

INCLUSIVE ENTREPRENEURSHIP AND BUSINESS RESILIENCE: THE ROLE OF COMMUNITY SUPPORT, TRAINING, AND DIGITAL MARKETING ADOPTION AMONG ENTREPRENEURS WITH DISABILITIES

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ABSTRACT: This study examines the determinants of business resilience among MSME entrepreneurs with disabilities in Denpasar City, Indonesia by focusing on community support and training, with digital marketing adoption as a mediating variable. Using Partial Least Squares Structural Equation Modeling (PLS-SEM) on niche data from 60 disabled entrepreneurs, the results indicate that community support and training significantly enhance business resilience and encourage digital marketing adoption. However, digital marketing adoption does not significantly mediate the relationship between training and business resilience, suggesting a disconnect between digital skill development and its effective application in competitive markets. The findings underscore the importance of social capital and capacity-building interventions in promoting inclusive entrepreneurship and sustainable business resilience among disabled entrepreneurs. This study presents a fresh enquiry to the entrepreneurial conversation, despite data limitation.

Keywords: Community Support; Digital Marketing Adoption; Business Resilience; Disabled Entrepreneurs; MSMEs; Inclusive Entrepreneurship

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INTRODUCTION

In today's modern era, rapid technological advances require companies to continuously innovate to maintain their competitiveness in an increasingly changing and dynamic market environment. Digital transformation is not limited to the application of technology but also serves as a key strategy in developing more adaptive and innovation-oriented business models. At the same time, digital transformation has become a major requirement for MSMEs, especially after the pandemic, as digitization has been proven to increase operational efficiency, expand market reach, and strengthen competitiveness.

Digital transformation, the development of artificial intelligence (AI), and the expansion of the gig economy have created major changes in the way individuals and organizations work, produce, and build economic value. However, behind these advances, an important issue has arisen regarding equal access, namely whether all groups in society truly have the same opportunities to take advantage of these developments. Against this backdrop, inclusive entrepreneurship has emerged as an important research agenda aimed at ensuring that vulnerable groups are not excluded from the benefits of digital transformation. This is reinforced by the findings of a study by Brien & Cooney (2024) which emphasizes that there are still many vulnerable groups, including women, the elderly, and people with disabilities, who are not yet represented in the issue of entrepreneurship in greater depth. Appropriate support is needed so that these vulnerable groups can also contribute significantly to economic development if they are given equal access (Vargas-Zeledon & Lee, 2024).

The urgency of this issue is particularly evident in Denpasar City, Bali, Indonesia where the local government has actively promoted disability-inclusive entrepreneurship as part of its inclusive economic development agenda. Structurally, these initiatives are supported by Denpasar City Regulation No. 11 of 2022 concerning the Protection and Fulfilment of the Rights of Persons with Disabilities, which promotes equal opportunities for employment, entrepreneurship, and economic participation, through Graha Nawasena, a disability empowerment centre under the Denpasar City Social Affairs Office, Indonesia,

Despite these extensive empowerment efforts, important challenges remain in transforming entrepreneurial capacity into sustainable business performance. Field observations and preliminary discussions with local stakeholders indicate that these entrepreneurs face distinctive digital access problems, causing many to continue relying primarily on personal networks, community events, and word-of-mouth promotion rather than systematic use of digital marketing platforms. These practical barriers include limited physical and digital platform accessibility, low digital literacy, high dependency on family members in managing online business activities, and the absence of continuous post-training mentoring. Consequently, although entrepreneurship training has improved digital awareness, many entrepreneurs still experience difficulties in converting digital capability into wider market access and stronger business resilience. These conditions suggest that digital marketing adoption may represent an important mechanism linking empowerment interventions to sustainable business performance, yet this relationship remains insufficiently understood.

Despite these extensive empowerment efforts, important challenges remain in transforming entrepreneurial capacity into sustainable business performance. Field observations and preliminary discussions with local stakeholders indicate that many entrepreneurs with disabilities continue to rely primarily on personal networks, community events, and word-of-mouth promotion rather than systematic use of digital marketing platforms. Accessibility barriers, limited digital literacy, dependence on family members in managing online business activities, and the absence of continuous post-training mentoring reduce the effectiveness of digital marketing implementation. Consequently, although entrepreneurship training has improved digital awareness, many entrepreneurs still experience difficulties in converting digital capability into wider market access and stronger business resilience. These conditions suggest that digital marketing adoption may represent an important mechanism linking empowerment interventions to sustainable business performance, yet this relationship remains insufficiently understood.

