

**ANTECEDENTS AND OUTCOMES
OF SOCIAL ENTERPRISES RESILIENCE
IN BANGLADESH**

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**ANTECEDENTS AND OUTCOMES
OF SOCIAL ENTERPRISES RESILIENCE
IN BANGLADESH**

by

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CB-SEM	Covariance-based Structural Equation Modelling
CMV	Common Method Variance
CR	Composite Reliability
HTMT	Heterotrait-Monotrait Ratio of Correlations
NGO	Non-Government Organizations
NGOAB	NGO Association of Bangladesh
PLS-SEM	Partial Least Square Structural Equation Model
RBV	Resource-Based View
SCT	Social Capital Theory
SEM	Structural Equation Model
SE	Social Enterprise
VRIN	Valuable, Rare, Inimitable, Non-substitutable

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- Appendix B Measurement Model Assessment Evaluation
- Appendix C Structural Model Assessment Evaluation

ANTESEDEN DAN HASIL DAYA TAHAN PERUSAHAAN SOSIAL DI BANGLADESH

ABSTRAK

Penyelidikan ini bertujuan untuk meneroka anteseden dan hasil daya tahan perusahaan sosial di Bangladesh. Memahami sifat hibrid dan had sumber perusahaan sosial, kajian ini bertujuan untuk memahami kesan dimensi berbeza modal sosial dan hubungan rangkaian sosial terhadap daya tahan perusahaan sosial di bawah peranan pengantaraan inovasi. Konsep daya tahan di peringkat organisasi merujuk kepada keupayaan firma untuk bertahan daripada gangguan dan kejadian bencana dalam menghadapi perubahan besar dalam persekitaran perniagaan dan ekonomi. Terdapat aliran kesusasteraan yang semakin meningkat dalam bidang perusahaan sosial yang memfokuskan kepada cabaran yang timbul daripada struktur hibrid misi sosial dan ekonomi perusahaan sosial, dan pengurusan dan prestasi perusahaan sosial di bawah keadaan yang mengganggu. Penyelidikan ini membina perspektif ini dan mendapatkan pandangan daripada literatur daya tahan organisasi untuk menangani jurang pengetahuan dalam sumber dan keupayaan perusahaan sosial dan aktiviti inovatif berkenaan keupayaan daya tahan dan prestasi sosial dan ekonomi mereka. Memandangkan kesan sumber (modal sosial, rangkaian sosial, inovasi) ke atas keupayaan (daya tahan organisasi), rangka kerja teori telah dibangunkan berdasarkan perspektif Resource Based-View (RBV). Sebaliknya, Teori Modal Sosial telah digunakan untuk menjelaskan dimensi modal sosial yang berbeza. Untuk menguji kerangka teori, kajian ini menggunakan metodologi tinjauan kuantitatif berdasarkan soal selidik yang ditadbir sendiri untuk mengumpul data daripada sampel 139 Perusahaan Sosial di Bangladesh. Kaedah analisis yang dipanggil Partial Least

Squares (PLS) menggunakan perisian SmartPLS versi 4 telah digunakan. Lapan belas hipotesis penyelidikan telah diuji. Penemuan mendedahkan bahawa, walaupun modal sosial dan hubungan rangkaian sosial adalah sumber penting untuk daya tahan perusahaan sosial dan untuk mencapai misi dwi mereka, tidak semua dimensi modal sosial dan hubungan rangkaian sosial mempunyai kesan yang sama terhadap daya tahan organisasi. Modal Sosial Berstruktur didapati sebagai pendahulu yang paling penting dalam daya tahan organisasi, diikuti oleh Inovatif, hubungan Rangkaian Industri Tambahan, hubungan Rangkaian Dalam Industri dan Modal Sosial Perhubungan. Modal Sosial Kognitif mempunyai tahap Kepentingan yang paling rendah. Selain itu, Ketahanan Organisasi didapati mempunyai kesan positif terhadap prestasi perusahaan sosial. Kajian ini menunjukkan peranan pengantaraan yang kompleks dalam Inovatif, terutamanya untuk perusahaan sosial untuk meningkatkan daya tahan. Penemuan penyelidikan ini menambah badan pengetahuan yang berkaitan dengan daya tahan dalam perusahaan sosial dan meningkatkan asas teori kesusasteraan keusahawanan sosial dengan menggunakan kerangka teori RBV. Ia memberi sumbangan teori dengan menerokai perhubungan yang kompleks antara pelbagai dimensi modal Sosial, ikatan rangkaian sosial dan daya tahan. Sebagai implikasi praktikal, kajian ini menawarkan pandangan yang berguna kepada agensi kerajaan untuk menggubal dasar yang betul yang menggabungkan konsep daya tahan. Di samping itu, perusahaan sosial harus memberi penekanan kepada Modal Sosial Berstruktur dan Inovatif dalam merealisasikan prestasi sosial dan ekonomi yang menggalakkan dan daya tahan perniagaan.

ANTECEDENTS AND OUTCOMES OF SOCIAL ENTERPRISES RESILIENCE IN BANGLADESH

ABSTRACT

This research aims to explore the antecedents and outcomes of social enterprises resilience in Bangladesh. Understanding the hybrid nature and resource limitations of social enterprises, this study seeks to understand the effect of different dimensions of social capital and social network ties on social enterprises resilience under the mediating role of innovativeness. The concept of resilience at organizational level refers to the ability of a firm to survive disruptions and catastrophic events in the face of substantial changes in the business and economic environment. There is a growing stream of literature in the field of social enterprise focusing on the challenges arising from social enterprises' hybrid structure of social and economic missions, and social enterprises' management and performance under disruptive conditions. This research builds on this perspective and draws insights from the organizational resilience literature to address the knowledge gap in social enterprises' resources and capabilities and innovative activities regarding their resilience capability and social and economic performance. Considering the effect of resources (social capital, social network, innovativeness) on capabilities (organizational resilience), a theoretical framework has been developed based on Resource Based-View (RBV) perspective. On the other hand, Social Capital Theory has been applied to explain the different dimensions of social capital. To test the theoretical framework, this study employed the methodology of the quantitative survey based on self-administered questionnaires to gather data from a sample of 139 Social Enterprises in Bangladesh. An analytical method called Partial Least Squares (PLS) using SmartPLS software version 4 has

