From adversity to advantage: the role of spirituality and grit in entrepreneurial resilience

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Abstract

Entrepreneurial resilience is critical for traditional grocery store entrepreneurs operating under persistent resource constraints and sustaining their businesses under prolonged uncertainty. Limited research has examined how internal psychological resources contribute to resilience in this underexplored entrepreneurial context. This study addresses this gap by examining spirituality and grit as psychological antecedents of entrepreneurial resilience and investigating the relationship between entrepreneurial resilience and entrepreneurial success. Drawing on positive psychology and broaden-and-build theory, this study employed a quantitative cross-sectional survey of 270 traditional grocery store entrepreneurs in the Jabodetabek area, Indonesia, selected through purposive sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings show that spirituality and grit are positively related to entrepreneurial resilience, while entrepreneurial resilience is positively related to entrepreneurial success. The findings suggest that psychological resources are relevant to entrepreneurs' capacity to adapt to adversity and to their positive entrepreneurial outcomes. This study contributes to entrepreneurship literature by extending entrepreneurial resilience research through a positive psychology perspective and identifying spirituality and grit as key psychological resources among traditional grocery store entrepreneurs.

Keywords: *entrepreneurial resilience, positive psychology, broaden-and-build theory, spirituality, grit.*

Introduction

Traditional grocery stores are the most common type of store in Indonesia's retail ecosystem, and constitute a substantial segment of the informal economy. Indonesia has approximately 3.94 million traditional grocery stores, accounting for over 98.78% of all retail businesses. This dominance makes traditional grocery stores highly representative micro-enterprises within Indonesia's micro, small, and medium enterprises (MSMEs) landscape (Niaga Asia, 2024). Traditional grocery store entrepreneurs typically operate under significant resource constraints, including limited financial capital, restricted human capital, and minimal managerial specialization (Tambunan, 2020). Consistent with Indonesia's informal micro-enterprise sector, these owners rely heavily on personal experience, family labor, and daily cash flow rather than formal business systems (Rothenberg et al., 2016). These conditions may increase their vulnerability to external shocks by limiting their capacity to manage risks and implement strategic adjustments in response to changing business conditions (Branicki et al., 2018). Consequently, traditional grocery store entrepreneurs were among the micro-enterprise owners most severely impacted during the COVID-19 pandemic (Katadata, 2021).

Research on entrepreneurial resilience has predominantly focused on formal small,

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medium enterprises (SMEs), and growth-oriented startups (Arifin et al., 2023; Ayala & Manzano, 2014; Chadwick & Raver, 2020; Chhatwani et al., 2022; Gottschalck et al., 2024; Nautiyal & Pathak, 2024; Paramita et al., 2022; Santoro et al., 2020), leaving traditional grocery store entrepreneurs relatively underexplored in the entrepreneurship literature. This gap is significant, as these micro-enterprise owners operate under persistent resource constraints, limited institutional support, and informal business structures that shape unique resilience processes distinct from those observed in more formalized enterprises (Branicki et al., 2018). Therefore, understanding entrepreneurial resilience within this context is essential to capturing how traditional grocery store entrepreneurs sustain their businesses under prolonged uncertainty.

Entrepreneurial resilience has gained increasing academic attention. Previous studies have predominantly relied on frameworks such as Social Cognitive Theory (SCT) (Arifin et al., 2023; Gottschalck et al., 2024; Paramita et al., 2022; Santoro et al., 2020), the Theory of Planned Behavior (TPB) (Al-alawi et al., 2025; González-López et al., 2019; Renko et al., 2021) and Conservation of Resources (COR) theory (Bardoel & Drago, 2021; Chhatwani et al., 2022; Doern, 2016). These theories explain behavioral intentions and processes of resource preservation, but they provide limited insights into how positive psychological factors, such as positive emotions, help entrepreneurs not only survive adversity but adapt and grow through it (Hartmann et al., 2022; Hayward et al., 2010).

Responding to this theoretical gap, the present study adopts a positive psychology perspective grounded in the broaden-and-build theory (Fredrickson, 2013) to explain how psychological resources cultivate entrepreneurial resilience. Specifically, it introduces spirituality and grit as key antecedents of entrepreneurial resilience that remain underexplored within the entrepreneurship literature. While previous studies have examined spirituality, grit, and entrepreneurial resilience in isolation, the novelty of this study lies in jointly integrating spirituality and grit as complementary psychological resources. Through this approach, this study contributes to a deeper understanding of how traditional grocery store entrepreneurs develop entrepreneurial resilience and sustain entrepreneurial success in post-pandemic environments.

