055	.362	Accepted	Not Significant
	Adapting Resilience	-.004	.950	Accepted	Not Significant
Overall Current Business Practices	Overall Brand Resilience	.076	.208	Accepted	Not Significant

Source: *own calculation*

The correlation analysis in Table 14 reveals crucial insights into the relationship between specific current business practices of selected social entrepreneurs and the brand resilience of these entities. Upon meticulous examination of the data, it is evident that strategic orientation, a pivotal aspect of organizational strategy, does not exhibit statistically significant correlations with leveraging resilience ($r = 0.018$, $p = 0.759$), reorienting resilience ($r = 0.090$, $p = 0.136$), or adapting resilience ($r = 0.036$, $p = 0.553$). These findings underscore that strategic orientation, while fundamental for organizational decision-making, does not directly influence the ability of social entrepreneurs to leverage, reorient, or adapt resilience within their brands. Despite its perceived importance in shaping overall business strategy, the lack of statistically significant correlations with brand resilience metrics suggests that other factors or more nuanced organizational dynamics may play a more prominent role in determining brand resilience within social entrepreneurship. These results highlight the need to further explore the multifaceted determinants of brand resilience in social enterprises.

The data reveal a statistically significant positive correlation between altruism and leveraging resilience ($r = 0.159$, $p = 0.008$). This finding suggests that social entrepreneurs prioritising altruistic actions are more likely to leverage resilience within their brands effectively. Conversely, there is no significant correlation between altruism and reorienting resilience ($r = 0.021$, $p = 0.732$) or adapting resilience ($r = -0.055$, $p = 0.361$). This indicates that while altruism may positively influence the ability to leverage resilience, it does not significantly impact the brand's capacity to reorient or adapt resilience. These results underscore the nuanced relationship between altruism and brand resilience, suggesting that while altruistic actions may enhance certain aspects of resilience, they may not necessarily translate into adaptability or reorientation strategies. Further exploration into the mechanisms through which altruism influences brand resilience could provide valuable insights for social entrepreneurs aiming to strengthen their organizational resilience.

Moreover, the data reveal that there are no statistically significant correlations between practicality and leveraging resilience ($r = 0.048$, $p = 0.421$), reorienting resilience ($r = 0.055$, $p = 0.362$), or adapting resilience ($r = -0.004$, $p = 0.950$). These results suggest that while practicality is crucial for operational efficiency within social enterprises, it does not significantly influence the ability to leverage, reorient, or adapt resilience within the brand. Despite the importance of practical considerations in day-to-day operations, they may not directly translate into strategies for enhancing brand resilience. The acceptance of the null hypothesis indicates that the observed correlations between practicality and various dimensions of brand resilience are not statistically significant. This underscores the need for social entrepreneurs to consider additional factors or adopt specific strategies beyond practicality alone to effectively strengthen brand resilience in the face of challenges and uncertainties. Further research may be warranted to explore other potential drivers of brand resilience within social enterprises.

Finally, the correlation analysis presented explores the relationship between selected social entrepreneurs' overall business practices and these entities' overall brand resilience. The data indicates a correlation coefficient of 0.076 between current business practices and brand resilience, with a significance level of 0.208. The correlation coefficient suggests a weak association between overall current business practices and overall brand resilience. However, the p-value of 0.208 indicates that this correlation is not statistically significant. As a result, the null hypothesis is accepted, implying that the observed correlation is likely due to random chance rather than a meaningful relationship. These findings imply that while there may be some degree of alignment between social entrepreneurs' overall business practices and their brands' resilience, this relationship is not statistically robust. Other unexamined factors or more nuanced organizational dynamics may play a more substantial role in determining brand resilience within the context of social entrepreneurship. Further research may be necessary to uncover these factors and better understand their implications for organizational resilience and success in the social enterprise sector.

The significance of resilience in organizations was proven by Perez-Nordtvedt et al. (2022) and Iborra et al. (2022), as referenced by Gianiodis et al. (2022). Entrepreneurs with spiritual capital exhibit elevated self-assurance and vigilance, facilitating their ability to foresee potential social prospects and surmount obstacles. It was shown that resilient enterprises effectively cultivate organizational ambidexterity by allocating surplus resources specifically for the purpose of exploration. The reinforcement of organizational resilience is enhanced by the practice of maintaining consistent ambidexterity and allocating surplus resources towards exploratory activities.

