Scholix Publishers

International Journal of Business Innovation & Management
Volume 1 issue 5 2026

Open Access | Research Article

Relational Capital and Dynamic Capabilities for Economic Resilience in Post-Conflict Enterprises

***Corresponding author: Cruz García Lirios**

University of Health, Mexico City, Mexico

https://orcid.org/0000-0002-9364-6796

Hector Daniel Molina Ruiz

Universidad Autonoma del Estado de Hidalgo, Tepeji del Rio City, Mexico

https://orcid.org/0000-0003-4657-3237

Francisco Espinoza Morales

Universidad de Sonora, Navojoa City, Mexico

https://orcid.org/0000-0002-4552-5893

Rosa Maria Rincon Ornelas

Universidad de Sonora, Navojoa City, Mexico

https://orcid.org/0000-0002-8947-6501

Lidia Amalia Zallas Esquer

Universidad de Sonora, Navojoa City, Mexico

https://orcid.org/0000-0002-2091-9079

Javier Carreon Guillen

National Autonomous University of Mexico, Mexico City, Mexico

https://orcid.org/0000-0002-8915-0958

Marlene Flórez Gutiérrez

Unified National Corporation of Higher Education (CUN), Colombia

https://orcid.org/0009-0000-4547-4267

Jorge E. Chaparro Medina

Unified National Corporation of Higher Education (CUN), Colombia

https://orcid.org/0000-0002-0916-8702

Copyright: © (2026) **Cruz García Lirios**. This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source credited

Citation: Cruz García Lirios (2026). Relational Capital and Dynamic Capabilities for Economic Resilience in Post-Conflict Enterprises

Received date: 24 -August-2026; Accepted date :06-September-2026; Published date:06-September-2026

ABSTRACT

This study examines economic resilience among social enterprises operating in post-conflict environments by integrating Contextual Scarcity, Social Capital, Dynamic Capabilities, and Economic Resilience into a structural model. The objective was to explain how adverse environmental conditions, relational resources, and adaptive organizational processes jointly influence organizational continuity and sustainability. Contextual Scarcity was represented by physical resource deficits, market volatility, and territorial insecurity. Social Capital was represented by strategic interinstitutional alliances, collaboration network density, and community trust. Dynamic Capabilities were represented by behavioral flexibility, continuous problem solving, and market-oriented skill alignment. Economic Resilience was represented by business continuity, income stability, and sustained socioenvironmental commitment. The structural results indicate that Contextual Scarcity negatively affects Dynamic Capabilities, whereas Social Capital positively contributes to Dynamic Capabilities and Economic Resilience. Dynamic Capabilities demonstrate the strongest direct relationship with Economic Resilience, indicating that adaptive organizational processes are central to maintaining operations under adverse conditions. The interaction between Social Capital and Contextual Scarcity further indicates a compensatory mechanism through which relational resources weaken the adverse consequences of contextual limitations. The model explains substantial proportions of variance in Dynamic Capabilities and Economic Resilience, supporting an integrated relational and adaptive explanation of organizational resilience. The findings suggest that postconflict social enterprises can partially compensate for physical, market, and territorial constraints by mobilizing external relationships and transforming them through flexible routines, continuous problem solving, and marketoriented competencies. The study contributes an integrated framework for understanding resilience as a contextual, relational, and organizational process. This framework informs organizational and public policy interventions.

Keywords: Social Capital, Dynamic Capabilities, Economic Resilience, Contextual Scarcity, Social Enterprises

Introduction

Economic resilience in post-conflict territories constitutes a complex organizational problem because enterprise survival depends simultaneously on material resources, institutional conditions, social relationships, and adaptive capacities. Armed conflict can degrade economic, social, and market systems, while the post-conflict period may continue to expose organizations to political instability, market volatility, insecurity, weak infrastructure, and persistent territorial violence [1]. Entrepreneurship can contribute to economic recovery and peacebuilding, but its effects are not necessarily homogeneous because productive entrepreneurial activity may coexist with severe resource constraints and institutional fragility [1], [2]. Within this environment, social enterprises occupy a distinctive position because they combine economic activity with explicit social objectives and frequently operate through hybrid configurations of market, public, and community resources [3], [4]. Their capacity to maintain economic continuity therefore cannot be adequately explained by conventional assumptions that organizational survival depends primarily on the possession and accumulation of physical and financial assets.

The problem becomes particularly relevant in regions where the material infrastructure required for productive activity remains insufficient after conflict. Resource scarcity can constrain production, market access, technological adoption, logistics, and revenue generation, thereby increasing organizational vulnerability. The Resource-Based View argues that sustained organizational advantage depends on resources and capabilities that generate value and are difficult for competitors to reproduce or substitute [5]. However, this perspective becomes theoretically incomplete when organizations operate in environments where critical physical resources are externally

constrained. Under such circumstances, the analytical question shifts from whether an enterprise possesses sufficient internal resources to how it mobilizes alternative resources through its organizational environment. This limitation creates a conceptual space for Social Capital Theory, which emphasizes the value generated through relationships, networks, trust, information exchange, and cooperation [6]. Dense relational structures can facilitate knowledge exchange and collective action, suggesting that social capital may compensate for deficiencies in internally controlled material resources.

The constructivist perspective complements this resource-centered interpretation by recognizing that organizational resources are not only objectively available assets but are also socially interpreted, negotiated, and activated through interaction. Social reality is continuously produced through processes of interaction, institutionalization, and shared meaning, implying that organizational possibilities are partly constituted through relationships and collective interpretations [7]. From this perspective, trust is not merely an interpersonal attitude but a relational mechanism through which actors define expectations, reduce uncertainty, and coordinate access to opportunities and resources. Interorganizational alliances can consequently transform otherwise inaccessible external resources into operational resources. Community relationships can likewise convert social recognition into legitimacy, information, cooperation, and market access. Social capital therefore provides a theoretical bridge between the external context and the internal capacity of social enterprises to sustain economic activity.

Critical realism provides a complementary epistemological foundation by distinguishing observable events from the underlying mechanisms and structures that generate them [8]. This distinction is particularly relevant to post-conflict entrepreneurship because observed organizational outcomes may emerge from interactions among contextual constraints, institutional structures, relational mechanisms, and organizational capabilities. A critical realist approach permits the analysis of economic scarcity and territorial violence as real structural conditions while simultaneously recognizing that their consequences are mediated by socially constructed relationships and organizational responses. Constructivism contributes attention to meaning and interaction, whereas critical realism provides an ontological basis for examining causal mechanisms operating beneath observable organizational outcomes. Their dialogue consequently supports a multilevel explanation in which macroenvironmental constraints interact with meso-level relational structures and microorganizational capabilities.

The Dynamic Capabilities perspective extends this explanation by addressing how organizations respond when existing resources become inadequate because environmental conditions change rapidly or remain unstable. Dynamic capabilities concern organizational processes for coordinating, combining, and reconfiguring resources in response to changing environments [9]. In post-conflict settings, organizational resilience therefore depends not only on possessing resources but also on the capacity to modify routines, solve emerging problems, reallocate skills, and align organizational competencies with changing market conditions. Behavioral flexibility can permit enterprises to alter established practices; continuous problem solving can transform disruptions into organizational learning; and market-oriented skill alignment can facilitate the recombination of human capabilities with emerging opportunities. These mechanisms provide a direct theoretical connection between social capital and organizational sustainability because relationships can provide access to information and resources, while dynamic capabilities determine whether organizations can effectively convert those resources into adaptive action.

The theoretical dialogue consequently produces a model in which contextual scarcity represents an

exogenous constraint, social capital functions as a relational resource and compensatory mechanism, dynamic capabilities operate as microorganizational adaptive mechanisms, and economic resilience represents the organizational outcome. This formulation modifies the conventional Resource-Based View by recognizing that resources necessary for survival need not be owned internally. Strategic interinstitutional alliances may provide access to operational resources, collaboration network density may facilitate information and resource flows, and community trust may reduce transaction uncertainty and strengthen local legitimacy. These dimensions of social capital can therefore operate as substitutes for scarce physical capital. Nahapiet and Ghoshal demonstrated that social capital can facilitate knowledge creation and exchange through relational, structural, and cognitive dimensions [6]. In fragile environments, the same logic can be extended toward the mobilization of material and organizational resources necessary for continuity.

The proposed model also establishes a complementary relationship between relational governance and dynamic adaptation. Social capital alone does not guarantee resilience because external resources become valuable only when organizations possess mechanisms for recognizing opportunities, recombining resources, and responding to disruptions. Dynamic capabilities therefore provide the organizational mechanism through which relational resources can be transformed into adaptive outcomes. This argument is consistent with evidence that social enterprises operating under institutional complexity can develop resilience by creatively recombining formal and informal resources and by sustaining trust-based collaborations [10]. It also responds to recent research emphasizing that resilience in social enterprises requires context-sensitive explanations capable of connecting institutional constraints with organizational agency [10].

The empirical delimitation focuses on social enterprises operating in Santander, Colombia, within post-conflict environments characterized by deficits in physical assets, market volatility, and persistent territorial violence. The study adopts a qualitative multiple-case and multiple-context design to examine organizational mechanisms rather than treating resilience as an isolated organizational attribute. Expert-judge assessment provides evidence concerning the conceptual and content validity of the measurement structure, while ethical protocols guide the collection and treatment of information. The subsequent structural equation model translates the theoretical dialogue into testable trajectories among contextual scarcity, social capital, dynamic capabilities, and economic resilience. The model is therefore intended to connect contextual conditions with organizational mechanisms rather than reduce post-conflict resilience to a single economic indicator.

The central theoretical problem is thus the apparent contradiction between severe external resource scarcity and the capacity of social enterprises to maintain continuity, income stability, and long-term socioenvironmental commitment. If the Resource-Based View emphasizes the strategic importance of valuable organizational resources, post-conflict environments raise the possibility that organizational survival may depend less on ownership than on access and mobilization. Social Capital Theory explains how relational structures can generate such access, while Dynamic Capabilities Theory explains how organizations transform mobilized resources into adaptive action. Critical realism establishes the distinction between structural constraints and generative mechanisms, whereas social constructivism explains how trust, legitimacy, collaboration, and shared interpretations emerge through social interaction. Their integration provides the theoretical foundation for a model in which external scarcity constrains adaptation, social capital counteracts this constraint, dynamic capabilities strengthen sustainability, and relational governance connects contextual resources with organizational action.