Literature Review

Positive psychology emerged as a paradigm shift within psychological science, emphasizing human strengths, virtues, and optimal functioning rather than psychological deficits or dysfunction. The perspective focuses on understanding how positive psychological resources enable individuals to thrive, adapt, and maintain well-being under challenging circumstances (Seligman & Csikszentmihalyi, 2000). Central constructs within positive psychology include optimism, hope, meaning, perseverance, emotional regulation, and purpose, all of which contribute to individuals' capacity to cope effectively with adversity (Liyanagamage et al., 2024; Tugade & Fredrickson, 2004).

One of the most influential theoretical frameworks within positive psychology is the broaden-and-build theory proposed by Fredrickson (2013). The theory posits that positive emotions expand ("broaden") individuals' momentary thought–action repertoires, encouraging flexible thinking, creativity, exploration, and openness to new experiences. Over time, these broadened cognitive and behavioral tendencies contribute to the accumulation ("build") of enduring psychological, intellectual, and social resources that

enhance long-term adaptive capacity.

Unlike negative emotions, which tend to narrow attention toward immediate survival responses, positive emotions promote exploratory behaviors and integrative thinking (Fredrickson, 2013). In entrepreneurial contexts, this broadened cognitive orientation enables entrepreneurs to identify opportunities, develop innovative solutions, and maintain proactive coping strategies during periods of uncertainty (Chadwick & Raver, 2020; Hayward et al., 2010; Neneh & Ofem, 2025). Positive emotional states such as hope, gratitude, and optimism therefore function as mechanisms that enable adaptive coping responses and sustained business operations (Anshori et al., 2025; Liyanagamage et al., 2024; Luthans & Youssef-Morgan, 2017).

Spirituality refers to an individual's search for meaning, mindfulness, compassion, and connection with transcendent values beyond material achievements (Baysal, 2022; Smith et al., 2012). Unlike religiosity, spirituality emphasizes internal experiences of meaning-making and existential understanding (Koenig, 2012; Obregon et al., 2022). Entrepreneurship frequently exposes individuals to ambiguity, failure risk, and emotional strain. Spirituality provides a cognitive framework that allows entrepreneurs to reinterpret adversity as meaningful experiences rather than threats. This cognitive reframing promotes hope, optimism, and emotional regulation, which enhance adaptive coping responses (Fredrickson, 2002; Smith et al., 2012; Van Cappellen et al., 2021).

From the broaden-and-build perspective, spiritual experiences generate positive emotions such as gratitude, hope, and inner peace, which expand cognitive flexibility and build enduring psychological resources (Fredrickson, 2002; Smith et al., 2012; Van Cappellen et al., 2021). Entrepreneurs who perceive their work as meaningful are therefore more capable of sustaining motivation and recovering from setbacks (Shelton et al., 2020; Singh et al., 2016). Empirical studies have linked spirituality with psychological well-being, coping effectiveness, and adaptive functioning, suggesting its potential role as a foundational resource for resilience (Herriott et al., 2009; Shelton et al., 2020; Singh et al., 2016).

H1: Spirituality is positively related to entrepreneurial resilience.

Entrepreneurship inherently involves uncertainty, prolonged effort, and repeated exposure to setbacks, making psychological endurance a critical determinant of entrepreneurial sustainability. Within the positive psychology framework, grit is recognized as a character strength, referring to perseverance of effort and consistency of interest toward long-term goals (Cheng et al., 2023; Duckworth et al., 2007). Positive psychology emphasizes character strengths as internal psychological resources that enable individuals to function optimally, maintain well-being, and adapt effectively under challenging conditions (Peterson & Seligman, 2004). As a character-based resource, grit reflects an individual's capacity to sustain effort consistency and goal commitment despite obstacles, failures, and delayed rewards (Cheng et al., 2023; Duckworth et al., 2007). Individuals high in grit maintain effort over extended periods and demonstrate resilience against discouragement (Salisu et al., 2020). Persistent goal commitment enables entrepreneurs to continue experimenting, learning, and adapting even under unfavorable conditions (Neneh & Ofem, 2025).