been employed. Eighteen research hypotheses has been tested. The findings revealed that, though Social capital and social network ties are the crucial resources for social enterprises resilience and to achieve their dual mission, not all the dimensions of social capital and social network ties have the same impact on organizational resilience. Structural Social Capital found to be the most important antecedent of organizational resilience, followed by Innovativeness, Extra Industry Network ties, Intra Industry Network ties and Relational Social Capital. Cognitive Social Capital has the lowest level of Importance. Additionally, Organizational Resilience is discovered to have positive effect on social enterprise performance. This study demonstrates a complex mediating role of Innovativeness, particularly for social enterprises to improve resilience. The findings of this research add to the body of knowledge related to resilience in social enterprises and enhance the theoretical foundations of social entrepreneurship literature by utilizing the theoretical framework of RBV. It makes a theoretical contribution by exploring the complex relationship among different dimensions of Social capital, social network ties and resilience. As a practical implication, this study offers useful insight for the government agencies to formulate the right policies that incorporates the resilience concept. In addition, social enterprises should emphasis on Structural Social Capital and Innovativeness in realising favourable social and economic performance and resilience of the business.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides an overview of research on organisational resilience, as the primary objective of this investigation is to examine the antecedents of organisational resilience and its outcomes. In light of the resource constraints and hybrid characteristics of social enterprises, the purpose of this research is to investigate the connection between social capital, social networks, and the resilience of social enterprises under the mediating role of innovativeness. The subsequent section will provide a portrayal of the present condition of social enterprises in Bangladesh and analyse the overarching significance of resilience capability. In addition, the evolution of the prior research conducted in this area and the problems have been discussed. The study's significance and objectives and research questions are delineated. Furthermore, this chapter provides suitable definitions for pivotal terms that are employed in the study. A concise synopsis of the structure of the thesis concludes the chapter.

1.2 Background of the study

1.2.1 Recent trends in 'Resilience'

In recent years, the extent and frequency of unexpected disruptions have increased significantly (Linnenluecke, 2017; Parker & Ameen, 2018). Such disruptions have interrupted the day-to-day business processes of firms worldwide. Concerns such as natural disasters, weather, and climate-related events are becoming more and more prevalent in the environments in which organisations operate (Deason et al., 2022), and disasters that are human made such as technological changes, economic downturns, and other unexpected issues are in rise. (Shela et al., 2021;

Williams et al., 2017). Other challenges that are unique to organisations include employee absenteeism, operational errors, and fire-related damage to infrastructure (Werner et al., 2021). Organisations frequently encounter these disruptions unprepared, as they occur unexpectedly. (Duchek, 2020; Linnenluecke, 2017).

What businesses could do to endure in the complex business environment of the present day, in light of these challenges, is a crucial inquiry. As a result of these critical challenges, 'Organisational Resilience' has garnered considerable interest from policymakers, practitioners, and researchers in recent times. The resilience capability empowers organisations to effectively manage unforeseen circumstances, recover from critical situations that may jeopardise their existence, and potentially cultivate future achievements. (Hillmann & Guenther, 2021; Xie et al., 2022).

Organizational resilience is generally understood as the ability of a firm to survive disruptions and catastrophic events during the substantial changes in the business and economic environment (Do et al., 2022; Hillmann & Guenther, 2021; Shela et al., 2021). At the organisational level, resilience is defined as the capability of organisational entities to bounce back, recover and resume operations, or adjust positively in the face of adverse events, disruptions, and external shocks. (Rai et al., 2021).

Presently, one of the most significant obstacles for managers is minimising the impact of environments that are becoming more turbulent and effectively managing disruptions. Do et al. (2022) posit that contemporary organisations face the imperative of formulating an innovative organisational structure capable of perpetually adapting to change. The outdated notion of organisations as mechanical entities that can be repaired when damaged is no longer applicable in this ostensibly unstable business environment, according to Do et al. (2022). Understanding the capabilities that

facilitate the continuity of business operations is thus crucial in organisational contexts. (Do et al., 2022; X. Li et al., 2022).

Hence, it is imperative for organisations to cultivate the fundamental competencies that empower them to effectively manage unforeseen circumstances, recover from crises, and potentially achieve further prosperity (Hillmann & Guenther, 2021; Jia et al., 2020; Rodríguez-Sánchez et al., 2021; Xie et al., 2022). By adopting and subsequently applying ‘resilience capabilities’ prior to, during, and after turbulence, organisations can, not only demonstrate high levels of performance, business sustainability, and organisational development, but also assist in navigating challenging environments (Burnard & Bhamra, 2011).