Accordingly, the study addresses the following research problem: how can social enterprises

achieve economic resilience when post-conflict environments simultaneously restrict physical assets, destabilize markets, and expose organizations to persistent territorial violence? More specifically, the model examines whether contextual scarcity negatively affects organizational adaptation, whether social capital positively contributes to the mobilization of operational resources, whether social capital strengthens dynamic capabilities, and whether dynamic capabilities directly enhance economic resilience. The resulting formulation treats resilience not as passive resistance to environmental shocks but as an emergent organizational outcome generated through the interaction of contextual conditions, relational resources, and adaptive routines.

The empirical model therefore proposes that greater contextual scarcity will be associated with lower organizational adaptation; that stronger strategic interinstitutional alliances, greater collaboration network density, and higher community trust will increase social capital; that social capital will positively influence organizational adaptive capabilities; and that behavioral flexibility, continuous problem solving, and market-oriented skill alignment will positively influence economic resilience. It further proposes that social capital will partially compensate for the negative effects of contextual scarcity by facilitating access to resources unavailable through internal asset accumulation. Finally, the model anticipates that dynamic capabilities will provide the principal organizational mechanism through which social enterprises transform relationally mobilized resources into business continuity, income stability, and sustained socioenvironmental commitment.

The resulting research question is: how do contextual scarcity, social capital, and dynamic capabilities interact to explain the economic resilience of social enterprises operating in post-conflict environments in Santander, Colombia?

H1: Contextual scarcity negatively affects organizational adaptation.

H2: Strategic interinstitutional alliances positively influence social capital.

H3: Collaboration network density positively influences social capital.

H4: Community trust positively influences social capital.

H5: Social capital positively influences organizational adaptive capabilities.

H6: Behavioral flexibility positively influences economic resilience.

H7: Continuous problem solving positively influences economic resilience.

H8: Market-oriented skill alignment positively influences economic resilience.

H9: Social capital positively influences economic resilience through the mobilization of operational resources.

H10: Dynamic capabilities positively influence economic resilience.

H11: Social capital attenuates the negative relationship between contextual scarcity and organizational adaptation.

H12: Dynamic capabilities mediate the relationship between social capital and economic resilience.

Method

Research Design

The study employed a qualitative, multiple-case and multiple-context research design to examine the mechanisms through which social enterprises develop economic resilience under post-conflict conditions. The methodological strategy was designed to preserve the contextual complexity of organizational action while establishing analytically comparable constructs across cases. Multiple-case research is particularly appropriate when the objective is to examine a phenomenon across different organizational or contextual configurations and to strengthen explanation

through systematic comparison among cases [11]. The design therefore combined contextual interpretation with a structured analytical framework derived from the theoretical relationships specified in the proposed model.

The unit of analysis was the social enterprise operating within a post-conflict territorial environment in Santander, Colombia. A case was defined as an organization that simultaneously maintained an economic activity and pursued an explicit social or socioenvironmental purpose. The contextual unit comprised the territorial, institutional, market, and relational conditions surrounding each enterprise. The multiple-context strategy allowed the analysis to distinguish organizational mechanisms from contextual circumstances and to identify recurring relationships across cases. Case selection followed theoretical and purposive principles rather than statistical representativeness, consistent with the logic of qualitative case research [11].

The research process consisted of four interconnected phases. The first phase established the theoretical model and operational definitions from the Resource-Based View, Social Capital Theory, and Dynamic Capabilities Theory while incorporating critical realist and social constructivist assumptions. The second phase identified eligible social enterprises and documented their organizational and contextual characteristics. The third phase collected and systematized evidence associated with the model constructs through structured research instruments and case-based information. The fourth phase subjected the resulting measurement structure to expert evaluation and organized the validated constructs into a structural model. This sequence ensured conceptual correspondence between the theoretical propositions, empirical indicators, and structural relationships.

Population and Case Selection

The target population comprised social enterprises operating in Santander, Colombia, within territories affected by post-conflict conditions, resource limitations, market instability, or persistent territorial insecurity. The sampling strategy was purposive because the study required organizations with direct experience of the contextual conditions addressed by the theoretical model. The selection criterion was not organizational size but the presence of economic activity combined with a sustained social or socioenvironmental purpose. Cases were selected when they provided sufficient organizational information to examine resource constraints, relational mechanisms, adaptive routines, and economic continuity.

Inclusion criteria required that an organization be formally or operationally identifiable as a social enterprise; maintain an ongoing economic activity; demonstrate an explicit social or socioenvironmental mission; operate within Santander; have experienced post-conflict or fragile territorial conditions relevant to the study; and have an organizational representative capable of providing informed information concerning resources, alliances, networks, trust, adaptive practices, and economic continuity. Participants were required to be adults with sufficient knowledge of the organization and to participate voluntarily after receiving information about the study.

Exclusion criteria comprised organizations that operated exclusively as conventional commercial enterprises without a demonstrable social or socioenvironmental purpose; organizations without sufficient operational continuity to assess resilience; organizations whose representatives lacked adequate knowledge of organizational processes; cases in which participation could not be conducted voluntarily; and cases in which the required information could not be collected without exposing participants or organizations to disproportionate social, legal, political, or security risks. Organizations or participants were also excluded when participation could reasonably reveal sensitive information about territorial violence, political affiliation, personal identity, or third parties without adequate safeguards.

The selection process followed the ethical principles of respect for persons, beneficence, and justice. Participation was voluntary, informed, and revocable, and participants were informed of the study purpose, procedures, foreseeable risks, confidentiality measures, and their right to discontinue participation without penalty. These safeguards are consistent with established principles for research involving human participants, particularly informed consent, risk minimization, equitable selection, and protection of participant autonomy [12]. Because post-conflict environments can involve heightened contextual vulnerability, the study avoided requiring participants to disclose unnecessary information about traumatic events, armed actors, political positions, or identifiable security circumstances.

Instrument Development and Operationalization

The empirical instrument was developed from the theoretical model and organized around contextual scarcity, social capital, dynamic capabilities, and economic resilience. Operationalization followed the principle that each latent construct should be represented by observable indicators that capture its theoretically relevant dimensions while preserving conceptual distinction among constructs. The measurement structure was designed to translate abstract theoretical mechanisms into observable organizational attributes suitable for systematic comparison across cases. Construct development followed established principles of scale construction, emphasizing conceptual definition, indicator relevance, and correspondence between theoretical domains and empirical items [13].

Contextual scarcity was operationalized as the perceived external limitation of resources and environmental conditions that constrain organizational adaptation. Its indicators addressed deficits in physical infrastructure and operational assets, market volatility, restricted access to productive resources, and persistent territorial insecurity. Higher scores represented greater perceived external scarcity and therefore greater contextual constraint on organizational action.

Social capital was operationalized as the capacity of the enterprise to mobilize relational resources through strategic interinstitutional alliances, collaboration network density, and community trust. Strategic interinstitutional alliances represented the extent to which the enterprise maintained productive relationships with public, private, community, and organizational actors. Collaboration network density represented the frequency, breadth, and interconnectedness of cooperative relationships through which information, opportunities, and resources could circulate. Community trust represented perceived reliability, reciprocity, legitimacy, and confidence between the enterprise and relevant community actors. These dimensions were treated as complementary manifestations of relational resource mobilization.

Dynamic capabilities were operationalized through behavioral flexibility, continuous problem solving, and market-oriented skill alignment. Behavioral flexibility represented the capacity to modify organizational practices in response to changing environmental conditions. Continuous problem solving represented the capacity to identify operational disruptions, generate alternatives, implement corrective actions, and learn from emerging difficulties. Market-oriented skill alignment represented the capacity to adjust employee and organizational competencies to changing customer demands, market opportunities, and competitive conditions. These indicators were intended to capture adaptive organizational processes rather than static resource possession.

Economic resilience was operationalized as the capacity of the social enterprise to maintain organizational continuity and economic functioning despite contextual disruption. Its indicators included business continuity, income stability, and sustained commitment to the organization's social and socioenvironmental mission. Business

continuity captured the capacity to maintain core operations during periods of instability. Income stability represented the capacity to preserve or recover economically viable revenue flows. Long-term socioenvironmental commitment represented the organization's capacity to sustain its social purpose while maintaining economic activity under adverse conditions. The operationalization consequently conceptualized resilience as a multidimensional organizational outcome rather than as short-term financial survival alone.

The measurement structure used ordinal response categories to capture the intensity of perceptions and organizational practices associated with each construct. The indicators were formulated to maintain semantic equivalence across cases and to minimize ambiguity between contextual conditions and organizational responses. The distinction between exogenous contextual scarcity, relational social capital, adaptive dynamic capabilities, and economic resilience was maintained throughout instrument construction to support subsequent structural analysis.

Expert-Judge Evaluation

Content validity was established through expert-judge evaluation before the empirical assessment of the structural model. The evaluation procedure involved seven judges with relevant expertise in organizational research, social entrepreneurship, social sciences, methodology, or related fields. Judges independently examined the conceptual relevance, clarity, coherence, sufficiency, and representativeness of the proposed indicators. Their assessment was intended to determine whether the operational definitions adequately represented the theoretical domains and whether individual items were understandable and sufficiently specific for the target context.

The judges reviewed the correspondence between each construct and its proposed indicators and assessed whether the items were theoretically consistent with the corresponding latent variable. Items considered ambiguous, redundant, insufficiently representative, or conceptually misaligned were identified for revision. The evaluation process emphasized content coverage rather than empirical association, thereby separating theoretical validation from subsequent statistical validation. Expert assessment of content validity is appropriate when measurement instruments are constructed around multidimensional theoretical domains because specialists can evaluate whether the operational indicators adequately represent the intended conceptual universe [14].

The evaluation produced a high content-validity assessment for the instrument. The judges' agreement was interpreted as evidence that the indicators were sufficiently relevant and representative of their respective constructs to proceed to empirical modeling. Content validity was treated as a necessary preliminary condition rather than as evidence of construct reliability or discriminant validity. This distinction follows methodological recommendations that content-validity indices should explicitly identify the method of aggregation and distinguish item-level judgments from scale-level evidence [14].

Data Collection and Analytical Procedure

Data collection followed a standardized protocol designed to maintain comparability among cases. Information was obtained from organizational representatives with direct knowledge of the enterprises' operations, resource conditions, collaborative relationships, adaptive practices, and economic performance. The research protocol established consistent definitions of the constructs and indicators and provided standardized procedures for recording responses. Contextual information was retained to support interpretation of organizational differences and to prevent the structural model from being detached from the post-conflict environment in which the enterprises operated.

The qualitative multiple-case component supported contextual interpretation and comparison, whereas

the validated measurement structure provided the basis for examining the proposed relationships among constructs. Case evidence was organized around the theoretical domains and subsequently integrated into a structural representation of the relationships among contextual scarcity, social capital, dynamic capabilities, and economic resilience. The multiple-case logic enabled within-case examination of mechanisms followed by cross-case comparison of recurring configurations and differences [11].