Within broaden-and-build theory, sustained effort contributes to mastery experiences,

reinforcing self-efficacy and psychological endurance (Ahsan et al., 2025; Neneh & Ofem, 2025). Over time, these experiences accumulate into resilience capabilities that allow entrepreneurs to withstand adversity more effectively. Prior research consistently shows that grit predicts achievement outcomes, adaptive coping, and psychological resilience across domains (Bittencourt et al., 2025; Kaes et al., 2025; Salisu et al., 2020; Silalahi et al., 2023).

H2: Grit is positively related to entrepreneurial resilience.

Entrepreneurial resilience enables individuals to maintain performance stability, adapt strategies, and sustain business operations during crises (Ayala & Manzano, 2014). Resilient entrepreneurs are more likely to learn from failure, identify emerging opportunities, and maintain psychological engagement with their ventures (Chadwick & Raver, 2020; Kromidha & Bachtiar, 2024; Purnomo et al., 2021).

From a positive psychology perspective, resilience functions as a psychological resource supporting long-term functioning and achievement (Liyanagamage et al., 2024; Luthans & Youssef-Morgan, 2017). Entrepreneurs capable of recovering quickly from setbacks can preserve operational continuity and improve subjective and objective success outcomes (Nautiyal & Pathak, 2024; Santoro et al., 2020). Empirical evidence indicates that resilience contributes to business survival, performance persistence, and entrepreneurial satisfaction (Emueje et al., 2020; Fatoki, 2018; Nautiyal & Pathak, 2024; Santoro et al., 2020).

H3: Entrepreneurial resilience is positively related to entrepreneurial success.

Based on the formulated hypothesis, this study developed the theoretical framework, which illustrates the relationship between spirituality, grit, and entrepreneurial resilience in shaping entrepreneurial success. Figure 1 shows the conceptual model for this study.

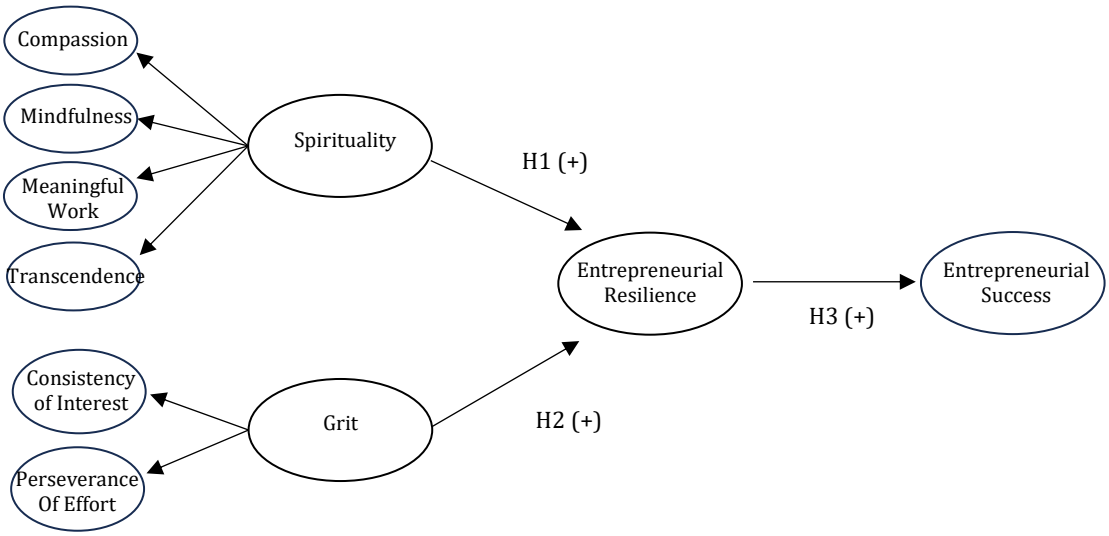


Figure 1. Conceptual Model

Methods

This study employed a quantitative research design using a cross-sectional survey to

address the research objectives. A non-probability sampling method with a purposive sampling technique was applied. Questionnaires were distributed to respondents selected based on predefined criteria, including experiencing a decline in sales during COVID-19 and afterwards experiencing a recovery to previous levels and even growth. The respondents were owners of traditional grocery stores in the Jabodetabek area. The survey was conducted between April and September 2025. Data were collected onsite through structured questionnaires measured using a five-point Likert scale. This criterion was necessary because entrepreneurial resilience and recovery can only be observed among businesses that continued to operate after the pandemic. However, this criterion may also introduce survivorship bias, as entrepreneurs whose businesses failed, closed, or had not recovered were excluded from the sampling frame. The findings should therefore be generalized only to surviving and recovered traditional grocery store entrepreneurs, rather than to population as a whole.