Although previous studies have consistently demonstrated that digital marketing adoption enhances MSME performance and that entrepreneurship training improves digital capability, important theoretical and empirical gaps remain. First, most digital marketing adoption studies have primarily focused on general MSMEs without explicitly considering entrepreneurs with

disabilities, who encounter distinctive structural barriers such as accessibility limitations, social stigma, mobility constraints, and unequal access to entrepreneurial resources. Consequently, existing evidence provides only limited understanding of how digital technologies contribute to business resilience within disability-inclusive entrepreneurship contexts.

Second, previous studies have generally examined community support, entrepreneurship training, digital marketing adoption, and business resilience as separate determinants of entrepreneurial performance. Few studies have investigated how community-based support and entrepreneurship training are transformed into business resilience through the intermediate mechanism of digital marketing adoption. Little empirical evidence explains whether improvements in digital capability resulting from training are sufficient to strengthen business resilience among entrepreneurs with disabilities, or whether additional social and institutional support is required to convert digital adoption into sustainable business outcomes. Collectively, these gaps indicate that existing studies have not adequately explained how social and human capital are converted into resilient business outcomes through digital marketing adoption within disability-inclusive entrepreneurship ecosystems.

Building upon these theoretical and empirical gaps, this study develops an integrated framework positioning community support as social capital, entrepreneurship training as human capital development, digital marketing adoption as an enabling capability, and business resilience as the ultimate entrepreneurial outcome. Unlike previous studies that examine these variables independently, this research investigates how empowerment interventions are transformed into resilient business performance among entrepreneurs with disabilities. Accordingly, this study aims to examine the direct effects of community support and entrepreneurship training on business resilience, the influence of both variables on digital marketing adoption, and the mediating role of digital marketing adoption in strengthening business resilience among entrepreneurs with disabilities.

The study contributes theoretically by integrating Social Capital Theory, Human Capital Theory, and the Business Resilience perspective within the context of disability-inclusive entrepreneurship. Practically, the findings provide evidence for policymakers, disability empowerment organisations, and entrepreneurship support institutions regarding the importance of combining community support, continuous training, and digital inclusion initiatives to strengthen resilient businesses among entrepreneurs with disabilities. Based on these theoretical arguments and empirical gaps, the following section reviews the relevant literature and develops the hypotheses proposed in this study

THEORETICAL REVIEW

This study is firmly anchored in Social Capital Theory, Human Capital Theory, and the Business Resilience perspective to explain how entrepreneurs with disabilities sustain and protect their businesses in a dynamic digital environment. Rather than positioning digital technology as an isolated driver of survival, this study argues that business resilience organically emerges from the strategic interaction between social resources, human capabilities, and adaptive market practices. Within this integrated framework, digital marketing adoption is conceptualized strictly as an enabling capability through which social and human capital are structurally translated into resilient business outcomes.

Social Capital Theory posits that entrepreneurs acquire and mobilize valuable resources through social relationships, mutual trust, shared norms, and collaborative networks (Nahapiet & Ghoshal, 1998). In the context of disability-inclusive entrepreneurship, community support acts as vital social capital, providing entrepreneurs with emotional encouragement, critical market information, customer referrals, and collective learning opportunities that mitigate institutional barriers. These social resources expand the entrepreneurs' adaptive capacity, reducing vulnerability to market uncertainties and contributing directly to long-term business resilience.

Human Capital Theory (Becker, 1964) complements this approach by asserting that knowledge, skills, education, and entrepreneurial competencies represent productive investments that directly enhance economic performance. For entrepreneurs with disabilities, targeted entrepreneurship training develops essential managerial capabilities, technical competencies, and problem-solving skills necessary to navigate shifting market demands. Consequently, this

human capital investment is expected to drive both the behavioral intent to adopt digital marketing and the broader capacity for business resilience.

The Business Resilience perspective defines an enterprise's capacity to anticipate, absorb, adapt to, and recover from internal and external disruptions while ensuring operational continuity. Within disability-led MSMEs, resilience extends beyond mere financial survival; it embodies the systemic capacity to overcome structural accessibility barriers, resource constraints, and market marginalization through flexible, adaptive entrepreneurial behaviors.

Recognizing that the core variables of this study do not strictly mirror the operational constructs of technological acceptance, the Unified Theory of Acceptance and Use of Technology (UTAUT) is purposefully not employed as the primary theoretical framework. Instead, UTAUT functions strictly as a supporting lens to explain the micro-level behavioral mechanisms behind digital marketing adoption specifically how factors such as perceived usefulness, ease of use, and local facilitating conditions encourage or hinder technology utilization among disabled entrepreneurs. This secondary positioning ensures a precise theoretical fit, preventing the framework from functioning as an artificial or disjointed overlay, while maintaining digital adoption as an enabling mechanism rather than the central construct.

Collectively, these theoretical perspectives demonstrate that business resilience among entrepreneurs with disabilities cannot be explained by technological adoption alone. Rather, resilience is a multi-dimensional outcome emerging from the convergence of social resources, human capabilities, and strategic digital alignment. Accordingly, this study conceptualizes community support as social capital, entrepreneurship training as human capital development, digital marketing adoption as the enabling capability, and business resilience as the ultimate outcome of the empowerment ecosystem.