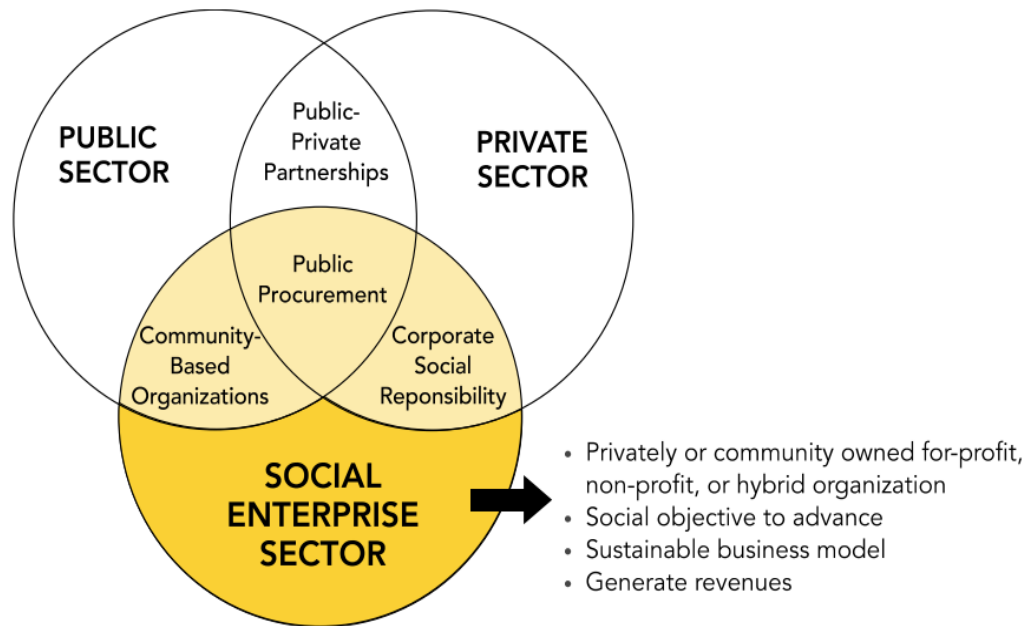
1.2.2 Hybrid nature and related challenges of Social Enterprises

The convergence of the traditional public, private, and non-profit economic sectors has occurred in many nations worldwide over the past few decades (White et al., 2022). On the one hand, non-profit organisations began to fund their programmes through the implementation of more market-based strategies. Conversely, in response to growing stakeholder expectations, for-profit enterprises in the private sector have increased their corporate social responsibility and corporate citizenship initiatives. The phenomenon of convergence has given birth to hybrid organisations, such as social enterprises (Eversole et al., 2014).

In recent academic literature, social enterprises have been recognised as “hybrid organisations” (Battilana & Lee, 2014; Belte et al., 2023; Doherty et al., 2014). Doherty et al. (2014) provide the following definition of hybrid organisations:

“Structures and practices that allow the coexistence of values and artefacts from two or more categories. These organisations draw on at least two different sectoral paradigms, logics, and value systems”.

In the case of social enterprises, hybridity arises as they extend the institutional structures of public, private and third sectors. As presented in Figure 1.1, World Bank, (2017) defined Social Enterprise as “privately owned organizations either for-profit, non-profit, or a hybrid of the two that use business methods to advance their social objectives”.



Source: World Bank (2017)

Figure 1.1 Social Enterprise Sector

Moreover, previous studies have established that social enterprises belong to the classification of hybrid organisations, which are distinguished by their distinct social, economic, business, and revenue-generating characteristics (Dees & Elias, 1998). Consistently, these definitions have mirrored their quest for financial sustainability via socially responsible businesses that contribute to community welfare (Searing et al., 2021).

Emerson and Twersky, (1996) defined social enterprise by using the term ‘double bottom line’, i.e. good business sense with social mission. Hence, social

enterprises are frequently denoted as hybrid organisations, as they operate according to a combination of various institutional logics (White et al., 2022). The existence of numerous institutional logics frequently gives rise to divergent norms and expectations, thereby engendering discord within an organisation of this nature (Belte et al., 2023).

Hybridity is anticipated to generate internal and external tensions within organisations, according to the extant literature on the subject in social enterprises (Ciambotti & Pedrini, 2021; Weerawardena et al., 2021). Internal tensions manifest in various ways, such as the inability to sustain hybridity over a long period of time due to the failure to develop a unified organisational identity (Battilana & Lee, 2014), or the difficulty in pursuing dual objectives (Ebrahim et al., 2014), or through mission drift (Battilana & Lee, 2014; Ebrahim et al., 2014).

External tensions frequently arise when an entity struggles to attain legitimacy in its domain by deviating from established norms regarding its legal framework, operations, or goals. Social enterprises may encounter conflicts with their customers, stakeholders, other institutional gatekeepers, or competitors as a result of these tensions (Battilana & Lee, 2014; Ciambotti & Pedrini, 2021; Ebrahim et al., 2014).

In the same vein, Dees and Elias (1998) posit that the concurrent pursuit of profit and the fulfilment of a social objective constitute an inherent tension. Davies et al. (2019) assert that social enterprises face various impediments that hinder their capacity to concurrently engage in commercial trading and fulfil their social mission. The aforementioned constraints and challenges have included insufficient financial and capital resources, inconsistent legal frameworks, uncertainty regarding identity, management conflicts, and complexities associated with determining social value (Davies et al., 2019).

Thus, recent scholarly works concur that social enterprises frequently face the challenge of harmonising business activity with social mission. This tension, however, should not be ignored (He et al., 2022). The commitment of social entrepreneurs to social missions and economic activities alike posits complex organizational structures (Battilana & Lee, 2014; Loukopoulos & Papadimitriou, 2022). While the coexistence of economic and social mission of social enterprise makes it hard to manage, with a seemingly paradoxical logic, the emergence of an unexpected crisis leads to an imbalance between the two activity segments (Bacq & Lumpkin, 2020). Thus, social enterprises must readjust their organizational strategy to become more resilient in the face of disruptive business environment.

1.2.3 The Challenges and Importance of Social Enterprises in Bangladesh

In Bangladesh, Social enterprises are defined as a business that has specific social objectives that serve its primary purpose. Social enterprises seek to maximize profits while maximizing benefits to society and the environment. Their profits are principally used to fund social programs (Chowdhury et al., 2021). A well-known example of social enterprise is Grameen Bank in Bangladesh, which is a microfinance organization and community development bank founded that makes small loans (microcredit) to the poor without requiring security or collateral.

