

The Mediating Role of Crisis Management Practices in the Influence of Financial Wellness on Business Resilience among Small and Medium Enterprises (SMEs)

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DOI: <https://doi.org/10.47772/IJRISS.2026.100300321>

Received: 22 March 2026; Accepted: 28 March 2026; Published: 07 April 2026

ABSTRACT

This study examines the role of crisis management practices as a mediating mechanism in the relationship between financial wellness and business resilience among Small and Medium Enterprises (SMEs) in Cagayan de Oro City, Philippines. While financial wellness is widely recognized as a critical driver of business sustainability, limited empirical research explains how it translates into resilience outcomes, particularly in localized SME contexts. Using a quantitative, descriptive-correlational design, data were collected from 195 SME owners and managers through a structured questionnaire. The study employed descriptive statistics, multiple linear regression, and mediation analysis to examine the relationships among variables. Findings reveal that SMEs exhibit high levels of financial wellness, crisis management practices, and business resilience. Financial wellness has a statistically significant but relatively small direct effect on business resilience. However, mediation analysis confirms that crisis management practices partially mediate this relationship, indicating that financial capacity enhances resilience both directly and indirectly through structured crisis preparedness, response, and recovery mechanisms. The study contributes to the literature by empirically demonstrating that financial wellness alone is insufficient to ensure resilience; rather, its effectiveness depends on the firm's ability to operationalize resources through crisis management practices. The findings provide practical implications for SME owners, policymakers, and support institutions in strengthening resilience through integrated financial and strategic management approaches. Furthermore, future researchers are encouraged to expand the study across different locations and industries to improve generalizability, examine additional variables such as innovation capability and digital transformation, and may utilize advanced methods to analyze more complex relationships influencing business resilience.

Keywords: Financial Wellness, Business Resilience, Crisis Management Practices, SMEs, Mediation Model.

INTRODUCTION

In today's volatile and rapidly evolving economic environment, Small and Medium Enterprises (SMEs) frequently encounter financial challenges such as limited capital, unstable income, and economic uncertainty. These challenges, often driven by fluctuating revenue streams, constrained financial resources, and broader macroeconomic instability, significantly weaken business sustainability. Despite the recognized importance of financial stability, there remains limited empirical evidence explaining how financial wellness translates into business resilience, particularly when crisis management practices are considered as an underlying mechanism.

The ability of SMEs to remain resilient during financial crises has become an increasing concern among policymakers, economists, and business practitioners. As global economic systems become more interconnected, financial disruptions occur more frequently and exert stronger impacts on smaller firms. SMEs are especially vulnerable due to limited access to financing, weak financial buffers, and constrained managerial capacity (Makena et al., 2022). These vulnerabilities heighten the risk of business failure during periods of economic downturn, market instability, or unexpected disruptions.

In the Philippine context, SMEs face persistent challenges in securing financing, managing financial obligations, and sustaining operations under uncertain economic conditions. These challenges have been exacerbated by

rising operational costs, global economic shocks, and unpredictable local market dynamics, which collectively threaten business continuity. Empirical evidence further indicates that many SMEs in the Philippines remain financially vulnerable and require structured strategies to enhance their capacity for resilience.

Supporting this, Astom, Gozon, et al. (2023) utilized the Altman Z-score model and found that a significant proportion of SMEs are exposed to financial distress, highlighting the need for improved financial planning, stronger financial literacy, and more robust support systems. While some enterprises demonstrate financial stability, others remain constrained by poor cash flow management and high levels of debt.

Moreover, SMEs play a critical role in national economic development, comprising approximately 99% of registered businesses in the Philippines, according to the Department of Trade and Industry (DTI). However, recent data from the Philippine Statistics Authority (PSA) indicate a decline in export performance from approximately US\$57.7 billion in 2022 to US\$55.0 billion in 2024, suggesting increasing challenges in maintaining competitiveness and sustaining operations in a dynamic market environment. These trends underscore the need for SMEs to strengthen not only their financial capacity but also their ability to respond effectively to disruptions. As emphasized by Mizrak (2024), structured crisis management practices are essential in enhancing organizational preparedness and accelerating recovery during crises.

Despite the growing body of literature on financial management and organizational resilience, a significant research gap persists. While prior studies have examined financial wellness and business resilience as independent constructs, limited empirical research particularly in the Philippine setting has explored the mechanisms through which financial wellness influences resilience outcomes. Existing studies have largely focused on descriptive financial conditions, with insufficient attention to how financial capacity is transformed into resilience through organizational processes.