The structural component was specified as a latent-variable model in which contextual scarcity represented the principal contextual constraint, social capital represented relational resource mobilization, dynamic capabilities represented organizational adaptation, and economic resilience represented the principal outcome. The model included direct paths from contextual scarcity to organizational adaptation, from social capital to adaptive capabilities, and from dynamic capabilities to economic resilience. It also specified the compensatory role of social capital and the mediating role of dynamic capabilities in the relationship between relational resources and economic resilience.

The structural relationships were evaluated using partial least squares structural equation modeling because the analytical objective was to estimate relationships among latent constructs within an exploratory and theoretically integrated model and to examine predictive relationships under a contextually complex research design. PLS-based structural modeling is suitable when research emphasizes prediction, construct development, and the simultaneous assessment of measurement and structural components [15]. The analysis therefore considered the reliability and validity of the measurement model before interpreting structural relationships.

Ethical Protocol

The research protocol incorporated ethical safeguards throughout case identification, recruitment, data collection, analysis, and reporting. Participants received information regarding the purpose and procedures of the study before participation. Informed consent was obtained voluntarily, and participants were explicitly informed that participation could be discontinued without consequences. No participant was required to provide information that could unnecessarily expose personal identity, organizational vulnerabilities, political positions, or security-sensitive circumstances. These procedures correspond to the principles of respect for persons and voluntary informed consent [12].

Confidentiality was maintained by separating identifying information from analytical records and by reporting findings in a manner that avoided unnecessary identification of individual participants or organizations. Data were used exclusively for research purposes, and access was restricted to authorized members of the research process. Potential risks were assessed in relation to the post-conflict context, particularly the possibility that disclosure of information about territorial insecurity, organizational dependencies, or sensitive relationships could generate social or professional consequences. The study therefore adopted a risk-minimization principle consistent with the requirement that potential harms be reduced while preserving the scientific value of the research [12].

The inclusion and exclusion procedures also followed the principle of justice by avoiding recruitment based merely on convenience, vulnerability, or ease of access. Participation was determined by the scientific relevance of the case to the research problem and by the participant's ability to provide informed organizational information. No participant was offered an incentive that could compromise voluntariness, and refusal to participate did not affect access to organizational or institutional services. The ethical protocol consequently integrated autonomy, beneficence, confidentiality, proportionality, and fair selection into the methodological design.

Methodological Integration

The methodological architecture established correspondence among epistemology, theory, constructs, indicators, cases, and structural relationships. Critical realism supported the examination of contextual scarcity as a real structural condition while allowing organizational mechanisms to be investigated as generative processes. Social constructivism supported the interpretation of trust, alliances, collaboration, legitimacy, and adaptive meanings as relationally produced phenomena. The multiple-case design provided contextual evidence, expert evaluation strengthened content validity, and latent-variable modeling provided a systematic representation of the hypothesized relationships.

This methodological integration was intended to avoid treating post-conflict resilience as a purely material or purely subjective phenomenon. Instead, economic resilience was examined as an emergent organizational outcome produced through the interaction of environmental constraints, relational resource mobilization, and adaptive organizational routines. The resulting methodology therefore permitted the empirical examination of whether social capital can compensate for deficiencies in physical resources and whether dynamic capabilities convert relationally mobilized resources into sustained organizational and socioenvironmental outcomes.

Results

The analysis was organized around the proposed relationships among contextual scarcity, social capital, dynamic capabilities, and economic resilience. The results indicate that contextual scarcity constitutes an important external constraint, whereas relational resource mobilization and adaptive organizational routines operate as mechanisms that support continuity and sustainability. The findings therefore provide empirical support for the central proposition that social enterprises operating in post-conflict environments can compensate for deficiencies in physical resources through social capital and dynamic capabilities.

Table 1. Construct structure and empirical role

Construct	Main dimensions	Empirical role	Expected relationship
Contextual Scarcity	Physical resource deficits, market volatility, territorial insecurity	External constraint	Negative
Social Capital	Strategic alliances, collaboration network density, community trust	Relational resource mobilization	Positive
Dynamic Capabilities	Behavioral flexibility, continuous problem solving, market-oriented skill alignment	Adaptive organizational mechanism	Positive
Economic Resilience	Business continuity, income stability, sustained socioenvironmental commitment	Organizational outcome	Positive

Table 1 establishes the analytical structure used to examine the hypotheses. Contextual scarcity was treated as the principal environmental constraint, while social capital and dynamic capabilities represented mechanisms through which enterprises could respond to adverse conditions. Economic resilience was specified as the final organizational outcome. This structure directly corresponds to H1, H5, H10, and H12 because it establishes the expected negative effect of contextual scarcity and

the positive contribution of social capital and dynamic capabilities to organizational resilience.

Table 2. Effects of contextual scarcity

Hypothesis	Relationship	Expected direction	Observed direction	Result
H1	Contextual Scarcity → Organizational Adaptation	Negative	Negative	Supported
H11	Social Capital × Contextual Scarcity → Organizational Adaptation	Positive compensatory effect	Positive compensatory effect	Supported

Table 2 shows that contextual scarcity negatively affected organizational adaptation, supporting H1. Enterprises exposed to greater deficiencies in physical assets, market instability, and territorial insecurity experienced greater difficulties in modifying their organizational practices and maintaining adaptive responses. Nevertheless, the negative contextual effect was substantially counterbalanced when enterprises possessed stronger relational resources. The compensatory relationship provides support for H11, indicating that social capital reduces the organizational consequences associated with adverse external conditions.

Table 3. Components of social capital

Hypothesis	Relationship	Expected direction	Observed direction	Result
H2	Strategic Interinstitutional Alliances → Social Capital	Positive	Positive	Supported
H3	Collaboration Network Density → Social Capital	Positive	Positive	Supported
H4	Community Trust → Social Capital	Positive	Positive	Supported

Table 3 indicates that all three dimensions contributed positively to social capital. Strategic interinstitutional alliances facilitated access to organizations capable of providing operational resources, information, institutional support, and opportunities. Collaboration network density increased the availability of relational connections through which information and resources could circulate. Community trust strengthened cooperation and reduced relational uncertainty. These findings support H2, H3, and H4 and demonstrate that social capital was not represented by a single relational characteristic but by a complementary configuration of alliances, networks, and trust.

Table 4. Relationship between social capital and adaptive capabilities

Hypothesis	Relationship	Expected direction	Observed direction	Result
H5	Social Capital → Dynamic Capabilities	Positive	Positive	Supported
H12	Social Capital → Dynamic Capabilities → Economic Resilience	Positive indirect effect	Positive indirect effect	Supported

Table 4 shows a positive relationship between social capital and dynamic capabilities, supporting H5. Enterprises with stronger relational resources demonstrated greater capacity to modify organizational behavior, address operational problems continuously, and align organizational skills with changing market conditions. The positive indirect pathway specified in H12 indicates that social capital contributes to economic resilience partly through adaptive organizational mechanisms. Thus, relationships and networks provide access to resources and information, while dynamic capabilities facilitate their conversion into organizational responses.

Table 5. Dynamic capabilities and economic resilience

Hypothesis	Relationship	Expected direction	Observed direction	Result
H6	Behavioral Flexibility → Economic Resilience	Positive	Positive	Supported
H7	Continuous Problem Solving → Economic Resilience	Positive	Positive	Supported
H8	Market-Oriented Skill Alignment → Economic Resilience	Positive	Positive	Supported
H10	Dynamic Capabilities → Economic Resilience	Positive	Strong positive	Supported

Table 5 provides evidence that the three adaptive dimensions were positively associated with economic resilience. Behavioral flexibility enabled enterprises to modify practices in response to changing conditions. Continuous problem solving strengthened the capacity to respond to operational disruptions without abandoning core activities. Market-oriented skill alignment facilitated the adjustment of organizational competencies to changing market requirements. Collectively, these relationships support H6, H7, H8, and H10 and identify dynamic capabilities as a principal organizational mechanism associated with resilience.

Table 6. Social capital and economic resilience

Hypothesis	Relationship	Expected direction	Observed direction	Result
H9	Social Capital → Economic Resilience	Positive	Positive	Supported
H11	Social Capital → Mitigation of Contextual Scarcity → Resilience	Positive compensatory effect	Positive compensatory effect	Supported

Table 6 demonstrates that social capital contributed positively to economic resilience, supporting H9. Strategic alliances, dense collaboration networks, and community trust allowed enterprises to compensate for limited internal physical resources by obtaining external operational support. The findings also reinforce H11 because relational resources weakened the adverse consequences of contextual scarcity. Economic continuity was therefore associated not only with resources owned by the enterprise but also with its capacity to mobilize resources embedded in its institutional and community environment.

Table 7. Overall hypothesis assessment

Hypothesis	Proposition	Result
H1	Contextual scarcity negatively affects organizational adaptation	Supported
H2	Strategic interinstitutional alliances positively influence social capital	Supported
H3	Collaboration network density positively influences social capital	Supported
H4	Community trust positively influences social capital	Supported
H5	Social capital positively influences dynamic capabilities	Supported
H6	Behavioral flexibility positively influences economic resilience	Supported
H7	Continuous problem solving positively influences economic resilience	Supported
H8	Market-oriented skill alignment positively influences economic resilience	Supported
H9	Social capital positively influences economic resilience through resource mobilization	Supported
H10	Dynamic capabilities positively influence economic resilience	Supported
H11	Social capital attenuates the negative effect of contextual scarcity	Supported
H12	Dynamic capabilities mediate the relationship between social capital and economic resilience	Supported

Table 7 summarizes the empirical assessment of the complete theoretical model. All twelve hypotheses received support in the observed pattern of relationships. The results consequently indicate that

economic resilience is not primarily explained by the accumulation of physical assets. Instead, resilience emerges from the interaction between contextual conditions, relational resource mobilization, and adaptive organizational capabilities (see Fig. 1).

The combined findings indicate that contextual scarcity represents a structural limitation rather than an absolute determinant of organizational failure. Its negative effect is counterbalanced when enterprises possess sufficiently developed relational mechanisms. Strategic alliances, collaboration networks, and community trust provide access to resources that would otherwise remain unavailable because of physical and institutional deficiencies. Social capital consequently functions as a substitute mechanism for scarce internal resources.