The social enterprise sector exhibits a wide range of organisational structures and approaches in Bangladesh (Faruq & Hoque, 2023). The sector is considered as a solution to many problems. Nationally, social enterprises are fostering the empowerment of women, generating employment opportunities, and developing more inclusive services through a variety of endeavours (Hafiz et al., 2023).

Social enterprise plays a crucial role in the economic and social progress. Bangladesh, being a trailblazer in social entrepreneurship, has several obstacles and limitations in its social enterprise sector (Cho et al., 2019; Hafiz et al., 2023; Hossain, 2018; Islam et al., 2021). Although there are good number of social enterprises emerging, the country lacks a legislative definition and policy framework for social enterprises (Cho et al., 2019). As stated by the British Council (2016a), there is a significant and growing number of social enterprises functioning in Bangladesh. Nevertheless, only a small fraction of these immense quantities have successfully expanded. The expansion of this industry has been impeded by insufficient financial backing and inadequate institutional policies (Misbauddin et al., 2022).

Despite the increasing interest in social enterprise, they still lack clear and well-defined structures (Huang, 2017). As previously stated, the social entrepreneurship sector in Bangladesh is not officially recognized as a separate legal sector, but rather it is intertwined with the not-for-profit sector. In Bangladesh, social enterprises may take the form of for-profit, not-for-profit, or hybrid entities; however, distinct corporate structures are not observed (Cho et al., 2019). Hence, a social enterprise can take several forms and operate under numerous legal entities in Bangladesh. As a result, it can be confusing to determine the optimal structure for a social enterprise and to undertake the requisite legal processes.

Despite encountering significant challenges, including financial and non-financial issues, the social enterprise sector in Bangladesh has a compelling argument for being the most suitable entity to tackle economic and social development (The Business Standard, 2021). An increasing amount of scholarly literature concerning developing nations indicates that business organisations occupy the void left by governments that fail to establish and fortify the social institutions required for markets

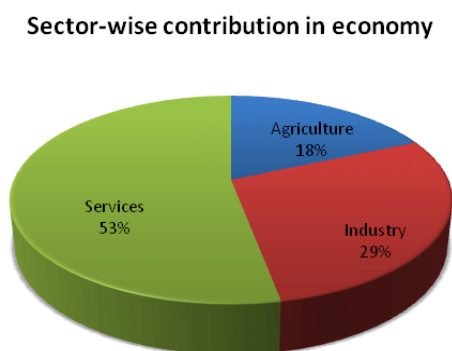
to operate effectively (Therese Hackett, 2010). Business organisations are therefore depicted as inter-firm mechanisms designed to address market deficiencies (Mair & Marti, 2009). In Bangladesh, Social enterprises are believed to play an important role to fulfil such gap left by the government failure. Such gaps normally exist in the core areas of education, health, sanitation, energy, and financial service (Islam et al., 2021). Social enterprises are regarded as a viable framework that provides market-driven solutions for alleviating poverty, fostering sustainable economic development, and independently addressing social issues (Faruq & Hoque, 2023).

Bangladesh has a rich history of Non-Government Organizations (NGOs) and social enterprises playing a significant role in both social and economic development, as demonstrated by the notable achievements of two of the world largest social enterprises, BRAC and Grameen. The contemporary arguments surrounding Social Enterprises have been largely influenced by the emergence of the Grameen social business model, established by Nobel Laureate Professor Yunus (Cho et al., 2019). Grameen Bank originated in 1976, in the work of Professor Muhammad Yunus at the University of Chittagong, who launched a research project to study how to design a credit delivery system to provide banking services to the rural poor. By establishing Grameen Bank in 1983, Dr. Muhammad Yunus wanted to realize his vision of self-support for the very poorest people by means of loans on easy terms. The bank has since been a source of motivation for similar microcredit institutions across countries (CHOWDHURY et al., 2021).

The Bangladesh Rural Advancement Committee (BRAC), which is based in Bangladesh, is the largest social enterprise in the world (Islam & Morgan, 2012). Hence, it is undeniable that social entrepreneurs make a substantial contribution to the social, economic, cultural, and environmental well-being of Bangladesh.

In the last decade, Bangladesh has achieved significant economic and social progress. Bangladesh, situated in South Asia, is the ninth most populous nation globally and one of the most populated countries in the world, with an 85 million-strong labour force and a young population of which 51% are under the age of 27. Bangladesh is classified as a low-income nation due to its literacy rate of 74.7% and the fact that 32% of its population lives below the World Bank poverty limit of \$1.25 per day (purchasing power parity). (Ministry of Finance, 2023).

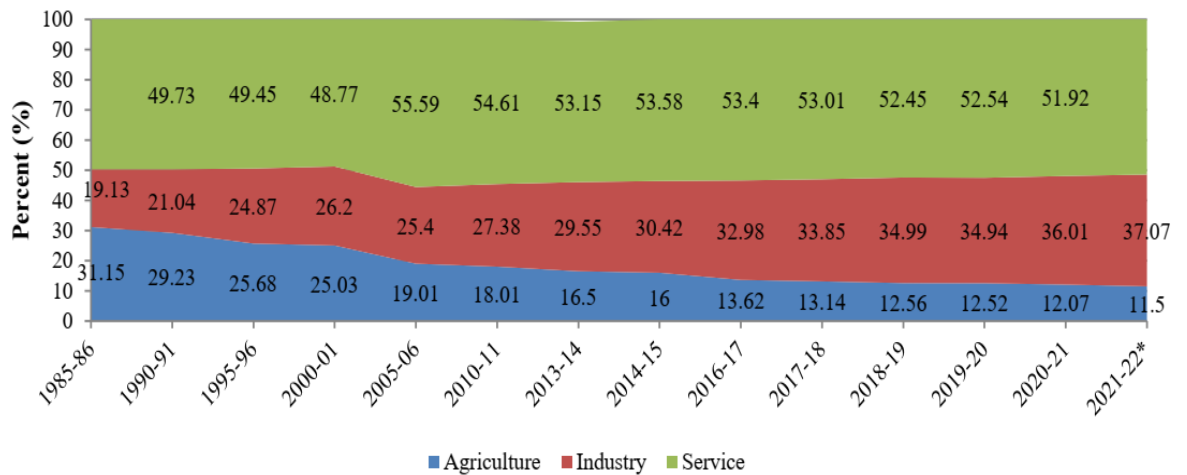
Bangladesh has the 34th largest economy by nominal GDP. Bangladesh's economy is transitioning from an agrarian focus to a greater emphasis on industry and services. Figure 1.2 illustrates the distribution of GDP (Gross Domestic Product) among different sectors. It indicates that the services sector accounted for 53% of the GDP in 2022, followed by the industry sector with 29% and the agriculture sector with 18% (Ministry of Finance, 2023).