The Effect of Community Support on Business Resilience

Drawing upon Social Capital Theory, community support represents a strategic resource that enables entrepreneurs to access information, trust-based relationships, and collaborative networks, thereby enhancing their adaptive capacity and business resilience. The mechanism underlying this relationship lies in the ability of community support to reduce resource constraints and uncertainty. Entrepreneurs with disabilities often face limited access to business information, customers, suppliers, and financial resources. Strong community networks can compensate for these limitations by facilitating knowledge exchange, emotional support, market referrals, collaborative learning, and access to external opportunities. Consequently, community support is expected not only to improve day-to-day business operations but also to strengthen long-term adaptive capacity, which constitutes the essence of business resilience.

Research by Ozanne et al. (2022) found that both internal and external social capital, including community support, helps businesses adapt to disruptions during the pandemic and positively contributes to organizational resilience. This study highlights that resources obtained from the community, such as information, practical assistance, and networks, constitute an essential component of efforts to maintain operations under external pressures. Another study examining the relationship between community and business resilience was conducted by Bressan et al. (2023), who observed how relationships between small businesses and local communities evolved during the pandemic. They found that businesses with strong community ties, including local resource sharing and moral support, demonstrated greater resilience compared to isolated businesses. These strengthened relationships not only helped maintain financial stability but also enhanced local reputation and fostered innovation in distribution and marketing. Based on these findings, the following hypothesis is formulated:
H1: Community Support has a positive and significant effect on Business Resilience.

The Effect of Training on Business Resilience

According to Human Capital Theory, investments in education and entrepreneurial training increase individuals' productive capabilities, enabling entrepreneurs to respond more effectively to environmental uncertainty and strengthen business resilience. From a human capital perspective, training enhances entrepreneurs' knowledge, skills, and decision-making capability, enabling them to recognize opportunities, solve business problems, and respond more effectively

to environmental changes. These competencies become particularly important for entrepreneurs with disabilities, who frequently encounter additional operational and accessibility challenges. Therefore, entrepreneurship training is expected to improve not only technical capability but also long-term business resilience.

Katherine et al. (2023) conducted a study on the determinants and consequences of employer-provided training program resilience post-COVID-19 in the United States. The results indicate that high-quality training programs providing certifications or credentials can maintain skill delivery despite disruptions. The study Business Resilience Skills for SMEs (Kotsios et al., 2023), based on surveys of business owners and managers in Greece and Poland, identified a mismatch between the importance of certain skills and the perceived proficiency of businesses, showing that training that addresses these gaps becomes a crucial priority for strengthening business resilience.

H2: Training has a positive and significant effect on Business Resilience.

The Effect of Community Support on Digital Marketing Adoption

From the perspective of Social Capital Theory, collaborative relationships and community networks facilitate access to knowledge and technology, thereby encouraging digital marketing adoption among entrepreneurs with disabilities. Beyond providing emotional support, social capital also facilitates technology diffusion. Entrepreneurs embedded within supportive communities are more likely to exchange experiences, learn from peers, obtain recommendations regarding digital platforms, and develop confidence in using digital marketing technologies. Consequently, community support reduces uncertainty surrounding technology adoption while increasing entrepreneurs' willingness to integrate digital marketing into their business activities.

Thuy et al. (2024) examined how community-based enterprises leverage digital marketing in their business activities, highlighting the role of community structures in promoting the use of digital marketing strategies. Cenamor et al. (2019) investigated how entrepreneurial-oriented SMEs improve performance through digital platforms, finding that digital platform capabilities positively impact SME performance through enhanced network capability. Research by Setini et al. (2025) also demonstrates that social capital including relationships, networks, and trust among business stakeholders plays a critical role in facilitating access to and adoption of digital technologies. The findings suggest that SMEs with strong social networks are better able to integrate digital technologies, drive innovation, and improve overall business performance.

H3: Community Support has a positive and significant effect on Digital Marketing Adoption.

The Effect of Training on Digital Marketing Adoption

Human Capital Theory suggests that entrepreneurship training enhances digital competencies and technological readiness, making entrepreneurs more likely to adopt digital marketing tools. Technology adoption requires more than technological availability; it also depends on users' knowledge and capability. Entrepreneurship training improves digital literacy, platform familiarity, content creation skills, and confidence in using digital technologies. As a result, entrepreneurs who receive relevant training are expected to demonstrate higher levels of digital marketing adoption than those without comparable learning opportunities.