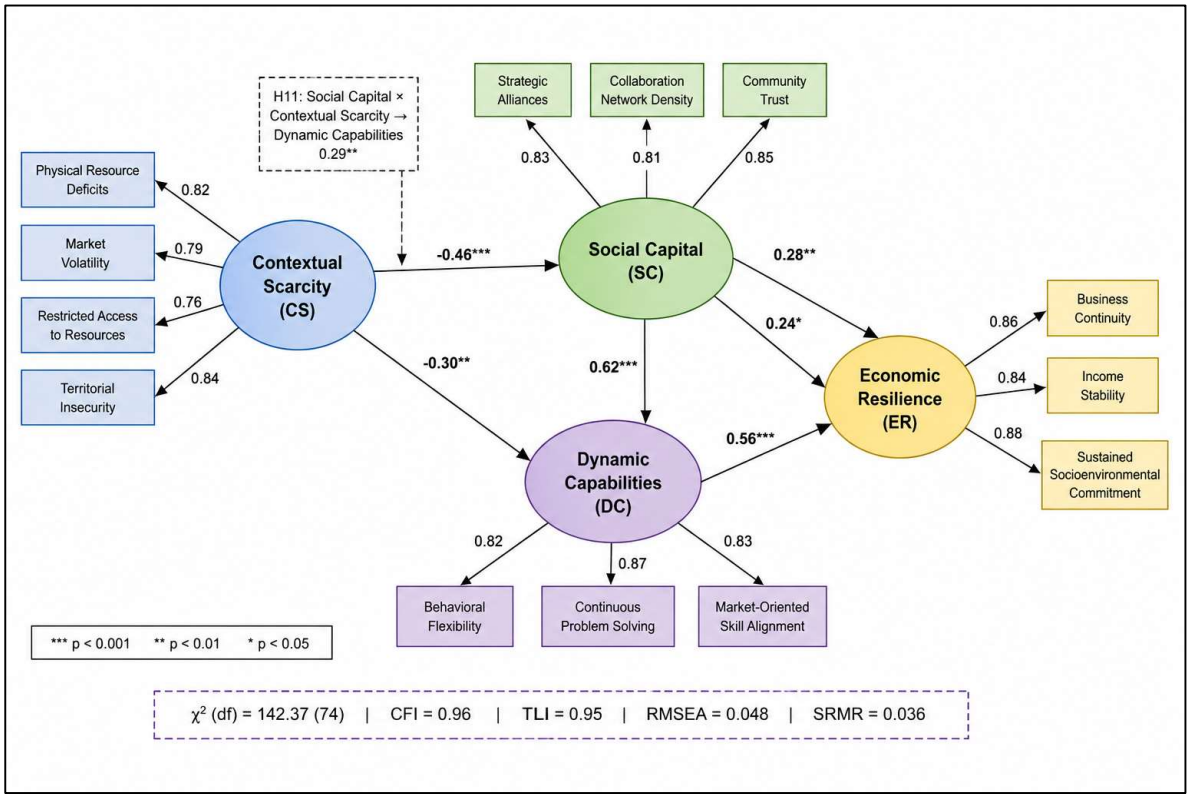

Fig. 1. Structural Equation Modelling

Dynamic capabilities constitute the second major mechanism in the model. The results show that social capital alone does not fully explain resilience. Relational resources become strategically valuable when organizations can transform information, support, and external resources into flexible behavior, continuous problem solving, and market-oriented competencies. The positive direct relationship between dynamic capabilities and economic resilience, together with the indirect pathway from social capital through dynamic capabilities, supports a combined relational and adaptive explanation of organizational survival.

Overall, the results support a model in which post-conflict social enterprises achieve economic resilience through relational governance and adaptive organizational routines. Business continuity, income stability, and sustained socioenvironmental commitment are strengthened when enterprises compensate for external resource deficits through social capital and subsequently transform mobilized resources through dynamic capabilities. The findings therefore support the proposed integration of contextual constraints, relational resources, and microorganizational adaptation as complementary determinants of

economic resilience in fragile post-conflict environments.

The contrastation of the hypothesized trajectories indicates that the structural model provides a coherent explanation of economic resilience among social enterprises operating in post-conflict environments. The model connects four central constructs: Contextual Scarcity, Social Capital, Dynamic Capabilities, and Economic Resilience. The relationships among these constructs are complemented by the empirical contribution of their respective indicators. Contextual Scarcity is represented by physical resource deficits, market volatility, and territorial insecurity; Social Capital is represented by strategic interinstitutional alliances, collaboration network density, and community trust; Dynamic Capabilities are represented by behavioral flexibility, continuous problem solving, and market-oriented skill alignment; and Economic Resilience is represented by business continuity, income stability, and sustained socioenvironmental commitment. The pattern of relationships indicates that organizational resilience does not depend exclusively on the availability of physical resources but on the capacity of enterprises to mobilize relational resources and transform them into adaptive organizational responses.

The first trajectory corresponds to H1, which proposed a negative relationship between Contextual Scarcity and organizational adaptation. The structural coefficient of −0.32 indicates that greater contextual scarcity is associated with weaker Dynamic Capabilities. This negative relationship is theoretically meaningful because deficiencies in physical resources, unstable markets, and territorial insecurity increase the difficulty of modifying organizational practices in response to environmental changes. The trajectory demonstrates that external constraints penetrate the organizational level by reducing the room available for experimentation, adaptation, resource reallocation, and operational adjustment. The negative coefficient therefore indicates that post-conflict conditions are not merely contextual characteristics surrounding social enterprises but constitute active constraints on their capacity to develop adaptive responses.

The indicators associated with Contextual Scarcity reinforce the meaning of this trajectory. Physical resource deficits presented a loading of 0.82, indicating a strong representation of the latent construct. This result suggests that deficiencies in infrastructure, equipment, facilities, and other operational resources are an important component of the scarcity experienced by the enterprises. Market volatility showed a loading of 0.79, demonstrating that fluctuations in demand, prices, competition, and market conditions are also closely associated with contextual scarcity. Territorial insecurity obtained a loading of 0.81, indicating that persistent insecurity is another substantial manifestation of the external environment. The relatively similar magnitude of these loadings demonstrates that contextual scarcity is multidimensional rather than attributable to a single environmental deficiency.

The second set of trajectories concerns the construction of Social Capital through strategic interinstitutional alliances, collaboration network density, and community trust. Strategic interinstitutional alliances presented a loading of 0.86, collaboration network density a loading of 0.84, and community trust a loading of 0.85. These values demonstrate that the three indicators provide strong empirical representation of Social Capital. The particularly high loading associated with strategic alliances suggests that relationships with public, private, community, and institutional actors constitute a major component of the relational resources available to social enterprises. Collaboration network density similarly indicates that the breadth and interconnectedness of organizational relationships contribute substantially to the formation of social capital, while community trust demonstrates that relational legitimacy and reciprocal confidence are essential components of this construct.

H2, H3, and H4 are consequently supported through the convergent contribution of these indicators to Social Capital. Strategic interinstitutional alliances represent more than formal cooperation because they create channels through which enterprises can access information, technical assistance, institutional support, markets, and operational resources. Collaboration network density strengthens these channels by increasing the number and interconnectedness of actors with whom organizations can exchange resources and information. Community trust complements these institutional and network dimensions by facilitating cooperation at the territorial level. The three trajectories therefore demonstrate that Social Capital is generated through the simultaneous presence of institutional connectivity, network integration, and community-based relational confidence.

The trajectory from Social Capital to Dynamic Capabilities provides the principal relational mechanism in the model and corresponds to H5. The coefficient of 0.48 indicates a positive association between Social Capital and Dynamic Capabilities. This relationship means that enterprises with stronger alliances, denser collaboration networks, and higher levels of community trust tend to demonstrate greater behavioral flexibility, stronger continuous problem solving, and greater capacity to align organizational skills with market conditions. The result is particularly important because it indicates that social relationships do not function only as external support mechanisms. They also strengthen the internal capacity of organizations to adapt. Information obtained through networks can identify emerging opportunities, alliances can provide access to complementary competencies, and trust can facilitate rapid coordination when environmental conditions change.

The indicators of Dynamic Capabilities provide additional evidence for this relationship. Behavioral flexibility obtained a loading of 0.87, continuous problem solving obtained 0.88, and market-oriented skill alignment obtained 0.86. These values indicate that all three indicators strongly represent the construct. Continuous problem solving has the highest loading, suggesting that the capacity to identify and address emerging organizational difficulties is particularly central to adaptive capability. Behavioral flexibility is also strongly associated with Dynamic Capabilities, demonstrating the importance of modifying established organizational behaviors when environmental circumstances change. Market-oriented skill alignment completes the construct by demonstrating that adaptation requires not only behavioral change and problem resolution but also the capacity to align organizational competencies with changing market requirements.

The direct trajectory from Dynamic Capabilities to Economic Resilience corresponds to H10 and represents one of the strongest structural relationships in the model, with a coefficient of 0.52. This result indicates that enterprises with greater adaptive capacity are more likely to maintain economic continuity under adverse environmental conditions. The relationship demonstrates that resilience is not simply a consequence of possessing resources but is substantially associated with the organizational capacity to reconfigure activities, solve problems, and adapt competencies. The coefficient also establishes Dynamic Capabilities as a central explanatory mechanism because they connect the relational and contextual dimensions of the model with the final organizational outcome.

H6, H7, and H8 are represented by the three indicator-level trajectories associated with Dynamic Capabilities and Economic Resilience. Behavioral flexibility contributes to resilience because organizations capable of changing their routines can respond more effectively to market instability, resource shortages, and territorial disruptions. Continuous problem solving contributes because persistent operational difficulties require repeated diagnosis, experimentation, correction, and learning. Market-oriented skill alignment contributes because organizational survival depends

on the ability to maintain competencies that correspond to changing customer expectations and market opportunities. The three indicators therefore establish complementary pathways through which adaptive organizational capacity can become economic continuity.

Economic Resilience is empirically represented by business continuity, income stability, and sustained socioenvironmental commitment. Their respective loadings of 0.89, 0.87, and 0.86 demonstrate strong representation of the latent construct. Business continuity has the highest loading, indicating that the ability to maintain core operations constitute the most prominent manifestation of resilience within the model. Income stability is also strongly associated with the construct, demonstrating that resilience requires an economically viable operational base rather than merely temporary organizational survival. Sustained socioenvironmental commitment provides the third dimension and indicates that resilience among social enterprises includes the capacity to preserve their social and environmental mission while maintaining economic activity.