Source: Ministry of Finance, 2023

Figure 1.2 Sector-wise contribution of GDP

The economy of Bangladesh has successfully rebounded from the detrimental impacts of the coronavirus pandemic. The GDP grew by 7.88 percent in FY 2018-19 prior to the pandemic; that figure had decline to 3.45 percent in FY 2019-20. The government reported that GDP growth rebounded to 7.2% in FY 2021-22. (Ministry of Finance, 2023).



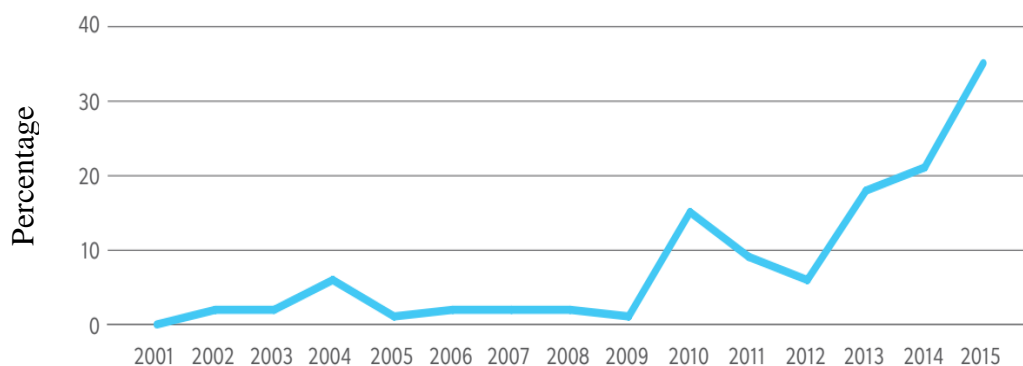
Source: Ministry of Finance, 2023

Figure 1.3 Share of three Major Sectors in the last three Decades.

Despite experiencing consistent economic growth at an average rate of 6% of annual GDP, the country continues to confront issues such as widening social and economic inequalities, deeply entrenched poverty and hunger, frequent instances of political and civil unrest, and the formidable obstacles posed by natural disasters and climate change (Mohiuddin, 2017). In light of this situation, numerous non-profit organisations are endeavouring to enhance the well-being of impoverished individuals by creating financial resources through experimentation and adaptation in response to emerging circumstances (Faruk et al., 2016). Government initiatives and foreign aid programmes, among other conventional methods, have proven inadequate in independently tackling these challenges. Entrepreneurs, innovators, and agents of change are contemplating the adoption of social entrepreneurship as an alternative strategy to address social issues while simultaneously ensuring financial viability.

As mentioned earlier, the social entrepreneurship sector is growing in Bangladesh. In 2016, the British Council conducted a survey that unveiled a surge in the quantity of social enterprise start-ups in Bangladesh. Although BRAC was founded in 1972 and Grameen Bank in 1976, most of the social enterprises evaluated started

operating in 2009 or later. According to Figure 1.4, there has been a substantial increase in the number of social enterprise start-ups during the past decade.



Source: (British Council, 2016b)

Figure 1.4 Cumulative % of social enterprises registered by year.

In 2016, the British Council Bangladesh performed a thorough research to examine the policy and legislative framework around social enterprise activity in Bangladesh. The analysis reveals that a substantial percentage of the influencers in the emerging social entrepreneurship movement in Bangladesh are below the age of 35. Furthermore, the survey uncovered that 90% of social enterprises are actively involved in supporting economically and socially disadvantaged populations, and that 25% of social enterprises in Bangladesh are headed by women (British Council, 2016a).

The British Council's study (2016b) has identified many legal forms under which Bangladeshi social enterprises are recognised, such as sole proprietorship, partnership, private limited company, society, trust, social voluntary organisation, and NGO. Social enterprises in Bangladesh primarily aim to fulfil social needs and generate employment opportunities. Additional prevalent goals include providing assistance to individuals at risk, marketing products, enhancing physical and mental wellness, and safeguarding the natural surroundings. One of the crucial social

objectives for Bangladeshi social enterprises is the promotion of education and literacy (British Council, 2016b).

Social enterprises operate across various industries, with a primary emphasis on education, services, business development services and entrepreneurial assistance, livelihoods and employment creation, and health and social care (British Council, 2016b). Bangladeshi social companies encounter obstacles in terms of limited technical expertise and restricted availability of debt financing, which hinder their expansion. Furthermore, these groups encounter obstacles presented by highly competitive marketplaces and a lack of public knowledge of their activities (Hossain, 2018).