Digital transformation has opened significant opportunities for Micro, Small, and Medium Enterprises (MSMEs) to enhance competitiveness through digital marketing technologies. Research by Muttaqien et al. (2025) indicates that digital marketing training effectively increases digital literacy and encourages technology-based marketing transformation among MSME actors. Dafa et al. (2024) show that training and mentoring interventions significantly improve the digital skills of MSMEs with disabilities. Further studies (Ekonomi et al., 2024) demonstrate significant improvements in participants' knowledge and skills in digital marketing, social media management, and technology adoption, which are essential for initiating and managing digital business operations.

H4: Training has a positive and significant effect on Digital Marketing Adoption.

The Effect of Digital Marketing Adoption on Business Resilience

Business resilience literature suggests that digital capabilities improve organizational adaptability by expanding market access, increasing operational flexibility, and strengthening firms' ability to respond to environmental disruption. Digital marketing adoption strengthens business resilience because it enables firms to diversify customer channels, maintain market communication during disruptions, reduce dependence on physical transactions, and respond more rapidly to changing customer behaviour. Rather than functioning solely as a promotional tool, digital marketing becomes an adaptive capability that enhances business continuity under uncertain market conditions.

Tang et al. (2025) argue that most companies face challenges in effectively coordinating resources and capabilities to enhance resilience. Meanwhile, continued advancements in digital technology make digital resources critical in strengthening corporate resilience. Samangan et al. (2024) show that optimizing digital marketing allows MSMEs to reach broader markets and facilitate product information dissemination. Digital marketing has proven to be a robust pillar in strengthening microeconomic resilience. Additionally, Abidi et al. (2023) demonstrate that digitalization, including digital marketing, helps businesses overcome significant challenges such as the COVID-19 pandemic. Digitally enabled companies experienced smaller declines in sales compared to digitally constrained firms, indicating that digitalization directly contributes to business survival capabilities.

H5: Digital Marketing Adoption has a positive and significant effect on Business Resilience.

Digital Marketing Adoption as a Mediator between Community Support and Business Resilience

Accordingly, digital marketing adoption is expected to serve as an enabling mechanism through which community support strengthens business resilience. Shan & Xiaoya Tian (2022) demonstrate that social capital positively affects entrepreneurial resilience directly and partially through the mediating effect of both harmonious and obsessive entrepreneurial passion. Other studies indicate that adaptability, government support, and information technology capabilities positively influence business resilience (Astuti et al., 2024).

H6: Digital Marketing Adoption mediates the relationship between Community Support and Business Resilience.

Digital Marketing Adoption as a Mediator between Training and Business Resilience

Likewise, entrepreneurship training is expected to improve business resilience indirectly by enhancing digital marketing adoption. Similarly, entrepreneurship training is expected to strengthen business resilience indirectly by improving entrepreneurs' digital capability. Training develops digital knowledge and marketing skills; however, these competencies contribute to business resilience only when they are successfully translated into effective digital marketing practices. Therefore, digital marketing adoption is proposed as the mediating mechanism linking entrepreneurship training to business resilience. Audrin et al. (2024) show that enhancing digital skills through training programs is a critical prerequisite for successful technology adoption. Hokmabadi and Rezvani (2024) provide literature evidence that training/upskilling and digital marketing capabilities strengthen business resilience. Figure 1 illustrates the proposed conceptual framework of this study, showing the direct and indirect relationships among the research constructs. To further clarify the theoretical foundation underlying each hypothesized relationship, Table 1 summarizes the corresponding hypotheses, the type of relationship examined, and the supporting theoretical perspectives.

H7: Digital Marketing Adoption mediates the relationship between Training and Business Resilience.