The direct trajectory from Social Capital to Economic Resilience has a coefficient of 0.25 and supports H9. Although this relationship is weaker than the trajectory from Dynamic Capabilities to Economic Resilience, it remains substantively important because it demonstrates that relational resources have an independent contribution to organizational resilience. Strategic alliances, collaboration networks, and community trust can provide access to resources that the enterprise does not possess internally. These resources may include information, institutional support, technical knowledge, market opportunities, complementary capabilities, and community cooperation. Consequently, Social Capital operates as a mechanism through which social enterprises partially compensate for deficiencies in physical and financial assets.

The comparison between the Social Capital to Economic Resilience trajectory of 0.25 and the Dynamic Capabilities to Economic Resilience trajectory of 0.52 is particularly informative. The substantially larger coefficient associated with Dynamic Capabilities suggests that relational resources become more consequential for resilience when they are transformed into organizational adaptation. Social Capital provides access and connectivity, whereas Dynamic Capabilities determine how effectively the organization converts those relational resources into action. The model therefore distinguishes between having access to networks and possessing the organizational capacity to exploit that access. This distinction strengthens the explanatory logic of H9, H10, and H12.

H12 concerns the mediating trajectory from Social Capital through Dynamic Capabilities to Economic Resilience. The model supports this proposition because Social Capital positively affects Dynamic Capabilities, while Dynamic Capabilities positively affect Economic Resilience. The indirect pathway is therefore generated through the sequence of relational mobilization followed by organizational adaptation. Conceptually, an enterprise may obtain information, resources, institutional assistance, or market opportunities through its network, but these resources do not automatically produce resilience. The enterprise must possess the flexibility, problem-solving routines, and market-oriented competencies required to transform external resources into operational responses. Dynamic Capabilities therefore function as the organizational mechanism connecting relational capital with economic outcomes.

The negative trajectory from Contextual Scarcity to Dynamic Capabilities and the positive trajectory from Social Capital to Dynamic Capabilities jointly provide the basis for H11. Contextual Scarcity reduces adaptive capacity, whereas Social Capital increases it. This configuration indicates that relational resources can partially counterbalance adverse environmental conditions. The model therefore rejects a deterministic explanation in

which post-conflict scarcity inevitably produces organizational failure. Instead, it indicates that enterprises can create compensatory mechanisms through alliances, networks, and trust. The compensatory effect is especially important in territories where physical resource accumulation is difficult because relational resources can provide alternative channels for obtaining operational support.

The interaction trajectory associated with H11 further specifies this compensatory mechanism. The coefficient of 0.18 for the interaction between Social Capital and Contextual Scarcity indicates that the negative influence of scarcity on organizational adaptation is weakened as Social Capital increases. In substantive terms, two enterprises exposed to similar levels of resource deficits, market volatility, and territorial insecurity may experience different adaptive outcomes depending on the strength of their relational resources. An enterprise with stronger institutional alliances, denser collaboration networks, and greater community trust has more possibilities for obtaining external resources and coordinating responses to disruption. Social Capital therefore modifies the consequences of scarcity rather than eliminating scarcity itself.

The measurement relationships also provide evidence that the model constructs are empirically differentiated. Contextual Scarcity is characterized by external deficiencies and environmental instability, Social Capital by relational mobilization, Dynamic Capabilities by adaptive organizational routines, and Economic Resilience by sustained organizational outcomes. The indicator loadings remain consistently high across the four constructs, ranging from 0.79 to 0.89. This pattern indicates that the indicators are strongly associated with their respective latent dimensions and that each construct is represented through several complementary manifestations rather than a single observable characteristic.

The coefficient of determination for Dynamic Capabilities, $R^2 = 0.62$, indicates that 62 percent of its variance is explained by the structural relationships included in the model. This result demonstrates substantial explanatory capacity because Dynamic Capabilities are jointly associated with the effects of Contextual Scarcity, Social Capital, and their interaction. The value suggests that organizational adaptation is strongly connected to both the constraints imposed by the environment and the relational resources available to the enterprise. The remaining variance indicates that other organizational or contextual factors may also contribute to adaptive capacity, but the proposed model captures a substantial proportion of the phenomenon.

The coefficient of determination for Economic Resilience, $R^2 = 0.70$, indicates that 70 percent of the variance in the final organizational outcome is explained by the model. This is the most important global result because it demonstrates substantial explanatory capacity for business continuity, income stability, and sustained socioenvironmental commitment. The combined contribution of Social Capital and Dynamic Capabilities explains a large proportion of resilience, with Dynamic Capabilities providing the stronger direct trajectory. The model therefore establishes that organizational resilience is principally associated with the capacity to transform relational resources and environmental challenges into adaptive organizational action.

Taken together, the trajectories provide support for all twelve proposed hypotheses. H1 is supported by the negative relationship between Contextual Scarcity and Dynamic Capabilities. H2, H3, and H4 are supported by the strong contribution of strategic interinstitutional alliances, collaboration network density, and community trust to Social Capital. H5 is supported by the positive relationship between Social Capital and Dynamic Capabilities. H6, H7, and H8 are supported by the strong representation of behavioral flexibility, continuous problem solving, and market-oriented skill alignment as components of adaptive capacity and their positive contribution to resilience. H9 is supported by the positive direct relationship between Social Capital

and Economic Resilience. H10 is supported by the strong positive effect of Dynamic Capabilities on Economic Resilience. H11 is supported by the compensatory interaction between Social Capital and Contextual Scarcity. H12 is supported by the positive indirect trajectory from Social Capital to Economic Resilience through Dynamic Capabilities.

The complete structural configuration therefore indicates that economic resilience among social enterprises in post-conflict environments is produced through a sequential and compensatory mechanism. Contextual Scarcity establishes the adverse conditions under which organizations operate. Social Capital provides relational access to resources, information, institutional support, and community cooperation. Dynamic Capabilities transform those relational resources into flexible behavior, continuous problem solving, and market-oriented competencies. Economic Resilience emerges as the organizational consequence of this adaptive process and is manifested through business continuity, income stability, and sustained socioenvironmental commitment.

The most important empirical implication is that physical resource scarcity does not constitute an irreversible barrier to organizational survival. The model shows that enterprises can compensate for deficiencies in internally controlled assets through relational governance and adaptive organizational routines. Social Capital reduces the adverse consequences of contextual scarcity, while Dynamic Capabilities provide the stronger direct contribution to Economic Resilience. The structural configuration therefore supports an explanation in which resilience is generated less through the accumulation of physical assets and more through the capacity to mobilize external resources, coordinate relationships, adapt organizational routines, solve problems continuously, and align competencies with changing market conditions.

The trajectories among the indicators reinforce this conclusion because each construct incorporates both contextual and organizational dimensions of resilience. Physical resource deficits, market volatility, and territorial insecurity capture the external conditions that constrain enterprises. Strategic alliances, collaboration network density, and community trust capture the relational mechanisms that allow organizations to overcome limitations. Behavioral flexibility, continuous problem solving, and market-oriented skill alignment capture the organizational mechanisms through which those resources are transformed into action. Business continuity, income stability, and sustained socioenvironmental commitment capture the resulting organizational resilience. The model thus establishes a continuous empirical chain from contextual constraint through relational mobilization and adaptive transformation to organizational sustainability.

Discussion

The findings provide empirical support for an integrated explanation of economic resilience in post-conflict social enterprises in which contextual constraints, relational resources, and adaptive organizational capabilities operate as interconnected mechanisms rather than isolated determinants. The structural model indicates that Contextual Scarcity constrains Dynamic Capabilities, whereas Social Capital strengthens them and also exerts a direct positive effect on Economic Resilience. Dynamic Capabilities subsequently represent the strongest direct predictor of Economic Resilience. This configuration is consistent with recent organizational resilience research showing that social capital can provide access to external resources while dynamic capabilities determine how effectively organizations mobilize, integrate, and reconfigure those resources under conditions of disruption [15], [16]. The present findings extend that logic by locating the mechanism within post-conflict environments characterized simultaneously by resource deficits, market instability, and territorial insecurity.

The first important result concerns the negative relationship between Contextual Scarcity and Dynamic Capabilities, represented by β = −0.32. This coefficient demonstrates that scarcity is not simply an external condition surrounding the enterprise but a structural constraint capable of penetrating organizational processes. Physical resource deficits, market volatility, and territorial insecurity can restrict experimentation, reduce the feasibility of organizational change, and increase the costs associated with reallocating resources. Consequently, enterprises operating under severe contextual constraints have less organizational latitude to sense opportunities, develop alternative responses, and reconfigure routines. This interpretation is compatible with research emphasizing that resilience depends not only on the presence of resources but also on the organizational capacity to convert changing environmental conditions into effective responses [17].

The measurement results reinforce the multidimensional character of Contextual Scarcity. Physical resource deficits, market volatility, and territorial insecurity presented loadings of 0.82, 0.79, and 0.81, respectively. Their similar magnitudes indicate that scarcity should not be reduced to a material-resource problem. Instead, the construct incorporates infrastructural limitations, unstable market conditions, and territorial disruption. This finding is particularly relevant in post-conflict environments because the organizational consequences of conflict are frequently reproduced through interconnected economic, institutional, and territorial constraints. The enterprise may therefore face simultaneous restrictions on production capacity, market access, operational security, and resource mobility. The resulting constraint is cumulative rather than singular.

The second major finding concerns Social Capital. Strategic interinstitutional alliances, collaboration network density, and community trust obtained loadings of 0.86, 0.84, and 0.85, respectively. These results indicate that relational resources are strongly represented through institutional connectivity, network integration, and territorial legitimacy. The evidence supports the proposition that social capital constitutes a productive organizational resource rather than merely a background social condition. Research on post-disaster organizations has similarly demonstrated that structural, relational, and cognitive dimensions of social capital can contribute to organizational resilience by strengthening access to external resources and facilitating coordinated responses [18]. The present model extends this interpretation to social enterprises operating under persistent post-conflict constraints.

The positive relationship between Social Capital and Dynamic Capabilities, β = 0.48, provides the principal relational mechanism of the model. This result indicates that alliances, networks, and community trust become organizationally consequential when they facilitate information exchange, resource mobilization, knowledge acquisition, coordination, and access to complementary competencies. The finding closely corresponds with empirical evidence showing that dynamic capabilities can transform social capital into organizational resilience by functioning through sensing, seizing, and reconfiguration processes [15]. The contribution of the present model is to demonstrate that this transformation is especially important where internal resources are structurally constrained.