8. CONCLUSION, AND RECOMMENDATIONS

8.1. Conclusion

1. The survey data showcases a balanced gender distribution, with 44.4% male and 50.5% female respondents, predominantly aged 36-45. Understanding these demographics aids in tailoring strategies to address specific needs or characteristics, which is crucial for interpreting survey findings contextually.

2. Social entrepreneurs demonstrate a strategic orientation towards societal and environmental goals, prioritizing altruistic practices and practical business approaches. While they excel in many areas, slight improvements in market analysis and innovation efforts could further enhance their resilience and impact.

3. Social entrepreneurs exhibit a strong emphasis on leveraging, reorienting, and adapting resilience within their brand management strategies. This proactive approach and stakeholder engagement and transparency underscores their commitment to maintaining brand credibility and trust.

4. Analysis based on sex revealed no significant differences in business practices between male and female social entrepreneurs. Age also did not significantly influence business practices, while notable

variations were observed based on position within organizations, emphasizing the importance of organizational hierarchies in shaping practices.

5. No significant differences in brand resilience assessment between male and female social entrepreneurs across indicators were found. Similarly, age did not significantly impact brand resilience assessment, while significant disparities were noted based on position within organizations.

6. Strategic orientation showed no significant correlations with brand resilience dimensions, highlighting the need to further explore brand resilience determinants. Conversely, altruism positively correlated with leveraging resilience, while practicality showed no significant influence. Additionally, the correlation between overall business practices and brand resilience was weak, suggesting other unexplored factors may play a more substantial role. Further research is necessary to uncover these factors and their implications for organizational resilience in social enterprises.

8.2. Recommendations

The analysis results provide valuable insights into areas where social entrepreneurs can focus their efforts to enhance their organizational resilience and maximize their impact:

1. Social entrepreneurs should refine their strategic orientation towards societal and environmental goals. This involves not only setting clear long-term visions but also aligning strategies with principles of sustainability and innovation. By doing so, they can ensure that their business strategies are profitable and contribute positively to society and the environment.

2. Building strong relationships with stakeholders is crucial for social entrepreneurs. By prioritizing stakeholder engagement and involving them in decision-making processes, entrepreneurs can foster trust, loyalty, and support. Transparency in operations is also key, as it enhances credibility and strengthens stakeholder relationships.

3. Investing in continuous learning and development initiatives is essential for building organizational capabilities. Equipping employees with the necessary skills and knowledge empowers them to adapt to changing environments and seize growth opportunities. This investment in human capital enhances organizational agility and resilience.

4. Collaborating with other organizations allows social entrepreneurs to leverage resources, expertise, and networks. Strategic partnerships enable them to amplify their social impact and access new markets or opportunities that may not be achievable alone. By forming alliances with non-profits, government agencies, and businesses, entrepreneurs can enhance their brand resilience and expand their reach.

5. Developing agile and flexible business models is crucial for social entrepreneurs to navigate dynamic environments successfully. Prioritizing innovation and experimentation allows them to anticipate and respond effectively to market shifts and emerging challenges. By embracing change and staying adaptable, entrepreneurs can remain relevant and competitive in their fields.

6. Regularly assessing business practices, performance metrics, and brand resilience indicators is vital for driving improvement. By leveraging data-driven insights, entrepreneurs can identify strengths, weaknesses, and areas for improvement within their organizations. This continuous evaluation process enables them to make informed decisions and adjust strategies accordingly, ensuring ongoing growth and resilience.

7. Exploring additional factors influencing brand resilience within social enterprises is essential for a deeper understanding and more effective strategies. Investigating the role of leadership, organizational culture, and external factors such as regulatory frameworks and market dynamics can provide valuable insights into shaping resilience strategies. By staying informed and proactive in research efforts, social

entrepreneurs can continue to innovate and evolve, ultimately maximizing their positive impact on society and the environment.

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