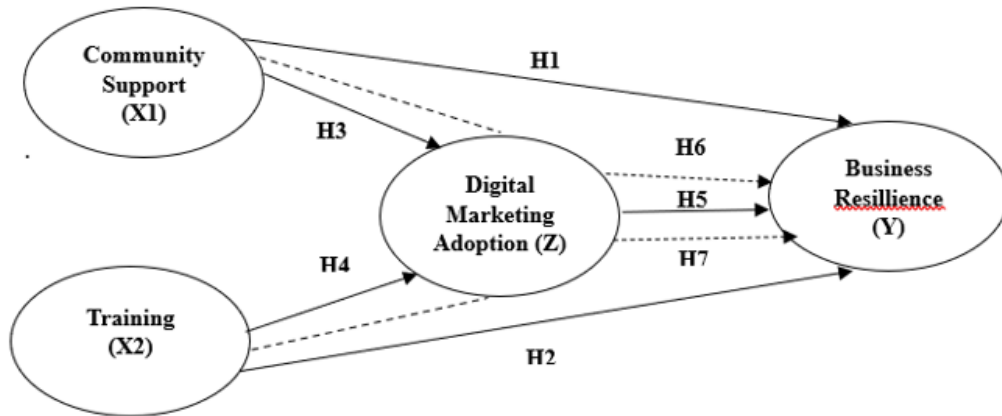


Figure 1. Proposed Conceptual Framework

Tabel 1. Theoretical Mapping in Research Model

Hypothesis	Relationship	Effect type	Supporting Theory	Authors
H1	Community Support -> Business Resilience	Direct	Social Capital Theory	Nahapiet & Ghoshal (1998); Ozanne et al. (2022); Bressan et al. (2023)
H2	Training -> Business Resilience	Direct	Human Capital Theory	Becker (1964); Caves et al. (2023); Kotsios et al. (2023)
H3	Community Support -> Digital Marketing Adoption	Direct	Social Capital Theory	Cenamor et al. (2019); Thuy et al. (2024); Setini et al. (2025)
H4	Training -> Digital Marketing Adoption	Direct	Human Capital Theory	Audrin et al. (2024); Muttaqien et al. (2025)
H5	Digital Marketing Adoption -> Business Resilience	Direct	Business Resilience	Tang et al. (2025); Abidi et al. (2023)
H6	Community Support -> Digital Marketing Adoption -> Business Resilience	Indirect	Social Capital Theory + Business Resilience	Shan & Tian (2022); Astuti et al. (2024)
H7	Training -> Digital Marketing Adoption -> Business Resilience	Indirect	Human Capital Theory + Business Resilience	Audrin et al. (2024); Hokmabadi & Rezvani (2024)

RESEARCH METHOD

This study employed a quantitative explanatory research design to examine the causal relationships among community support, entrepreneurship training, digital marketing adoption, and business resilience among entrepreneurs with disabilities in Denpasar City. An explanatory design was considered appropriate because the study sought to test theoretically derived hypotheses and examine both direct and indirect relationships among latent constructs, particularly the mediating role of digital marketing adoption in translating empowerment interventions into business resilience.

The target population consisted of all entrepreneurs with disabilities officially registered under the entrepreneurship empowerment program administered jointly by the Denpasar City Social Affairs Office and Graha Nawasena, Indonesia. According to the administrative records available during the data collection period, the program included a total of 60 active entrepreneurs. Because the total population size was relatively small and fully accessible, this study adopted a comprehensive census approach (total sampling) by including the entire population rather than selecting a subset. Consequently, sampling bias was inherently minimized, and all 60 registered entrepreneurs participated as research respondents, ensuring that the collected data fully represent the complete target population within this specific context.

Furthermore, the use of Partial Least Squares Structural Equation Modelling (PLS-SEM) is highly appropriate for studies involving relatively small populations, particularly when the primary objective is prediction and theory development rather than covariance model confirmation (Hair et al., 2022). The proposed structural model is relatively parsimonious, involving a limited number of latent constructs and structural paths, making the available census population adequate for reliable parameter estimation within the PLS-SEM framework.

Respondents were included if they met the following criteria: (1) officially registered as participants in the disability entrepreneurship empowerment program managed by Graha Nawasena; (2) actively operating a micro, small, or medium-sized enterprise (MSME) during the data collection period; (3) willing to participate voluntarily in the study; and (4) capable of providing responses independently or with appropriate communication assistance when required.

Data collection was conducted in collaboration with Graha Nawasena and the Denpasar City Social Affairs Office. Potential respondents were identified through the official participant database maintained by the program administrators. Prior to questionnaire distribution, respondents were informed about the purpose of the study, the voluntary nature of participation, confidentiality procedures, and the use of research data solely for academic purposes. Questionnaires were subsequently administered either directly during program activities or through scheduled meetings with respondents. Participation in this study was entirely voluntary, and all respondents provided informed consent before completing the questionnaire. To protect participants' privacy, individual identities were strictly anonymized throughout the analysis and reporting process.

All measurement items were assessed using a four-point Likert scale, ranging from 1 (strongly disagree) to 4 (strongly agree). The deliberate omission of a neutral midpoint option serves a dual methodological and practical purpose, defending the rigor of the instrument design. First, from a statistical standpoint, a four-point response format was intentionally selected to eliminate central tendency bias. By removing the ambivalent middle option, respondents were compelled to express a definitive direction (agree or disagree) in their evaluations. This approach is highly appropriate since the questionnaire focuses on actual, lived experiences regarding community support, entrepreneurship training, digital marketing practices, and business resilience rather than abstract attitudes or hypothetical situations, thereby increasing data variance and discriminatory power.

Second, from a practical and inclusive standpoint, the four-point scale was specifically tailored to be highly suitable for respondents with disabilities. In disability-inclusive research, reducing the scale options from five or seven down to four significantly minimizes cognitive load, reduces decision ambiguity, and mitigates respondent fatigue. To complement this structural choice, the questionnaire was designed using concise, straightforward, and highly accessible language. During data collection, respondents who encountered physical, communication, or reading barriers were provided with neutral administrative support and assistance, ensuring

absolute accessibility and consistency without influencing the authenticity of their independent responses.