Anchored on the Resource-Based View (RBV) and Crisis Management Theory, this study posits that financial wellness serves as a strategic internal resource that enhances firm capability, while crisis management practices function as a mediating mechanism that translates financial capacity into effective organizational responses. Specifically, crisis management practices such as preparedness planning, coordinated response, and adaptive recovery enable SMEs to operationalize financial resources in managing disruptions and sustaining business continuity.

Given these gaps, this study aims to examine the influence of financial wellness on business resilience and to determine whether crisis management practices significantly mediate this relationship among SMEs in Cagayan de Oro City. By integrating financial, strategic, and operational perspectives within a single analytical framework, the study contributes to a more comprehensive understanding of SME resilience in localized contexts. Furthermore, this research aligns with Sustainable Development Goal (SDG) 8: Decent Work and Economic Growth by supporting the development of resilient enterprises that contribute to employment generation and long-term economic sustainability.

LITERATURE REVIEW

Financial wellness has emerged as a critical determinant of sustainability and stability among Small and Medium Enterprises (SMEs), particularly in dynamic and uncertain economic environments. SMEs frequently face financial constraints such as unstable cash flows, high operational costs, and limited access to credit, all of which hinder their ability to sustain operations during periods of disruption. Poor financial management further exacerbates these challenges, leading to difficulties in meeting financial obligations, maintaining production, and responding effectively to external shocks. Empirical studies consistently indicate that enterprises with stronger financial wellness demonstrate greater organizational stability and a higher capacity to withstand financial and operational disturbances. Thus, financial wellness plays a fundamental role in strengthening business resilience, particularly in highly competitive and volatile markets.

This study is grounded on two central assumptions derived from its research objectives. First, it assumes that financial wellness significantly influences business resilience among SMEs. Second, it assumes that crisis management practices mediate the relationship between financial wellness and business resilience. These

assumptions suggest that while financial wellness directly contributes to resilience, its impact becomes more effective when supported by structured crisis management practices.

The first assumption posits that SMEs with strong financial wellness characterized by stable cash flow, sufficient financial reserves, and sound financial management are better positioned to sustain operations and recover from disruptions. The second assumption extends this relationship by proposing that financial wellness alone is insufficient; rather, it must be translated into actionable strategies through crisis management practices such as preparedness planning, response execution, and adaptive leadership. This reflects a mediated relationship in which crisis management practices function as the mechanism that converts financial capacity into organizational resilience.

This study is anchored on three complementary theoretical perspectives: Dynamic Capability Theory, the Theory of the Developing Firm, and Contingency Theory of Management Accounting and Control. These theories collectively provide a robust framework for explaining how financial wellness influences business resilience and how crisis management practices function as a mediating mechanism in this relationship.

Dynamic Capability Theory (Teece, Pisano, & Shuen, 1997) emphasizes an organization's ability to sense opportunities, seize them, and reconfigure internal resources in response to environmental changes. In the context of SMEs, financial wellness represents a critical internal capability that enables firms to allocate resources efficiently, manage financial risks, and sustain operations during uncertainty. Firms with strong financial wellness are better positioned to mobilize resources and implement adaptive strategies when confronted with disruptions. As supported by Aasouli and Ahmed (2023), organizations with well-developed internal capabilities demonstrate greater resilience in responding to environmental shocks.

Complementing this perspective, the Theory of the Developing Firm highlights the continuous enhancement of internal capabilities as a driver of organizational adaptation and growth. Firms that invest in improving financial planning, managerial systems, and decision-making processes are better equipped to manage uncertainties and sustain long-term performance (Alvarez, 2020). Within SMEs, financial wellness provides the structural foundation for strengthening financial planning mechanisms and improving resource allocation. As argued by Alshebami (2025), organizations that continuously refine their internal capabilities are more capable of anticipating changes and responding proactively to crises. This suggests that financial wellness contributes not only to financial stability but also to the development of adaptive organizational processes.