Social enterprises in Bangladesh face varied strategic challenges (Islam et al., 2021; Misbauddin et al., 2022). These may relate to their external environments, political instability, poorly functioning markets, institutional inefficiencies and natural environmental challenges (Hackett, 2016). Simultaneously, internal tensions exist in social enterprises in Bangladesh that ultimately leads to their failure and death (Islam et al., 2021). Given the difficult circumstances, social enterprises in Bangladesh require the capability to evaluate the potential consequences of adversity and must be able to react quickly without compromising their fundamental ability to uphold their social mission and deliver reliable services to their communities, all while maintaining financial sustainability.

1.3 Problem Statement

Researchers contend that social enterprises, being hybrid organisations, encounter significant obstacles to achieving success (Battilana & Lee, 2014; Doherty et al., 2014; Ho & Yoon, 2022; Lall & Park, 2022) which is why many fail to establish

ventures sustainability (He et al., 2022; Kamaludin et al., 2022). Social enterprises are entrepreneurial entities that pursue a "double bottom line" approach. The primary reasons for this are twofold. Firstly, it generate additional income that may be used to ensure the long-term economic viability and functionality. Secondly, it is aimed at generating social benefits and value. (Bhattarai et al., 2019; Doherty et al., 2014). Hence, the pursuit of equilibrium between societal objectives and economic viability is a defining characteristic of social enterprise (Battilana & Lee, 2014; Searing, 2021).

The presence of a 'hybrid organisation with divergent purposes', particularly when these purposes are dissimilar in certain aspects, might complicate the overall establishment of a successful social enterprise (Eiselein & Dentchev, 2020). As suggested by Zahra et al., (2009) "balancing social wealth with the desire to make profits and maintain economic efficiency is no simple matter". Thus, the social aspect of social enterprises infers an added complexity for social enterprises. Hence, there is an interest among scholars and practitioners to find a solution to those complexities.

In recent times, a limited amount of literature has begun to examine how social enterprises, which are organisations that combine different characteristics, may effectively deal with these opposing goals and the tactics they can employ to tackle these difficulties (Bonomi et al., 2021; Paoloni et al., 2023; Santos et al., 2015). Therefore, it is crucial to have a deeper understanding of the aspects that impact the viability of social enterprises while striving to achieve their 'double bottom line'.

Recent social entrepreneurship literature argued that, building resilience in organization can be a suitable strategy for hybrid organizations like social enterprises (Bonomi et al., 2021). The management and organization literature explained resilience as an organization's ability to cope with and recover from adversity by adjusting and preserving its functions (Su & Junge, 2023). This implies that in

response to disruptions and challenges, organisations ought to possess the capability to adapt their processes in a dynamic manner, reallocate their resource pool, and capitalise on emerging opportunities (Wulandhari et al., 2022). While the idea of ‘resilience’ has gained awareness and has been extensively studied in entrepreneurship literature, its exploration in the context of social enterprises has been limited (Paoloni et al., 2023). It is crucial to overcome this gap since social enterprises are particularly vulnerable to disruptions as a result of limitations in resources.

Social entrepreneurship literature contend that social enterprises often encounter fluctuating supply of resources (Battilana & Lee, 2014; Ciambotti & Pedrini, 2021; Ho & Yoon, 2022) compared to commercial ventures in the market. They face a difficulty when it comes to contending for financial resources due to the perception that their dedication to social missions detracts from the operation of the organisation from profit-generating endeavours (Nicholls, 2008). Due to financial capital constraints, social enterprises are unable to remunerate their personnel at the prevailing market rate. As a consequence, certain organisations depend on volunteers to ensure their operations continue (Austin et al., 2006). Nevertheless, managerial demands do not have complete control over the conduct of volunteers, and they are not confined in their ability to withdraw their contributions if they do not concur with the strategic trajectory pursued by the social enterprise. Employee attrition is greater in social enterprises that combine paid and volunteer staffing than in organisations that only employ paid personnel (Liu et al., 2014).

In addition to challenges arising from resource constraints, social enterprises also contend with competition regarding the prioritisation of resource allocation according to dual logics. Increasing the allocation of resources to one goal frequently results in adverse consequences for the other, and trade-offs frequently arise between

commercial logics and social welfare (Battilana & Lee, 2014). Devoting staff time to social values results in a diversion of focus away from efficiency concerns, which in turn directly hinders productivity and poses risks to the survival of firms (Battilana et al., 2015). Hence, the strategic challenge of social enterprises is in effectively managing scarce resources, developing resilience, and achieving numerous goals while also gaining legitimacy from various stakeholders (Battilana & Lee, 2014).

Organizational resilience literature suggests various tangible resources and intangible resources for achieving resilient organizations (Lengnick-Hall et al., 2011; Linnenluecke, 2017). Numerous scholars assert that social capital can serve as a reservoir of invaluable resources that strengthen the resilience of organisations by granting expeditious access to adequate and valuable information and other assets (Jia et al., 2020; Ozanne et al., 2022), particularly in times of catastrophe (Xie et al., 2022). Jia et al. (2020) and Ozanne et al. (2022) assert in their recent publications that social capital can serve as the bedrock of an organization's resilience capability to confront and manage unpredictable external disruptions. While social capital has been recognised as a significant aspect of social entrepreneurship research (Haugh, 2005, 2012), there is a scarcity of studies examining how social enterprises may cultivate and oversee social capital to enhance their potential to generate resilience.

Likewise, the ability to bounce back from adversity can be developed through connections within a social network. Research has definitively shown that collaborations and network ties are valuable assets for developing resilience capacity (Stam & Elfring, 2008; Yi et al., 2022; L. Zhang et al., 2019; Zhao & Wang, 2015). Hence, companies must engage in partnerships with both external and internal stakeholders in order to obtain necessary resources during challenging periods by leveraging dependable business networks. While the idea of partnerships and social

network ties in entrepreneurship literature is increasingly acknowledged, the exploration of social network ties in the context of social enterprise remains largely unexplored. Therefore, it is necessary to conduct empirical research to investigate the relationship between social capital, social network, and organisational resilience within the context of social enterprises.