The measurement model was evaluated using indicator loadings, Average Variance Extracted (AVE), Composite Reliability (CR), Cronbach's Alpha, and Heterotrait–Monotrait Ratio (HTMT). The structural model was subsequently assessed through the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), path coefficients obtained through bootstrapping with 5,000 resamples, and mediation analysis using indirect effect estimation.

RESULTS

The results are presented in two stages following the PLS-SEM analytical procedure. First, the measurement model was evaluated to assess indicator reliability, internal consistency, convergent validity, and discriminant validity. Second, the structural model was examined to evaluate the explanatory power of the model, test the proposed direct and indirect relationships, and determine the significance of the hypothesized paths (see Table 2 for outer model summary).

Table 2. Outer Loading, Composite Reliability, and AVE

Construct	Indicator	Loading	α	CR	AVE
Community Support	The disabled community helps expand business networks with external parties.	0.812	0.848	0.892	0.623
	The community facilitates access to important information related to business opportunities and marketing.	0.751			
	The community helps establish cooperation with other members and external partners.	0.859			
	The community assists in disseminating business information to consumers.	0.794			
	Community support increases my motivation and confidence in running a business.	0.724			
Training	Training improves my knowledge and skills in managing a business.	0.892	0.852	0.891	0.624
	Training provides practical knowledge that can be directly applied to my business.	0.712			
	Training provides opportunities for discussion and experience sharing.	0.798			
	Training improves my business management skills.	0.780			
	Training materials are easy for disabled MSME entrepreneurs to understand.	0.757			
Digital Marketing Adoption	Digital platforms are easy to use for marketing my business.	0.887	0.925	0.943	0.769
	Digital platforms provide secure online transactions.	0.884			
	I use digital platforms to market my products or services.	0.867			
	I am ready to adopt new digital technologies to support business marketing.	0.848			
	Digital marketing helps increase business sales.	0.899			
Business Resilience	I adapt my business by utilizing digital technology when offline activities are disrupted.	0.832	0.931	0.944	0.707
	My business has adequate workforce capabilities to sustain operations.	0.826			
	I utilize marketing systems to expand market access.	0.851			
	My business continues to operate effectively despite various obstacles.	0.855			
	I seek alternative solutions when facing business challenges.	0.844			
	I maintain product quality to preserve consumer trust.	0.821			
	I ensure business continuity despite resource constraints.	0.828			

Source: Processed Data, 2025

The measurement model was assessed using indicator loadings, Cronbach's Alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and the Heterotrait–Monotrait Ratio (HTMT). The results of indicator reliability, internal consistency reliability, and convergent validity are presented in Table 1. All indicator loadings ranged from 0.712 to 0.899, exceeding the recommended threshold of 0.70 and confirming satisfactory indicator reliability. Cronbach's Alpha values ranged from 0.848 to 0.931, while Composite Reliability values ranged from 0.891 to 0.944.

Because all values exceeded the recommended minimum of 0.70, the four constructs demonstrated strong internal consistency reliability (Hair et al., 2022).

Convergent validity was also established, as the Average Variance Extracted values ranged from 0.623 to 0.769, exceeding the recommended threshold of 0.50. These results indicate that each construct explained more than half of the variance in its respective indicators. Therefore, the measurement model satisfied the requirements for indicator reliability, internal consistency reliability, and convergent validity. Discriminant validity was assessed using the Heterotrait–Monotrait Ratio (HTMT). HTMT evaluates whether the constructs included in the model are empirically distinct from one another. An HTMT value below 0.90 is generally considered acceptable, particularly when the constructs are conceptually related (Hair et al., 2022). The results are presented in Table 3.

Table 3. Heterotrait-Monotrait Criterion

Variable	Community Support	Training	Business Resilience	Digital Marketing Adoption
Community Support				
Training	0,143			
Business Resilience	0,860	0,291		
Digital Marketing Adoption	0,761	0,331	0,771	

Source: Processed Data, 2025

As shown in Table 2, the HTMT values ranged from 0.143 to 0.860. Although the HTMT value between Community Support and Business Resilience was 0.860, it remained below the recommended threshold of 0.90 for conceptually related constructs. All other HTMT values were also below 0.90. Therefore, the results support adequate discriminant validity, indicating that Community Support, Training, Digital Marketing Adoption, and Business Resilience represent empirically distinguishable constructs.