The Contingency Theory of Management Accounting and Control further extends this framework by emphasizing that organizational effectiveness depends on the alignment between internal resources and external conditions (Fiedler, 1964; Lawrence & Lorsch, 1967). In this context, crisis management practices serve as adaptive mechanisms that enable firms to translate financial resources into effective strategic actions during periods of disruption. These practices, including crisis preparedness, coordinated response, and adaptive recovery allow organizations to anticipate risks, maintain operational continuity, and recover efficiently. Firms with stronger financial capacity are more capable of implementing such structured crisis management strategies.

Integrating these theoretical perspectives, this study conceptualizes financial wellness as a strategic resource, while crisis management practices function as the operational mechanism that converts this resource into resilience outcomes. Specifically, financial wellness provides the capacity, whereas crisis management practices enable the effective utilization of that capacity during crises. This relationship highlights the mediating role of crisis management practices in linking financial wellness to business resilience.

Within this framework, financial wellness is treated as the independent variable representing the firm's financial stability and resource capacity. Crisis management practices are positioned as the mediating variable, encompassing crisis response execution and internal coordination, crisis preparedness and business continuity planning, and crisis recovery supported by adaptive leadership. Business resilience serves as the dependent variable, reflecting the firm's ability to maintain continuity of operations and recover from disruptions.

Through this integrated framework, the study explains how SMEs can strengthen resilience not only by improving financial capacity but also by institutionalizing structured crisis management practices. This approach

provides a more comprehensive understanding of how financial and organizational capabilities interact to support resilience in dynamic and uncertain business environments.

The following figures shows the schematic diagram of the concepts used in this study.