Innovativeness has been explored in entrepreneurship literature as a driver of organizational resilience (Gölgeci & Ponomarov, 2015). Studies of Adam & Alarifi, (2021) have implicitly stated that innovation contributes to building resilience. With an awareness of the difficulties in combining profit and purpose, scholars of social entrepreneurship have started to focus on innovativeness of social enterprises (Weerakoon et al., 2020). Social firms gain enhanced competitive advantages through their successful innovation efforts, leading to higher performance (Lee et al., 2021). Therefore, social enterprises with a high inclination to innovate are more likely to have a longer lifespan in comparison to less innovative social enterprises.

As discussed above, Innovativeness is an important determinant of Resilience of firms. Innovativeness can originate from social capital and social network and helps firms to build resilience. In this way, Innovativeness is likely to boost social capital, social network and resilience relationship and ultimately improve social and economic performance of social enterprise. This study aims to reconsider the role of innovativeness in mediating the relationship between social capital, social network, and resilience of social enterprises, drawing upon existing literature. Moreover, there is a need for additional research on the impact of Innovativeness in developing countries, particularly in comparison to studies conducted in industrialised nations.

Bangladesh is a developing country with growing social and economic disparities, inherited extreme poverty and hunger, frequent cases of political and civil

unrest and the daunting challenge of natural hazards, likely to be further compounded by climate change in the years to come (Mohiuddin, 2017). Against this backdrop, many social enterprises are working to improve the lives of the poor by generating financial resources through experimentation and adaptation according to new realities (Faruk et al., 2016).

Although social enterprise is a growing and dynamic sector in the Bangladesh economy, research revealed several ‘barriers to growth’ of social enterprises in Bangladesh (British Council, 2016b). Even though there are many social enterprises working in Bangladesh, they are unable to achieve the required level of social impact. Most of these social enterprises face several challenges in seeking to expand (M. N. Islam et al., 2021). Despite being home to two world-famous social enterprises, Grameen and BRAC, there are currently no policies explicitly and directly governing social enterprise activities in Bangladesh (Faruk et al., 2016). There are several other constraints that hinder the survival of social enterprises, especially in Bangladesh. These constraints are low managerial capabilities, lack of information from the market, (Hackett, 2016) inadequate resources such as human resources, low levels of innovative capabilities, (Faruk et al., 2016) and the inability to create and exploit their embedded social capital to increase innovativeness and performance (Therese Hackett, 2010). These constraints affect the social entrepreneurship development process adversely which ultimately frustrate the social entrepreneurs in building a resilient and sustainable enterprise. It is in view of these numerous problems and issues, this study intend to investigate how social enterprises in Bangladesh can exploit their resources like social capital, social network and innovativeness for building resilience.

1.4 Research Objectives

The primary objective of this study is to acquire a comprehensive knowledge of antecedents and outcomes of resilience of social enterprises in Bangladesh. This study aims to investigate the impact of social capital and social network on resilience capability in the social enterprise sector, with innovativeness playing a mediating role. Nevertheless, in order to further understanding of these interactions, the study endeavours to accomplish the following eight research objectives:

- RO:1. To examine the relationship between dimensions of social capital and resilience of social enterprises in Bangladesh.
- RO:2. To examine the relationship between social network and resilience of social enterprises in Bangladesh.
- RO:3. To examine the relationship between dimensions of social capital and Innovativeness of social enterprises in Bangladesh.
- RO:4. To examine the relationship between social network and Innovativeness of social enterprises in Bangladesh.
- RO:5. To explore the relationship between Innovativeness and resilience of social enterprises in Bangladesh
- RO:6. To determine whether innovativeness mediates the relationship between social capital and resilience of social enterprises in Bangladesh.
- RO:7. To determine whether innovativeness mediates the relationship between social network and resilience of social enterprises in Bangladesh.
- RO:8. To examine the relationship between resilience and performance of social enterprises in Bangladesh.

1.5 Research Questions

The study therefore seeks to answer the following eight research questions:

- RQ:1. To what extent dimensions of social capital (structural, relational, cognitive) influence the resilience of social enterprises in Bangladesh?
- RQ:2 To what extent social network (intra-industry network ties and extra-industry network ties) influence the resilience of social enterprises in Bangladesh?
- RQ:3 To what extent dimensions of social capital (structural, relational, cognitive) influence the Innovativeness of social enterprises in Bangladesh?
- RQ:4 To what extent social network (intra-industry network ties and extra-industry network ties) influence the Innovativeness of social enterprises in Bangladesh?
- RQ:5 Does innovativeness effect resilience of social enterprises in Bangladesh?
- RQ:6 Does innovativeness mediate the relationship between social capital and resilience of social enterprises in Bangladesh?
- RQ:7 Does innovativeness mediate the relationship between social network and resilience of social enterprises in Bangladesh?
- RQ:8 What is the relationship between resilience and performance of social enterprises in Bangladesh?

1.6 Significance of the study

This research will endeavour to make several contributions both theoretically and practically.

1.6.1 Theoretical Contribution

The study is expected to make a number of contributions to the literature:

First, this research seeks to enhance the understanding of organizational resilience within the specific context of Bangladesh, a developing country. It attempts to address the lack of sufficient research in this field inside the country (M. Rahman et al., 2021). While research on organizational performance, such as CSR or sustainability performance, is prevalent in Bangladesh (G.-W. Zheng et al., 2021), there is a dearth of empirical studies focusing on the development of resilience capabilities in organizations. This research seeks to address the existing gap by identifying the specific resources and capabilities required to successfully recover from disruptions and maybe even achieve growth. Moreover, by exploring the resilience capability specifically for the social enterprise sector, this study will enhance the relevance of organizational resilience in a previously unexplored setting, contributing useful insights and substantial new knowledge to the current body of literature.