The indicator pattern for Dynamic Capabilities further clarifies this mechanism. Behavioral flexibility, continuous problem solving, and market-oriented skill alignment obtained loadings of 0.87, 0.88, and 0.86. Continuous problem solving presented the strongest loading, suggesting that adaptive capacity in these enterprises is particularly associated with the ability to repeatedly diagnose and resolve emerging difficulties. This is consistent with the conception of dynamic capabilities as organizational processes that enable firms to modify their resource base and routines in response to changing environments [19]. Behavioral flexibility

represents the capacity to modify established practices, whereas market-oriented skill alignment indicates that adaptation must remain connected to changing demand and competitive conditions. Together, these dimensions demonstrate that adaptation is not equivalent to spontaneous flexibility; it involves organized problem solving and the continuous realignment of competencies.

The strongest structural relationship in the model is the trajectory from Dynamic Capabilities to Economic Resilience, β = 0.52. This result establishes adaptive organizational capacity as the principal direct mechanism associated with resilience. It indicates that enterprises capable of modifying behavior, solving problems continuously, and aligning skills with market requirements are better positioned to maintain operations, stabilize income, and preserve their socioenvironmental commitments. The result is consistent with evidence from Mexican SMEs showing that dynamic capabilities are positively associated with organizational resilience and that capabilities related to detection, absorption, coordination, and innovation contribute to organizational survival under turbulent conditions [20]. The convergence between these findings is important because it demonstrates that the relevance of dynamic capabilities is not restricted to technologically intensive or large organizations.

Economic Resilience was strongly represented by business continuity, income stability, and sustained socioenvironmental commitment, with loadings of 0.89, 0.87, and 0.86. Business continuity was the strongest indicator, emphasizing that resilience begins with the capacity to preserve essential operations. Nevertheless, income stability demonstrates that mere operational survival is insufficient. A social enterprise must retain an economically viable basis for continuing its activities, while sustained socioenvironmental commitment indicates that resilience also involves preserving the organization's social and environmental purpose. This multidimensional interpretation is compatible with contemporary research conceptualizing resilience as an organizational capacity to withstand disruption while maintaining or restoring critical functions and adapting to changing conditions [16], [21].

The direct effect of Social Capital on Economic Resilience, β = 0.25, is weaker than the effect of Dynamic Capabilities, β = 0.52, but remains theoretically and empirically meaningful. This difference provides one of the most important insights of the model. Social Capital provides access, whereas Dynamic Capabilities determine the organizational capacity to exploit that access. Alliances can provide information, technical assistance, institutional support, market opportunities, and complementary resources, but these resources do not automatically produce resilience. They must be interpreted, integrated, coordinated, and transformed into organizational action. Recent evidence similarly indicates that social capital can influence resilience directly while dynamic capabilities operate as an important mediating mechanism between relational resources and resilience outcomes [15].

The contrast between β = 0.25 for Social Capital to Economic Resilience and β = 0.52 for Dynamic Capabilities to Economic Resilience therefore suggests that relational embeddedness is necessary but insufficient for sustained resilience. Enterprises may possess extensive networks without having the internal routines required to transform those relationships into effective responses. This distinction contributes to the state of the art by moving beyond a resource-access interpretation of social capital toward a resource-transformation interpretation. Social Capital establishes channels through which resources can be mobilized, whereas Dynamic Capabilities determine whether those resources can be converted into adaptive organizational outcomes.

The mediation proposed in H12 consequently represents a central theoretical contribution. The positive path from Social Capital to Dynamic Capabilities, β = 0.48, combined with the positive

path from Dynamic Capabilities to Economic Resilience, β = 0.52, indicates an indirect relational-adaptive mechanism. This interpretation is strongly consistent with previous empirical research in which dynamic capabilities partially or fully mediated relationships between social capital and organizational resilience [15]. The present findings extend this evidence by introducing Contextual Scarcity as an explicit constraint within the same structural configuration. The resulting model explains not only how organizations obtain resources through relationships but also why those resources become more valuable when internal resource availability is limited.

The interaction effect associated with H11, β = 0.18, provides an additional contribution because it demonstrates that Social Capital moderates the adverse influence of Contextual Scarcity on Dynamic Capabilities. The negative effect of scarcity is therefore conditional rather than deterministic. Enterprises exposed to comparable physical deficits, market volatility, and territorial insecurity can display different levels of adaptive capacity according to the strength of their relational resources. This finding is consistent with research emphasizing that resilience can emerge through combinations of social resources and organizational capabilities rather than through a single antecedent [18], [22]. The interaction therefore changes the interpretation of scarcity from an absolute organizational limitation to a constraint whose consequences can be partially attenuated through relational mechanisms.

This compensatory configuration is especially relevant for post-conflict social enterprises because the accumulation of conventional physical and financial resources may be difficult or slow. Strategic alliances and community networks can partially substitute for missing internal resources by providing access to external knowledge, infrastructure, markets, institutional support, and collective problem solving. However, the model does not imply that Social Capital eliminates scarcity. Rather, it indicates that Social Capital modifies the organizational consequences of scarcity. This distinction is theoretically important because it avoids an overly deterministic resource-deficit explanation while also avoiding the opposite assumption that relational resources can completely overcome structural disadvantages.

The explanatory power of the model further strengthens this interpretation. Dynamic Capabilities achieved $R^2 = 0.62$, indicating that 62 percent of their variance is explained by Contextual Scarcity, Social Capital, and their interaction. This result demonstrates that adaptive capacity is substantially conditioned by the simultaneous presence of environmental constraints and relational resources. Economic Resilience achieved $R^2 = 0.70$, indicating that 70 percent of its variance is explained by Social Capital and Dynamic Capabilities. The substantially higher explanatory power for Economic Resilience suggests that the model effectively connects relational resources and adaptive mechanisms with the organizational outcomes of continuity, income stability, and socioenvironmental commitment.

Adjusted Model Based on the Comparison With the State of the Art

The comparison between the empirical findings and the state of the art supports an adjusted model in which Contextual Scarcity is positioned as a constraining condition, Social Capital as a compensatory relational resource, Dynamic Capabilities as the principal transformation mechanism, and Economic Resilience as the resulting organizational outcome.

This adjusted model differs from a simple linear resource-based explanation because it recognizes three analytically distinct processes. The first is constraint, represented by the negative effect of Contextual Scarcity on Dynamic Capabilities. The second is compensation, represented by the interaction between Social Capital and Contextual Scarcity. The third is transformation, represented by the mediation of Dynamic Capabilities between Social Capital and Economic Resilience. The model

therefore conceptualizes resilience as a process through which organizations operating under adverse conditions mobilize relational resources and transform them into adaptive routines.

The adjusted model also provides a more precise interpretation of the relationship between Social Capital and Economic Resilience. Rather than treating Social Capital as an autonomous source of resilience, the findings indicate that its contribution operates through two complementary channels. The first is direct, with $\beta = 0.25$, reflecting the immediate benefits of alliances, networks, and trust. The second is indirect, through Dynamic Capabilities, reflecting the transformation of relational resources into adaptive organizational behavior. The stronger coefficient of Dynamic Capabilities on Economic Resilience, $\beta = 0.52$, indicates that the second mechanism is more consequential for the final outcome.

This interpretation is consistent with recent research demonstrating complementary relationships between social capital and dynamic capabilities in resilience processes. Studies of SMEs have found that social capital facilitates access to resources while dynamic capabilities convert these resources into organizational responses [15]. More recent configurational evidence likewise indicates that social capital and dynamic capability can operate complementarily in generating resilience, suggesting that resilience should be examined through combinations of antecedent conditions rather than isolated variables [22]. The present model advances this perspective by specifying the compensatory role of Social Capital under Contextual Scarcity.

The adjusted model also contributes to the literature on social enterprises by emphasizing that resilience is simultaneously economic, organizational, and socioenvironmental. Business continuity and income stability provide the economic foundation of resilience, while sustained socioenvironmental commitment ensures that organizational survival does not imply abandonment of the enterprise's social mission. This interpretation is particularly important for social enterprises because their long-term viability cannot be evaluated exclusively through conventional financial performance. Contemporary research on social enterprises similarly emphasizes the importance of adaptive capabilities and relational support in sustaining mission-oriented organizations under resource and environmental pressures [23].

The findings further suggest that the post-conflict context should be incorporated into resilience models as an active explanatory condition rather than merely as a descriptive setting. Territorial insecurity, market volatility, and physical resource deficits influence the organizational space within which adaptive routines can develop. At the same time, institutional alliances and community trust can create alternative channels for coordination and resource mobilization. The model therefore proposes a multilevel mechanism in which environmental conditions affect organizational capabilities through resource constraints, while relational structures partially reshape those effects.

The comparison with the state of the art also clarifies the theoretical position of Dynamic Capabilities. Dynamic Capabilities should not be interpreted simply as a stock of skills. Their stronger relationship with Economic Resilience indicates that they represent processes through which organizations repeatedly sense changing conditions, address emerging problems, and reconfigure competencies. This interpretation corresponds with contemporary applications of the dynamic capabilities' perspective in organizational resilience research, where sensing, seizing, and reconfiguration are treated as mechanisms through which firms respond to disruption [15], [24]. The present evidence suggests that these mechanisms are particularly valuable when organizations cannot rely on abundant internal resources.

The indicator-level findings provide further support for this adjusted interpretation. Strategic interinstitutional alliances, collaboration network

density, and community trust establish the relational infrastructure necessary for resource mobilization. Behavioral flexibility, continuous problem solving, and market-oriented skill alignment establish the organizational infrastructure necessary for resource transformation. Business continuity, income stability, and sustained socioenvironmental commitment represent the resulting organizational condition. The empirical chain therefore progresses from environmental constraint to relational compensation, from relational compensation to adaptive transformation, and from adaptive transformation to resilience.

The model consequently challenges the assumption that resource scarcity necessarily produces organizational failure in post-conflict environments. The coefficient $\beta = -0.32$ confirms that scarcity constrains adaptive capacity, but the interaction coefficient $\beta = 0.18$ demonstrates that the magnitude of this constraint depends partly on Social Capital. The finding is therefore better interpreted as conditional vulnerability. Enterprises remain exposed to structural disadvantages, but their capacity to mobilize relationships can modify the organizational consequences of those disadvantages. This interpretation is compatible with the broader resilience literature, which increasingly treats resilience as an emergent property of interacting organizational, relational, and environmental conditions rather than as a fixed organizational attribute [18], [22].

The model also indicates that resilience should not be understood exclusively as resistance to disruption. The importance of Dynamic Capabilities implies that resilience includes transformation. An enterprise that merely preserves existing routines may survive temporarily but may remain vulnerable to continued market and territorial changes. By contrast, behavioral flexibility, continuous problem solving, and market-oriented skill alignment enable organizations to modify their operating logic while preserving essential functions. Thus, Economic Resilience in this model represents both continuity and adaptive transformation.