The minimum sample size was estimated using the inverse square root method (Kock & Hadaya, 2018), which indicated a requirement of at least 155 observations for PLS-SEM analysis. The study obtained 270 valid responses, exceeding this threshold and supporting the adequacy of the sample size. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS (version 4.1.1.2). The analysis was conducted through two main stages: outer model (measurement model) evaluation and inner model (structural model) evaluation. PLS-SEM was selected due to its capability to handle complex research models and its suitability for analyzing higher-order constructs with reflective–reflective measurement specifications (Hair et al., 2022; Sarstedt et al., 2019).

The operationalization of variables was based on measurement scales adapted from established prior studies to ensure content validity and theoretical consistency. Spirituality was conceptualized as a second-order construct consisting of four first-order dimensions: mindfulness, compassion, meaningful work, and transcendence. The measurement items were adapted from Petchsawang & Duchon (2009), comprising a total of 21 items. Grit was specified as a second-order construct composed of two first-order dimensions, namely consistency of interest and perseverance of effort, adapted from Duckworth & Quinn (2009), with 8 items. Entrepreneurial resilience was measured using 4 items scale adapted from Sinclair & Wallston (2004), while entrepreneurial success was assessed using 5 items scale adapted from Fisher et al. (2016).

All questionnaire items were translated into Indonesian using translation and back-translation methods. The questionnaires were then refined by several experts with extensive experience in their respective fields to ensure content validity and clarity. A pretest involving five respondents was subsequently conducted to assess the readability, clarity, and comprehensibility of the questionnaire items and to identify any potential ambiguity or difficulty in interpretation before the main survey. Finally, common method bias (CMB) was assessed using Harman's single-factor test. The result showed that the single-factor solution accounted for 40.3% of the total variance, which is below the recommended 50% threshold (Podsakoff et al., 2012). This finding suggests that no single factor accounted for the majority of the variance, indicating that CMB was not a dominant concern in the data.

Result and Discussions

Table 1 summarizes the respondent characteristics. The sample was predominantly male and concentrated in the 31–60 age range, most respondents had an education level of high school or below, and the majority had operated their businesses for more than five years.

Table 1. Profile of Respondent (n=270 respondents)

Demographic	Category	Frequency	Percentage (%)
Gender	Male	227	84.07%
	Female	43	15.93%
Age (years)	Under 31	16	5.93%
	31 – 40	65	24.07%
	41 – 50	100	37.04%
	51 – 60	72	26.67%
	Over 60	17	6.30%
Education Level	Bachelor or above	21	7.78%
	Diploma	10	3.70%
	High School or below	239	88.52%
Business Location	Jakarta	139	51.48%
	Tangerang	57	21.11%
	Bekasi	40	14.81%
	Depok	19	7.04%
	Bogor	15	5.56%
Year in Business	1 - 5 years	77	28.52%
	Above 5 years	193	71.48%

The outer model assessment was performed using a repeated indicator approach within a hierarchical component model (HCM) framework (Hair et al., 2022; Sarstedt et al., 2019). Convergent validity, construct reliability, and discriminant validity were evaluated at both the first-order and second-order construct levels, following the recommended guidelines (Hair et al., 2022).

As shown in Table 2, all indicator loadings surpassed the recommended cutoff of 0.70 (Hair et al., 2022), and the AVE values were above 0.50, indicating satisfactory convergent validity. One indicator from the mindfulness dimension (MD1) was excluded from further analysis due to low loading value. The reliability assessment indicated that both Cronbach's alpha and composite reliability values surpassed the recommended cutoff value of 0.70, demonstrating satisfactory internal consistency across all constructs (Hair et al., 2022).

As shown in Table 3, at the second-order construct level, consistency of interest on grit (0.180) and mindfulness on spirituality (0.175) showed relatively low loadings, below the recommended threshold of 0.70, indicating limited contributions to their respective higher-order constructs. These dimensions were retained because they represent theoretically specified components of the original measurement frameworks. Nevertheless, grit and spirituality demonstrated acceptable overall measurement properties, with AVE values of 0.608 and 0.554 and composite reliability values of 0.871 and 0.950, respectively. These findings should be interpreted with caution and suggest that the multidimensional structure of grit and spirituality warrants further examination.