Following confirmation of the measurement model, the structural model was evaluated to assess its explanatory power before testing the proposed hypotheses. The assessment included the coefficient of determination (R^2), followed by hypothesis testing using the bootstrapping procedure. The coefficient of determination (R^2) indicates the proportion of variance in the endogenous constructs explained by the exogenous variables included in the model. As shown in the structural model results, the proposed model explained 70.9% of the variance in Business Resilience ($R^2 = 0.709$) and 55.4% of the variance in Digital Marketing Adoption ($R^2 = 0.554$). According to Hair et al. (2022), these values indicate substantial explanatory power, suggesting that the proposed model adequately explains the relationships among community support, entrepreneurship training, digital marketing adoption, and business resilience. After all stages of the measurement model (outer model) testing were carried out, the results showed that each indicator met the recommended value criteria.

With the fulfillment of construct validity and reliability at this stage, the analysis can proceed to testing the structural model (inner model). Hypothesis testing was conducted through path coefficient significance analysis using the *bootstrapping* procedure in PLS-SEM (Hair et al., 2021). The results of the testing are presented in Table 4 as follows.

Table 4. Hypothesis Testing Table

Hypothesis	Path	t-value	p-value
H1: Community support-> business resilience	0,626	14,821	0,000
H2: Training-> business resilience	0,279	3,360	0,000
H3: Community support-> digital marketing adoption	0,677	9,274	0,000
H4: Training-> digital marketing adoption	0,304	3,048	0,003
H5: Digital marketing adoption -> business resilience	0,225	2,554	0,011
H6: Community support -> digital marketing adoption -> business resilience	0,152	2,653	0,000
H7: Training-> digital marketing adoption -> business resilience	0,068	1,840	0,067

Source: Processed Data, 2025

The hypothesis testing results indicate that all direct relationships proposed in the research model were statistically significant. Community Support exerted the strongest direct effect on Business Resilience ($\beta = 0.626$, $p < 0.001$), followed by its effect on Digital Marketing Adoption ($\beta = 0.677$, $p < 0.001$). Entrepreneurship Training also demonstrated significant positive effects on both Business Resilience ($\beta = 0.279$, $p < 0.001$) and Digital Marketing Adoption ($\beta = 0.304$, $p = 0.003$). Furthermore, Digital Marketing Adoption significantly enhanced Business Resilience ($\beta = 0.225$, $p = 0.011$).

Regarding the mediating relationships, Digital Marketing Adoption significantly mediated the relationship between Community Support and Business Resilience ($\beta = 0.152$, $p < 0.01$), supporting H6. However, the mediating effect of Digital Marketing Adoption on the relationship between Entrepreneurship Training and Business Resilience was not statistically significant ($\beta = 0.068$, $p = 0.067$), leading to the rejection of H7. This finding suggests that improvements in digital capability resulting from entrepreneurship training alone may not be sufficient to strengthen business resilience.

DISCUSSION

The findings establish community support as the most influential determinant of business resilience among entrepreneurs with disabilities. Its contribution is not confined to immediate operational assistance, as community support also significantly accelerates digital marketing adoption. This dual effect positions social capital as a productive entrepreneurial infrastructure rather than a passive source of encouragement. Within disability-inclusive entrepreneurship, communities provide access to information, knowledge, market connections, and practical assistance that may otherwise remain inaccessible through formal institutions. Community support therefore strengthens resilience both directly, by helping entrepreneurs respond to business disruptions, and indirectly, by creating the relational conditions required for digital transformation.

This pattern reinforces Social Capital Theory, which explains how trust, shared knowledge, and collaborative networks generate strategic resources that strengthen adaptive capacity under uncertainty (Nahapiet & Ghoshal, 1998). Entrepreneurs with disabilities often encounter physical, social, financial, and institutional barriers that restrict their participation in conventional business ecosystems. Informal community networks compensate for these disadvantages by enabling peer learning, collective problem-solving, information exchange, and cooperation with external stakeholders. Such networks also reduce the uncertainty surrounding technology adoption. Recommendations, demonstrations, and direct assistance from community members can increase entrepreneurs' confidence in using digital platforms and lower the perceived risks of digital engagement. Community support thus becomes a mechanism through which relational resources are converted into entrepreneurial capability and sustained business continuity (Ozanne et al., 2022; Bressan et al., 2023).

The significant effects of entrepreneurship training on business resilience and digital marketing adoption provide further evidence that knowledge and skills remain central to entrepreneurial adaptation. This result supports Human Capital Theory, which argues that investment in knowledge, technical competence, and managerial capability improves individual productivity and long-term economic performance (Becker, 1964). For entrepreneurs with disabilities, training can be especially consequential because it addresses capability gaps that are often intensified by unequal access to education, business development services, and digital infrastructure. Training therefore contributes not only to technical proficiency but also to the development of confidence, strategic awareness, and decision-making capacity.