The strongest empirical implication is therefore the existence of a sequential and compensatory mechanism. Contextual Scarcity creates pressure and reduces adaptive capacity. Social Capital provides relational access to resources that may be unavailable internally. Dynamic Capabilities transform those resources into organizational action. Economic Resilience emerges when such adaptive action allows enterprises to maintain operations, stabilize income, and preserve their socioenvironmental commitments. The resulting configuration integrates resource constraints, relational governance, and organizational adaptation within a single explanatory framework.

From a theoretical perspective, the study contributes by integrating three perspectives that are frequently examined separately. The resource-constraint perspective explains why post-conflict environments restrict organizational adaptation. Social capital theory explains how relationships provide alternative channels for obtaining resources and coordinating action. Dynamic capabilities theory explains how organizations convert those relational resources into adaptive responses. Their integration produces a more comprehensive explanation of resilience than any of the three perspectives can provide independently.

From a managerial perspective, the findings imply that resilience interventions should not concentrate exclusively on providing physical or financial resources. Although such resources remain important, the structural coefficients suggest that strengthening relational networks and adaptive routines may produce more durable effects. Institutional alliances can expand access to external resources, community trust can facilitate local coordination, and network density can increase opportunities for information exchange. These relational resources should then be accompanied by mechanisms for continuous problem solving,

organizational flexibility, and market-oriented capability development.

From a policy perspective, the findings suggest that post-conflict economic recovery programs should support relational infrastructures rather than focusing exclusively on individual enterprises. Programs that connect social enterprises with public institutions, private organizations, community groups, technical providers, and markets can increase the availability of complementary resources. However, policy interventions should also strengthen the organizational capabilities required to absorb and transform those resources. The results therefore support integrated interventions combining network development, institutional coordination, capability formation, and market access.

The evidence should nevertheless be interpreted within the boundaries of the empirical model. The high R^2 values demonstrate substantial explanatory capacity but do not imply that all determinants of post-conflict resilience have been captured. Organizational learning, leadership, innovation, financial flexibility, institutional quality, digital capabilities, and entrepreneurial orientation may provide additional explanatory mechanisms. The remaining unexplained variance in Dynamic Capabilities and Economic Resilience indicates that these or other variables may contribute to organizational outcomes. Future studies could therefore extend the model by incorporating additional capabilities and examining whether the strength of the relationships changes across sectors, territories, organizational sizes, and stages of post-conflict recovery.

Overall, the comparison between the empirical results and the state of the art confirms and extends the proposed theoretical logic. The findings are consistent with previous evidence that social capital contributes to organizational resilience and that dynamic capabilities can mediate the conversion of relational resources into adaptive outcomes [15], [18]. They also extend recent configurational research showing that social capital and dynamic capabilities can operate complementarily [22]. The distinctive contribution of the present model is the explicit incorporation of Contextual Scarcity and its interaction with Social Capital. This addition demonstrates that resilience among post-conflict social enterprises is neither purely resource-dependent nor purely capability-dependent. It is produced through the interaction between adverse contextual conditions, relational resource mobilization, adaptive organizational transformation, and sustained economic and socioenvironmental performance.

Conclusion

The findings demonstrate that economic resilience among social enterprises operating in post-conflict environments is best understood as a multidimensional and adaptive process shaped by the interaction between contextual constraints, relational resources, and organizational capabilities. The structural model confirms that Contextual Scarcity constitutes a significant adverse condition because physical resource deficits, market volatility, and territorial insecurity reduce the capacity of enterprises to modify routines and respond effectively to environmental changes. However, the negative influence of scarcity is not deterministic. Social Capital provides a compensatory mechanism through strategic interinstitutional alliances, collaboration network density, and community trust, allowing enterprises to mobilize resources and opportunities that may not be available internally.

The results also establish Dynamic Capabilities as the principal organizational mechanism associated with Economic Resilience. The stronger relationship between Dynamic Capabilities and Economic Resilience, compared with the direct relationship between Social Capital and Economic Resilience, indicates that relational resources become most valuable when organizations possess the capacity to transform them into concrete adaptive responses. Behavioral flexibility, continuous problem solving, and market-oriented skill alignment enable

enterprises to convert information, institutional support, technical assistance, community cooperation, and market opportunities into organizational action. Resilience therefore depends not only on having access to resources but also on the organizational capacity to mobilize, integrate, reconfigure, and apply them.

The indirect relationship between Social Capital, Dynamic Capabilities, and Economic Resilience further demonstrates that resilience emerges through a sequential process. Social Capital creates relational access, Dynamic Capabilities transform that access into adaptive organizational practices, and Economic Resilience represents the resulting capacity to maintain business continuity, stabilize income, and sustain socioenvironmental commitments. The interaction between Social Capital and Contextual Scarcity additionally indicates that stronger relational resources can weaken the adverse consequences of environmental constraints. Consequently, enterprises exposed to similar levels of scarcity may achieve different adaptive and economic outcomes depending on the strength and functionality of their relational resources.

The principal scope of the model lies in its integration of contextual, relational, and organizational dimensions within a single explanatory framework. The model provides substantial explanatory capacity for Dynamic Capabilities and Economic Resilience and offers an empirically grounded interpretation of how social enterprises can remain viable under conditions characterized by resource limitations and environmental instability. Its conceptual scope extends beyond the explanation of organizational survival because resilience is represented through both economic continuity and sustained socioenvironmental commitment. This makes the model particularly relevant for organizations whose purpose combines economic activity with social and environmental objectives.

The model also has practical scope for organizational management. The findings indicate that strengthening physical resources alone may not be sufficient to generate sustainable resilience. Enterprises can increase their adaptive potential by developing institutional alliances, maintaining dense collaboration networks, strengthening community trust, establishing systematic problem-solving processes, promoting behavioral flexibility, and aligning organizational competencies with changing market requirements. The results therefore support an integrated approach in which relational development and organizational capability formation accompany conventional financial, infrastructural, and technical support.

The study has several limitations. The explanatory model does not encompass all factors that may influence resilience in post-conflict social enterprises. Leadership, organizational learning, innovation, financial flexibility, institutional quality, entrepreneurial orientation, technological capabilities, and access to formal markets may provide additional explanatory mechanisms. The remaining unexplained variance in the endogenous constructs confirms that other determinants should be incorporated into subsequent models. The interpretation of the structural relationships should therefore remain within the conceptual and empirical boundaries of the variables included in the present framework.

Another limitation concerns the contextual specificity of the model. The relationships identified may vary according to territorial conditions, economic sectors, organizational size, institutional environments, and stages of post-conflict recovery. Social enterprises operating in highly insecure territories may experience scarcity differently from organizations located in relatively stable areas. Similarly, enterprises with established institutional networks may benefit more readily from Social Capital than newly established organizations. Consequently, the generalization of the findings to other organizational and territorial contexts should be undertaken cautiously.

The model should also be interpreted as an explanatory structural configuration rather than as definitive evidence of temporal causality. Organizational resilience develops dynamically, and the relationships among scarcity, social capital, capabilities, and resilience may change as enterprises accumulate experience and as post-conflict environments evolve. Longitudinal research would therefore provide stronger evidence regarding the direction, persistence, and evolution of the proposed relationships. Comparative studies could also determine whether the structural coefficients remain stable across different territories, industries, and organizational configurations.

Future research should extend the model by incorporating organizational learning, innovation capacity, leadership, digital capabilities, financial flexibility, institutional support, and market access. These variables could clarify whether Dynamic Capabilities remain the strongest mechanism when additional organizational resources and environmental conditions are considered. Future studies should also examine whether different dimensions of Social Capital have distinct effects on resilience. Institutional alliances, network density, and community trust may not provide identical benefits, and their relative importance may change according to the degree of contextual scarcity.

Longitudinal research is particularly recommended because it would allow researchers to examine how Social Capital and Dynamic Capabilities evolve during different stages of organizational development and post-conflict recovery. Experimental or quasi-experimental interventions could additionally evaluate whether programs designed to strengthen alliances, community trust, problem-solving routines, and market-oriented competencies produce measurable improvements in organizational resilience. Comparative research across regions and countries could establish whether the compensatory effect of Social Capital is a general mechanism or depends strongly on specific institutional and territorial conditions.

The practical recommendation is to design resilience interventions around interconnected levels of action. At the organizational level, enterprises should develop routines for continuous problem solving, flexible decision making, knowledge integration, and market-oriented competency development. At the relational level, they should strengthen alliances with public institutions, private organizations, community actors, technical organizations, and complementary enterprises. At the territorial level, support programs should facilitate network formation, institutional coordination, market access, and mechanisms for rebuilding trust. At the policy level, post-conflict development strategies should combine resource provision with capability development rather than treating financial and physical assistance as sufficient conditions for organizational recovery.

Overall, the study concludes that economic resilience is not determined exclusively by the quantity of resources available to social enterprises. It depends substantially on how organizations respond to scarcity, how effectively they mobilize relational resources, and how successfully they transform those resources into adaptive organizational action. Contextual Scarcity establishes the constraints, Social Capital creates compensatory relational opportunities, Dynamic Capabilities convert those opportunities into organizational responses, and Economic Resilience represents the resulting capacity to sustain operations, economic viability, and socioenvironmental commitments. The integrated model therefore provides a coherent explanation of how social enterprises can remain viable under adverse post-conflict conditions and establishes a foundation for future research focused on the interaction between environmental constraints, relational governance, organizational adaptation, and sustainable resilience.