Table 2. Summary of Measurement Model Metrics First Order Constructs

Latent Variables	Indicators	Loading	AVE	CR	CA
Consistency of Interest (CI)	CI1	0.838	0.653	0.884	0.830
	CI2	0.722			
	CI3	0.874			
	CI4	0.790			
Perseverance of Effort (PE)	PE1	0.738	0.754	0.924	0.889
	PE2	0.906			
	PE3	0.921			
	PE4	0.896			
Compassion (CO)	CO1	0.823	0.635	0.874	0.807
	CO2	0.838			
	CO3	0.776			
	CO4	0.746			
Mindfulness (MD)	MD2	0.805	0.741	0.919	0.884
	MD3	0.907			
	MD4	0.885			
	MD5	0.842			
Meaningful Work (MW)	MW1	0.901	0.782	0.962	0.953
	MW2	0.923			
	MW3	0.922			
	MW4	0.918			
	MW5	0.821			
	MW6	0.842			
	MW7	0.858			
Transcendence (TR)	TR1	0.823	0.757	0.939	0.919
	TR2	0.917			
	TR3	0.918			
	TR4	0.871			
	TR5	0.816			
Resilience (RE)	RE1	0.721	0.760	0.926	0.893
	RE2	0.914			
	RE3	0.943			
	RE4	0.891			
Success (SU)	SU1	0.851	0.740	0.934	0.912
	SU2	0.892			
	SU3	0.918			
	SU4	0.828			
	SU5	0.808			

Discriminant validity was assessed using the Fornell–Larcker criterion by comparing the square root of the AVE with inter-construct correlations (Fornell & Larcker, 1981). As shown in Tables 4 and 5, the diagonal values exceed the off-diagonal values, confirming discriminant validity.

Table 3. Summary of Measurement Model Metrics Second-Order Constructs

Latent Variables	First Order Dimension	Loading	AVE	CR	CA
Grit	Consistency of Interest	0.180	0.608	0.871	0.799
	Perseverance of Effort	0.998			
Spirituality	Compassion	0.618	0.554	0.950	0.942
	Mindfulness	0.175			
	Meaningful Work	0.945			
	Transcendence	0.895			

Table 4. Fornell and Larcker Criterion First-Order Constructs

	CO	CI	MW	MD	PE	RE	SU	TR
CO	0.797							
CI	0.032	0.808						
MW	0.449	0.119	0.884					
MD	0.024	0.647	0.194	0.861				
PE	0.390	0.127	0.719	0.212	0.868			
RE	0.490	-0.007	0.667	0.086	0.671	0.872		
SU	0.377	0.096	0.759	0.149	0.702	0.684	0.860	
TR	0.439	0.144	0.752	0.157	0.641	0.568	0.591	0.870

Table 5. Fornell and Larcker Criterion Second-Order Constructs

	Grit	Resilience	Spirituality	Success
Grit	0.780			
Resilience	0.665	0.872		
Spirituality	0.732	0.692	0.745	
Success	0.700	0.684	0.732	0.860

Table 6. Heterotrait–Monotrait Ratio (HTMT) First-Order Constructs

	CO	CI	MW	MD	PE	RE	SU	TR
CO								
CI	0.111							
MW	0.507	0.142						
MD	0.061	0.768	0.206					
PE	0.459	0.132	0.782	0.235				
RE	0.572	0.073	0.710	0.107	0.740			
SU	0.431	0.121	0.813	0.163	0.777	0.742		
TR	0.504	0.166	0.798	0.167	0.710	0.610	0.639	

Finally, HTMT was applied to provide additional evidence of discriminant validity among the constructs (Henseler et al., 2015). HTMT values below the recommended threshold of 0.90 indicate acceptable discriminant validity. As reported in Tables 6 and 7, all constructs exhibited HTMT values below 0.90, thereby providing evidence of adequate discriminant validity among the research variables.