Second, this research aims to improve the application of social capital theory in the field of social entrepreneurship research. Despite the growing interest in social capital theory in entrepreneurship research, there is still a lack of understanding of the precise mechanisms through which social capital functions in the realm of social entrepreneurship (Weerakoon et al., 2020). The objective of this research is to improve the understanding of how social capital contributes to the development of resilience. This will be achieved through empirical research and a thorough examination of organizational social capital. The aim is to eliminate any ambiguity regarding the use of social capital theory in social entrepreneurship research by clearly distinguishing

the relationships between the three dimensions of social capital (structural capital, relational capital, cognitive capital) and resilience capabilities.

Third, the study will contribute to the existing body of literature on social network ties. The effect of organizational and inter-organizational relationships on efficiency and performance is extensively documented (Kim et al., 2021; Weber et al., 2022). However, there is dearth of research on the influence of network ties on social enterprises (Barraket & Loosemore, 2018). While social networks offer valuable insights into the resource limitations faced by social enterprises, it is yet uncertain how social enterprises might successfully overcome these limits by leveraging social network ties (Kwong et al., 2017; Littlewood & Khan, 2018). This offers a chance to close the divide and provide a unique addition to knowledge.

Fourth, this study will try to extend the scope of RBV within the social enterprise arena to consider social capital and social network as an organization's resources that enables it to create resilience capability. This study has employed RBV as a lens to support the link between usage of social capital, social network, Innovativeness and building resilience. It adds to the literature of RBV in the field of social enterprise by providing the theoretical framework and empirical validation. The study conducted by (Short et al., 2009) found that despite being a subject of academic research for almost twenty years, there has been limited exploration of social enterprise from the perspectives of management and entrepreneurship theories (Bacq & Eddleston, 2018). This research intends to enhance the theoretical foundations of social entrepreneurship literature by utilizing the theoretical framework of RBV.

1.6.2 Practical contributions

The research will have significant implications for practitioners, particularly managers and consultants. It provides an analytical framework of organizational

resilience that elucidates the relationship between social capital, social network, and innovativeness as antecedents. Additionally, it contributes to a deeper comprehension of organizational resilience capability. Comprehending the significance of social capital, social network, and innovativeness in fostering resilience will aid in formulating an effective strategy, identifying solutions to probable issues, preventing crisis circumstances, and ultimately, designing more prosperous business models.

Moreover, the research will provide valuable insights into addressing issues that are of importance to practitioners and policy makers who anticipate the growth of social enterprise as a sector in delivering goods and services. The absence of clear policy guidance, uncertainty, and inadequate enabling frameworks impede the potential of social entrepreneurs in Bangladesh (Cho et al., 2019). Various policy implications will result from this research, which local governments desiring the expansion of social enterprises, local economic development agencies, and social enterprise support organisations may wish to take into account when formulating social enterprise policies. Furthermore, a deeper comprehension of social entrepreneurship could potentially assist policymakers in redefining the desired outcomes of the sector and in establishing the essential support structures that foster the growth and prosperity of social entrepreneurial endeavours.

1.7 The scope of the study

The theoretical foundation of this research is based on the broad areas of social entrepreneurship, organizational resilience and firm's performance, social capital, innovativeness, and Resource based view. This study focuses on verifying the role of social capital, social networks, and innovativeness as the antecedents towards

resilience capability and performance of social enterprises in the context of developing country which is Bangladesh.

This study necessitates data that can provide a significant understanding of the actions associated with social capital, social network, and firm innovativeness. This information is exclusively accessible to the company's senior management. In a social enterprise, it is probable that the managing director, CEO, or department head who is involved in strategic decision-making will have a more precise and rational understanding of the resilience-related activities and the adopted business strategy for successful operations. The social entrepreneurship sector is the specific focus of this study. The sample is selected from social enterprises located all over Bangladesh. The study employed a quantitative approach and utilize a survey questionnaire as the major data collection tool. Utilizing the established theoretical framework, a questionnaire has been devised to get the necessary data from the targeted participants.

1.8 Definition of key terms

The following are the definitions of terminologies utilized in this research.

Resilience: Resilience refers to the enterprise's capability to remain and withstand extraneous environmental changes (preparation), overcome the negative effects caused by the changes (response), and rebound forward to a new state for sustaining future performance (recovery). (Sobaih et al, 2021)

Social Capital: Social capital is defined as the values and properties such as social interaction, mutual trust and understanding, shared vision and norms, which allow organizational members to work toward a goal successfully. (Ozgun et al., 2022). The

concept is acknowledged as a multifaceted entity comprising of structural, relational, and cognitive capital.

Structural Social capital: Structural social capital (SSC) is about the overall network of relationships and accessibility of network members. (Ozgun et al., 2022).

Relational Social capital: Relational social capital (RSC) is about the quality of relationships in a network. Normative characteristics of relationships such as mutual respect and trust, reciprocity, norms, identification are studied under relational social capital. (Ozgun et al., 2022).

Cognitive Social capital: Cognitive social capital (CSC) relates to common understanding and values, shared vision, and goals. (Ozgun et al., 2022).

Social Network: Social Networks can be defined as a firm's effort to cooperate with others in order to obtain and sustain a competitive advantage (L. Zhang et al., 2019). Such network ties can be divided into intra-industry ties and extra-industry ties:

Intra-Industry network ties: Intra-industry ties refer to managerial ties with entities operating within the same competitive field (e.g., customers, suppliers, competitors, distributors) (L. Zhang et al., 2019).

Extra-Industry network ties: Extra-industry ties refer to managerial ties with entities beyond focal industry networks. (L. Zhang et al., 2019).

Innovativeness: Innovativeness refers to the behavioural tendency of firms towards innovation creating capabilities contributing to the long-term success of the organisation. (Weerakoon 2020)