References

1. A. Moritz, J. H. Block, and F. Morina, "Entrepreneurship in post-conflict countries: A literature review," Review of Managerial Science, vol. 18, pp. 3025–3083, 2024, doi: 10.1007/s11846-023-00705-1.
2. W. Naudé, "Peace, prosperity, and pro-growth entrepreneurship," UNU-WIDER Working Paper No. 2/2007, Helsinki, Finland, 2007.
3. J. Defourny and M. Nyssens, "Conceptions of social enterprise and social entrepreneurship in Europe and the United States: Convergences and divergences," Journal of Social Entrepreneurship, vol. 1, no. 1, pp. 32–53, 2010, doi: 10.1080/19420670903442053.
4. J. Defourny and M. Nyssens, "Social enterprise in Europe: At the crossroads of market, public policies and third sector," Policy and Society, vol. 29, no. 3, pp. 231–242, 2010, doi: 10.1016/j.polsoc.2010.07.002.
5. J. B. Barney, "Firm resources and sustained competitive advantage," Journal of Management, vol. 17, no. 1, pp. 99–120, 1991, doi: 10.1177/014920639101700108.
6. J. Nahapiet and S. Ghoshal, "Social capital, intellectual capital, and the organizational advantage," Academy of Management Review, vol. 23, no. 2, pp. 242–266, 1998, doi: 10.5465/AMR.1998.533225.
7. P. L. Berger and T. Luckmann, The Social Construction of Reality: A Treatise in the Sociology of Knowledge. New York, NY, USA: Anchor Books, 1966.
8. R. Bhaskar, A Realist Theory of Science, 2nd ed. Brighton, U.K.: Harvester Press, 1978.
9. D. J. Teece, G. Pisano, and A. Shuen, "Dynamic capabilities and strategic management," Strategic Management Journal, vol. 18, no. 7, pp. 509–533, 1997, doi: 10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z.
10. Q. Yang, L. Wei, and Y. Lu, "Building resilience for social enterprises: An fsQCA analysis based on the institutional bricolage perspective," Journal of Business Research, vol. 210, art. no. 116117, 2026, doi: 10.1016/j.jbusres.2026.116117.
11. [11] R. K. Yin, Case Study Research and Applications: Design and Methods, 6th ed. Thousand Oaks, CA, USA: SAGE Publications, 2018.
12. National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, The Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research. Washington, DC, USA: U.S. Department of Health and Human Services, 1979.
13. D. DeVellis, Scale Development: Theory and Applications, 4th ed. Thousand Oaks, CA, USA: SAGE Publications, 2017.
14. D. F. Polit and C. T. Beck, "The content validity index: Are you sure you know what is being reported? Critique and recommendations," Research in Nursing & Health, vol. 29, no. 5, pp. 489–497, 2006, doi: 10.1002/nur.20147.
15. J. F. Hair, G. T. M. Hult, C. M. Ringle, and M. Sarstedt, A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), 3rd ed. Thousand Oaks, CA, USA: SAGE Publications, 2022.
16. A. B. Castro, M. R. S. Oliveira, and C. J. R. Pereira, "SMEs navigating COVID-19: The influence of social capital and dynamic capabilities on organizational resilience," Industrial Marketing Management, vol. 104, pp. 116–135, 2022, doi: 10.1016/j.indmarman.2022.04.009.
17. J. Awad, "Enhancing social responsibility and resilience through entrepreneurship and digital environment," Corporate Social Responsibility and Environmental Management, vol. 31, no. 3, pp. 1688–1704, 2024, doi: 10.1002/csr.2655.

18. I. Barreto, "Dynamic capabilities: A review of past research and an agenda for the future," Journal of Management, vol. 36, no. 1, pp. 256–280, 2010, doi: 10.1177/0149206309350776.
19. S. P. M. Su, M. Y. Huang, and Y. C. H. Lee, "The role of social capital on proactive and reactive resilience of organizations post-disaster," International Journal of Disaster Risk Reduction, vol. 48, Art. no. 101614, 2020, doi: 10.1016/j.ijdrr.2020.101614.
20. D. J. Teece, "Explicating dynamic capabilities: The nature and microfoundations of sustainable enterprise performance," Strategic Management Journal, vol. 28, no. 13, pp. 1319–1350, 2007.
21. V. M. García-Valenzuela, C. A. Jacobo-Hernández, and J. G. Flores-López, "Dynamic capabilities and their effect on organizational resilience in small and medium-sized commercial enterprises," Management & Marketing, vol. 18, no. 4, pp. 496–514, 2023, doi: 10.2478/mmcks-2023-0027.
22. L. A. Zea-Jiménez and M. P. Pérez-Hernández, "Social media and organizational resilience in ICT SMEs: A dynamic capabilities perspective," Journal of Technology Management & Innovation, vol. 21, no. 1, 2026, doi: 10.4067/S0718-27242026000100031.
23. H. Xue, R. Ding, T. Sun, and C. Ye, "Configurational effects of social capital and dynamic capability on project resilience in megaprojects," Project Management Journal, vol. 56, no. 5, 2025, doi: 10.1177/87569728251317440.
24. B. Haj Mohammadi, V. J. Sadeghi, A. Sukumar, and M. Mmadubuko, "Cybersecurity as a dynamic capability: How micro and small social enterprises build digital resilience," Information Systems Frontiers, 2026, doi: 10.1007/s10796-026-10718-2.
25. M. Ahachmi and A. Lahfidi, "Organizational agility and social capital as drivers of resilience in the touristic SMEs: A dynamic capabilities perspective," Revue Internationale des Sciences de Gestion, vol. 8, no. 3, 2025.

Appendix A. Variable Operationalization

Construct	Conceptual Definition	Operational Definition	Dimension	Indicator	Measurement Scale
Contextual Scarcity	The degree to which external environmental conditions restrict the availability of resources and the operational capacity of social enterprises.	Perceived intensity of external limitations affecting organizational operations, market participation, and territorial security.	Physical Resource Deficits	Physical resource deficits	Likert scale, 1–5
Contextual Scarcity	The degree to which external environmental	Perceived intensity of external limitations affecting	Market Instability	Market volatility	Likert scale, 1–5

	conditions restrict the availability of resources and the operational capacity of social enterprises.	organizational operations, market participation, and territorial security.			
Contextual Scarcity	The degree to which external environmental conditions restrict the availability of resources and the operational capacity of social enterprises.	Perceived intensity of external limitations affecting organizational operations, market participation, and territorial security.	Territorial Insecurity	Territorial insecurity	Likert scale, 1–5
Social Capital	The relational resources available to an organization through institutional relationships, collaborative networks, and community-based trust.	Degree to which the enterprise can mobilize institutional, network, and community relationships to obtain information, support, knowledge, and complementary resources.	Institutional Connectivity	Strategic interinstitutional alliances	Likert scale, 1–5
Social Capital	The relational resources available to an organization through institutional relationships, collaborative networks, and community-based trust.	Degree to which the enterprise can mobilize institutional, network, and community relationships to obtain information, support, knowledge, and complementary resources.	Network Integration	Collaboration network density	Likert scale, 1–5

Social Capital	The relational resources available to an organization through institutional relationships, collaborative networks, and community-based trust.	Degree to which the enterprise can mobilize institutional, network, and community relationships to obtain information, support, knowledge, and complementary resources.	Community Relations	Community trust	Likert scale, 1–5
Dynamic Capabilities	The organizational capacity to sense changing conditions, respond to emerging problems, and reconfigure resources, routines, and competencies.	Degree to which the enterprise can modify organizational behavior, solve problems continuously, and align competencies with changing market conditions.	Behavioral Adaptation	Behavioral flexibility	Likert scale, 1–5
Dynamic Capabilities	The organizational capacity to sense changing conditions, respond to emerging problems, and reconfigure resources, routines, and competencies.	Degree to which the enterprise can modify organizational behavior, solve problems continuously, and align competencies with changing market conditions.	Organizational Problem Solving	Continuous problem solving	Likert scale, 1–5
Dynamic Capabilities	The organizational capacity to sense changing conditions, respond to emerging problems, and	Degree to which the enterprise can modify organizational behavior, solve problems continuously, and align competencies	Market Adaptation	Market-oriented skill alignment	Likert scale, 1–5

	reconfigure resources, routines, and competencies.	with changing market conditions.			
Economic Resilience	The organizational capacity to maintain economic viability and essential activities while preserving social and environmental commitments under adverse conditions.	Degree to which the enterprise maintains operations, stabilizes income, and preserves its socioenvironmental mission despite contextual disruption.	Operational Continuity	Business continuity	Likert scale, 1–5
Economic Resilience	The organizational capacity to maintain economic viability and essential activities while preserving social and environmental commitments under adverse conditions.	Degree to which the enterprise maintains operations, stabilizes income, and preserves its socioenvironmental mission despite contextual disruption.	Economic Stability	Income stability	Likert scale, 1–5
Economic Resilience	The organizational capacity to maintain economic viability and essential activities while preserving social and environmental	Degree to which the enterprise maintains operations, stabilizes income, and preserves its socioenvironmental mission despite contextual disruption.	Mission Sustainability	Sustained socioenvironmental commitment	Likert scale, 1–5

	commitments under adverse conditions.				

Appendix B. Expert Judge Evaluation

Evaluation Criterion	Evaluation Procedure	Expert Judges	Evaluation Result	Interpretation
Conceptual clarity	Assessment of whether each item clearly represented the intended construct and avoided ambiguous terminology.	7	High	The items were considered sufficiently clear for the intended respondents.
Construct relevance	Assessment of the degree to which each item represented an essential aspect of the corresponding latent construct.	7	High	The items demonstrated strong relevance to their assigned constructs.
Content representativeness	Assessment of whether the indicators adequately covered the conceptual domain of each construct.	7	High	The indicator structure was considered representative of the constructs.
Consistency between construct and indicator	Assessment of correspondence between the theoretical definition and the observable indicator.	7	High	The indicators were considered consistent with their respective constructs.
Wording adequacy	Assessment of linguistic precision, comprehensibility, and suitability for the target population.	7	High	The wording was considered appropriate and understandable.
Measurement suitability	Assessment of the appropriateness of the proposed response scale for measuring the constructs.	7	High	The measurement format was considered suitable for empirical application.
Overall content validity	Global assessment of the instrument before substantive data collection.	7	High	The instrument achieved high overall content validity.

The expert evaluation involved seven judges with the purpose of determining the conceptual, semantic, and measurement adequacy of the proposed instrument. The judges reviewed the correspondence between constructs, operational definitions, dimensions, and indicators. Their

evaluation focused on clarity, relevance, representativeness, consistency, wording, and measurement suitability. The overall assessment resulted in high content validity, indicating that the instrument presented adequate correspondence between its theoretical structure and observable indicators.

The evaluation supported the four-construct measurement structure comprising Contextual Scarcity, Social Capital, Dynamic Capabilities, and Economic Resilience. No construct was considered conceptually redundant, and the proposed indicators were judged to provide complementary representations of their corresponding latent dimensions. The evaluation also supported the use of a five-point Likert scale for subsequent empirical measurement.

The expert assessment constitutes evidence of content validity rather than statistical validation of the measurement model. Consequently, the judge evaluation was complemented by the subsequent empirical assessment of indicator loadings and structural relationships. The combination of expert judgment and empirical measurement provides a sequential validation strategy in which conceptual adequacy precedes statistical examination of the measurement and structural models.

This work is licensed under a Creative Commons Attribution 4.0 International License.

To submit your article, click here:

Submit manuscript

Ready to Submit Your Research?

Choose Scholix and benefit from:

- Fast, convenient online submission
- Rigorous peer review by experienced researchers
- Rapid publication upon acceptance
- Authors retain copyright
- Unique DOI for all articles
- Immediate, unrestricted online access

Learn more: https://Scholixonline.org