Table 7. Heterotrait–Monotrait Ratio (HTMT) Second-Order Constructs

	Grit	Resilience	Spirituality	Success
Grit				
Resilience	0.734			
Spirituality	0.818	0.745		
Success	0.787	0.742	0.775	

Table 8 reports the structural model results based on R^2 and predictive relevance (Q^2). According to Chin (1998), R^2 values of 0.19, 0.33, and 0.67 represent weak, moderate, and substantial levels of explanatory power, respectively. Based on these guidelines, the R^2 values for both endogenous constructs fall within the moderate range, indicating that the proposed structural model possesses adequate explanatory power. Predictive relevance was assessed using the blindfolding procedure. Both Q^2 values reported in Table 8 were greater than zero, indicating that the model demonstrates predictive relevance for the two endogenous constructs (Hair et al., 2022).

Table 8. R-Square & Q-Square

Variable	R^2	R^2 adjusted	Q^2
Resilience	0.533	0.530	0.394
Success	0.467	0.465	0.339

Table 9 shows the results of PLS estimates, including path coefficient (β), t-statistics and significance level of the hypothesized relationship. The structural model was assessed using a non-parametric bootstrapping procedure with 5,000 resamples to test the proposed hypotheses. The first hypothesis states that spirituality is positively related to entrepreneurial resilience. The results show that spirituality was significantly and positively related to entrepreneurial resilience ($\beta = 0.443$, $t = 5.102$, $p < 0.001$), thereby supporting H1. This result suggests that spirituality, particularly through meaning-making, compassion, meaningful work, and transcendence, is related to entrepreneurs' capacity to respond to adversity and maintain psychological equilibrium. For traditional grocery store entrepreneurs operating under persistent resource constraints and uncertainty, spirituality may provide an internal framework for interpreting difficult experiences, sustaining hope, and maintaining a sense of purpose in their entrepreneurial activities. This finding is consistent with the positive psychology perspective and extends the application of broaden-and-build theory to a resource-constrained entrepreneurial context by showing that meaning-oriented psychological resources are positively associated with entrepreneurial resilience (Fredrickson, 2002; Smith et al., 2012; Van Cappellen et al., 2021).

The second hypothesis states that grit is positively related to entrepreneurial resilience. The results show that grit was significantly and positively related to entrepreneurial resilience ($\beta = 0.340$, $t = 3.757$, $p < 0.001$), thereby supporting H2. This finding suggests that persistence and consistency to goals are related to entrepreneurs' capacity to remain engaged when facing setbacks and prolonged business challenges. For traditional grocery store entrepreneurs operating under resource constraints and uncertainty, persistence may be relevant to maintaining effort and continued engagement with their businesses despite adverse conditions. The finding is consistent with the positive psychology perspective and extends its application to a resource-constrained

entrepreneurial context by highlighting grit as a persistence-oriented psychological resource associated with entrepreneurial resilience (Bittencourt et al., 2025; Kaes et al., 2025; Salisu et al., 2020; Silalahi et al., 2023).

Furthermore, the third hypothesis states that entrepreneurial resilience is positively related to entrepreneurial success. The results show that entrepreneurial resilience was significantly and positively related to entrepreneurial success ($\beta = 0.684$, $t = 17.644$, $p < 0.001$), thereby supporting H3. From a positive psychology perspective, resilience is related to the capacity to recover from adversity and to respond adaptively to challenging circumstances (Richardson, 2002; Tugade & Fredrickson, 2004). Resilient entrepreneurs may be more likely to maintain optimism and proactive behavior under uncertainty, which may be related to continued engagement in innovation and business development activities (Shepherd et al., 2020). Positive emotional states may also broaden attention and creativity, potentially supporting entrepreneurs in identifying market opportunities and maintaining customer relationships during unstable economic conditions (Chadwick & Raver, 2020). Over time, these expanded behavioral repertoires translate into improved business performance, growth sustainability, and entrepreneurial success (Nautiyal & Pathak, 2024).

Table 9. Hypothesis Testing

Relationship	Path Coefficient	T-Values	P-Values	VIF	f^2	Remark
H1 Spirituality -> Resilience	0.443	5.102	< 0.001	2.154	0.196	Supported
H2 Grit -> Resilience	0.340	3.757	< 0.001	2.154	0.115	Supported
H3 Resilience -> Success	0.684	17.644	< 0.001	1.000	0.877	Supported

From the VIF value, this model also does not exhibit multicollinearity because all values are less than 5. Hair et al. (2022) suggest evaluating effect size (f^2), where values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. The results show a medium effect for spirituality and a small effect for grit on entrepreneurial resilience, and a large effect of resilience on entrepreneurial success.