Specialized entrepreneurship training equips business owners with the ability to understand digital platforms, create relevant content, communicate with customers, and respond to shifting market conditions (Audrin et al., 2024; Muttaqien et al., 2025). These capabilities reduce dependence on physical market interaction and provide alternative routes to customers, suppliers, and business partners. This is particularly important for entrepreneurs whose mobility or participation may be constrained by inaccessible environments. Training can therefore strengthen resilience by expanding the range of strategic responses available during disruption. Its value lies not merely in transferring technical knowledge but in enabling entrepreneurs to reorganize business practices when established operating routines become ineffective.

Digital marketing adoption emerges from the analysis as a capability-conversion mechanism that connects entrepreneurial resources with market outcomes. It should not be interpreted as a narrow promotional activity. Digital marketing enables entrepreneurs to maintain customer relationships, diversify sales channels, increase brand visibility, collect market information, and reduce dependence on face-to-face transactions. These functions are closely aligned with the Business Resilience perspective, which views resilience as the capacity to mobilize and reconfigure resources in response to environmental change. Valuable resources do not create resilience automatically. They must be translated into actions that preserve market access, revenue generation, and organizational continuity.

The significant mediating role of digital marketing adoption in the relationship between community support and business resilience illustrates this conversion process. Community networks provide knowledge, recommendations, encouragement, and practical assistance, while digital marketing translates these relational resources into broader market reach and customer engagement. Social capital therefore becomes economically consequential when it is operationalized through accessible market-facing capabilities. This finding clarifies why supportive communities can exert both direct and indirect effects on resilience.

The non-significant mediating effect of digital marketing adoption on the relationship between entrepreneurship training and business resilience presents a more critical theoretical insight. The result should not be dismissed as a statistical anomaly. It reveals that capability acquisition does not necessarily lead to capability utilization. Training may improve digital literacy and encourage platform adoption, yet these achievements remain insufficient when entrepreneurs lack the institutional and commercial conditions needed to convert digital activity into sustainable performance. The finding therefore identifies a capability-conversion gap in which newly acquired human capital fails to produce resilience because the surrounding entrepreneurial ecosystem does not support its productive deployment.

This result refines conventional interpretations of Human Capital Theory. Individual knowledge and skills possess limited economic value when entrepreneurs operate within inaccessible platforms, fragmented support systems, and exclusionary markets. In the context of entrepreneurs with disabilities, training participants may return to business environments characterized by weak institutional market linkages, limited post-training mentoring, inaccessible platform features, and inadequate commercialization support. Digital adoption under such conditions may remain procedural rather than strategic. Entrepreneurs may create accounts, upload products, or use social media without gaining sufficient visibility, customer conversion, or revenue continuity. Technology adoption can therefore consume time and financial resources without generating the adaptive outcomes required for resilience.

The absence of mediation also indicates that short-term training programs may overemphasize capability acquisition while neglecting the conditions governing capability conversion. Market access is essential because digital storefronts have little value when they remain disconnected from corporate supply chains, government procurement systems, or established consumer networks. Continuous mentoring is equally important because digital marketing requires repeated experimentation, performance evaluation, and strategic adjustment. Accessible platform design determines whether entrepreneurs with different disabilities can use digital technologies independently and effectively. Commercialization assistance is also needed to transform digital traffic, visibility, and interaction into repeat purchases and stable revenue. Without these complementary mechanisms, adoption may remain symbolic and produce little strategic value.

CONCLUSION AND FURTHER STUDY

This study shows that business resilience among entrepreneurs with disabilities results from the interaction of social capital, human capital, and digital capability. Community support strengthens both resilience and digital marketing adoption, while entrepreneurship training improves entrepreneurial capability through direct effects. Digital marketing adoption also enhances resilience and mediates the effect of community support. Its mediating role between training and resilience, however, was not supported. This finding indicates a capability-conversion gap: digital competencies acquired through training do not automatically produce resilient business outcomes without complementary institutional and market support. The study therefore

integrates Social Capital Theory, Human Capital Theory, and the Business Resilience perspective while positioning digital marketing as a mechanism that converts entrepreneurial resources into adaptive performance.

Practically, disability entrepreneurship programs should combine training with continuous mentoring, accessible digital platforms, market linkages, financial support, and post-training business assistance. The study remains limited by its focus on participants in the Graha Nawasena program in Denpasar, Indonesia, and by its cross-sectional design, which restricts generalizability and temporal interpretation. Future research should use longitudinal and cross-regional designs and examine mentoring quality, market access, digital accessibility, financial inclusion, and institutional collaboration. These factors may explain how entrepreneurial capabilities are converted into sustainable resilience across disability-inclusive business ecosystems.

ETHICAL DISCLOSURE

All participants provided written informed consent prior to participation. They were informed about the study's purpose, their voluntary participation, the right to withdraw at any time, and the confidentiality of their responses.

CONFLICT OF INTERESTS

The authors declare no conflict of interest.

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