To examine the mediating role of entrepreneurial resilience, the specific indirect effects were tested using bootstrapping with 5,000 resamples. As shown in Table 10, both indirect paths were positive and statistically significant, and their bias-corrected confidence intervals excluded zero. The indirect association of spirituality with entrepreneurial success through entrepreneurial resilience was significant ($\beta = 0.303$, $t = 4.749$, $p < 0.001$; 95% CI [0.199, 0.411]), as was the indirect association of grit with entrepreneurial success through entrepreneurial resilience ($\beta = 0.232$, $t = 3.535$, $p < 0.001$; 95% CI [0.129, 0.345]). These results indicate that entrepreneurial resilience mediates the relationships linking both spirituality and grit to entrepreneurial success.

Table 10. Mediation Analysis (Specific Indirect Effects)

Indirect Path	β	t-Value	p-Value	95% CI [5%, 95%]
Spirituality → Resilience → Success	0.303	4.749	< 0.001	[0.199, 0.411]
Grit → Resilience → Success	0.232	3.535	< 0.001	[0.129, 0.345]

Conclusion

Taken together, the findings of this study show that internal psychological resources are positively related to entrepreneurial resilience, while entrepreneurial resilience is also positively related to entrepreneurial success. These findings are theoretically consistent with the broaden-and-build perspective, which suggests that positive psychological resources may be relevant to adaptive cognitive and behavioral responses when individuals confront uncertainty (Fredrickson, 2013).

During severe crises characterized by declining revenues and operational turbulence, spirituality and grit operate as complementary psychological resources related to entrepreneurial resilience among micro-enterprise owners. While spirituality offers a cognitive framework that enables entrepreneurs to reinterpret adversity, regulate emotions, and find meaning in work (Kolade et al., 2026; Richardson, 2002; Shelton et al., 2020), grit reflects the behavioral persistence relevant to maintaining effort and goal commitment (Cheng et al., 2023; Duckworth et al., 2007). By integrating meaning-based emotional regulation with persistence-driven action, these psychological resources are positively related to entrepreneurs' capacity to adapt to environmental uncertainty and foster entrepreneurial resilience (Kolade et al., 2026; Richardson, 2002).

Entrepreneurial resilience functions as a central construct linking these psychological resources to entrepreneurial success. Rather than viewing success solely as an outcome of economic capability or strategic decision-making, the findings highlight a psychologically grounded perspective in which meaning, perseverance, and emotional regulation are positively associated with entrepreneurial outcomes. This integrative perspective connects psychological resources and resilience to entrepreneurial success, thereby bridging positive psychology theory with entrepreneurship performance research.

Several limitations should be acknowledged. First, the cross-sectional design limits the ability to establish temporal ordering and causal relationships among the variables. The reported relationships should therefore be interpreted as associations rather than definitive causal effects. Second, the use of purposive sampling and the inclusion criteria requiring respondents to have experienced subsequent recovery or growth may introduce survivorship or selection bias. Entrepreneurs whose businesses did not survive or recover following the pandemic were not represented in the sample. Finally, the study focused on traditional grocery store entrepreneurs in the Jabodetabek area, which may limit the generalizability of the findings to other entrepreneurial sectors, regions, or institutional contexts.

This study opens several opportunities for future research. First, future studies may further investigate the emotional mechanisms underlying the relationship between psychological strengths and entrepreneurial resilience. While this study conceptually aligns with positive emotion expansion proposed by the broaden-and-build theory, empirical examination of mediating variables such as positive affect, optimism, or psychological well-being could provide deeper explanatory insight. Second, the use of longitudinal research designs is recommended to more effectively capture the dynamic process of resilience development. Entrepreneurial resilience is likely to evolve over time through repeated exposure to challenges, and cross-sectional designs may not fully capture this developmental process. Third, future research may explore contextual moderators, including social support, community embeddedness, or digital capability, which may

strengthen or weaken the conversion of psychological resources into entrepreneurial success. Investigating these boundary conditions would refine theoretical understanding of when and for whom psychological strengths are most impactful. Finally, comparative studies across different entrepreneurial sectors or cultural contexts could test the generalizability of positive psychology frameworks within entrepreneurship research. Informal-sector entrepreneurs, technology startups, and social enterprises may exhibit different resilience formation mechanisms, offering opportunities for theoretical refinement.

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