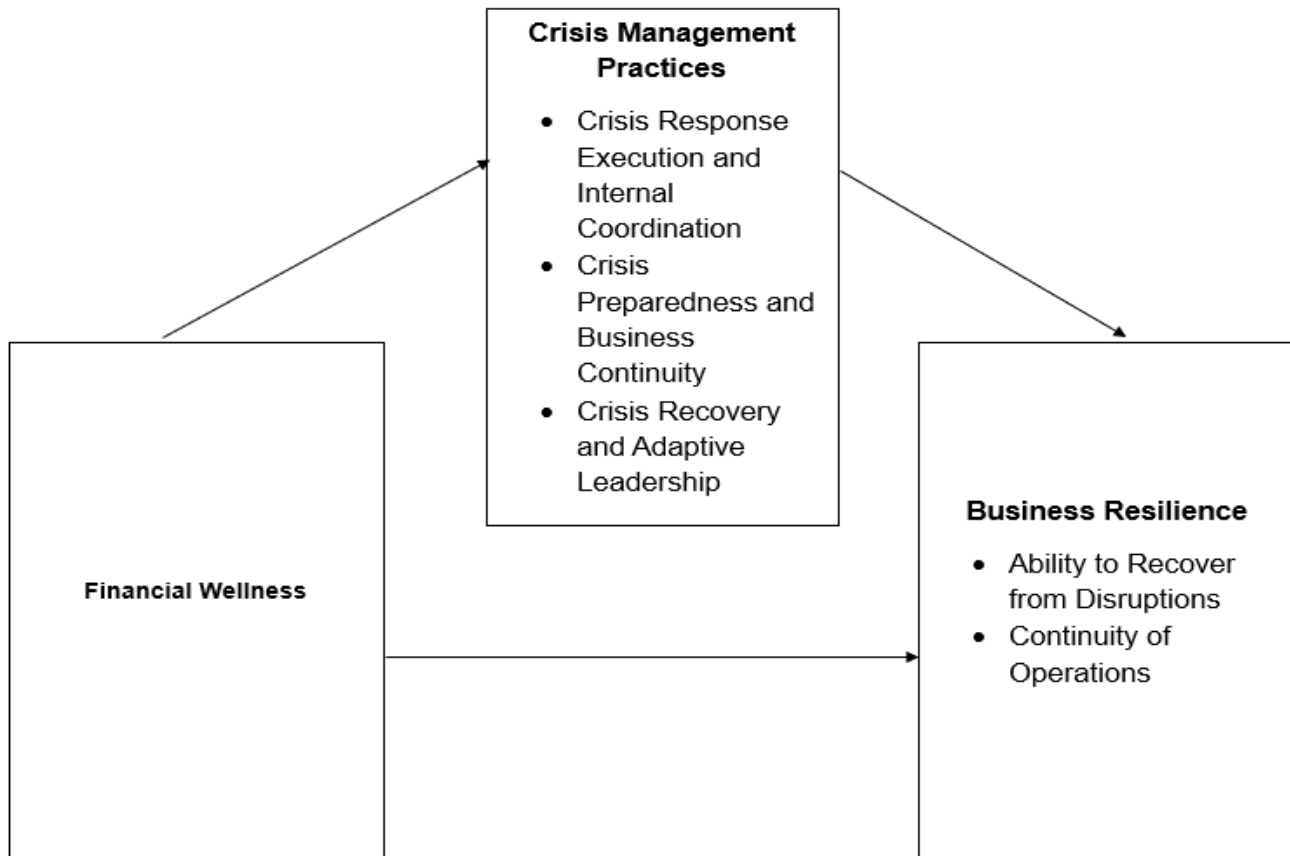


Figure 1: Schematic Diagram of the Study

Statement Of the Problem

The main objective of this study is to determine the mediating role of crisis management practices in the influence of financial wellness on business resilience among Small and Medium Enterprises (SMEs) in Cagayan De Oro City. Specifically, it sought to answer the following questions:

1. What are the participants' assessments of their financial wellness?
2. What is the extent of Crisis Management Practices implemented by SMEs in terms of:
 - 2.1. Crisis Response Execution and Internal Coordination
 - 2.2. Crisis Preparedness and Business Continuity Planning
 - 2.3. Crisis Recovery and Adaptive Leadership
3. What is the level of Business Resilience of SMEs in terms of:
 - 3.1. Ability to Recover from Disruptions
 - 3.2. Continuity of Operations
4. Does financial wellness significantly influence Business Resilience?
5. Do Crisis Management Practices significantly mediate the influence of Financial Wellness on Business Resilience?

METHODOLOGY

This study employed a quantitative, predictive-correlational research design to examine the relationship between financial wellness and business resilience among Small and Medium Enterprises (SMEs) in Cagayan de Oro City proper and to determine the mediating role of crisis management practices. A total of 195 SME owners or managers, who have direct involvement in financial decision-making, operational management, and crisis-related practices, participated in the study. An official list of businesses was obtained from the Business Permit and Licensing Office (BPLO), which was randomly sampled to ensure that each SME had an equal chance of being selected, thereby minimizing sampling bias. All selected participants participated and were included in the final analysis.

A structured survey questionnaire was used for data gathering. The instrument consisted of researcher-modified items adapted from established theories and studies, measuring three main variables: financial wellness, crisis management practices, and business resilience. Financial wellness assessed the overall financial condition of the enterprise. Crisis management practices were measured through three dimensions: Crisis Response Execution and Internal Coordination, Crisis Preparedness and Business Continuity Planning, and Crisis Recovery and Adaptive Leadership. Business resilience was measured through two dimensions: Continuity of Operations and Recovery from Disruptions. All items were rated using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

To ensure instrument quality, content validity was established through expert evaluation by specialists in business administration, research, and statistics. A pilot test involving 30 SME owners or managers was conducted prior to the main data collection to assess clarity and reliability. Reliability analysis using Cronbach’s alpha yielded values ranging from 0.702 to 0.893, indicating acceptable to high internal consistency.

Further validation was conducted using Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) to confirm construct validity. Items with weak factor loadings, high uniqueness, or cross-loadings were removed to improve the measurement model. The final model demonstrated strong reliability and validity, with factor loadings exceeding acceptable thresholds, composite reliability values above 0.70, and Average Variance Extracted (AVE) values above 0.50, indicating satisfactory convergent validity and internal consistency.

Moreover, data was analyzed using both descriptive and inferential statistical methods. Descriptive statistics, including mean and standard deviation, were used to determine the levels of financial wellness, crisis management practices, and business resilience. Multiple Linear Regression (MLR) was used to determine the influence of financial wellness on business resilience, while mediation analysis was conducted to determine whether crisis management practices significantly mediate the relationship between financial wellness and business resilience. Prior to inferential analysis, diagnostic tests were conducted to ensure that statistical assumptions were satisfied. Normality was assessed using skewness and kurtosis, supported by visual inspection of plots, while multicollinearity was evaluated using tolerance and Variance Inflation Factor (VIF) values. The results confirmed that all assumptions were within acceptable limits, indicating no violation of statistical requirements.

RESULTS AND DISCUSSION

Tables 1 presented the descriptive statistics for financial wellness, crisis management practices, and business resilience among Small and Medium Enterprises (SMEs) in Cagayan de Oro City.

Table 1 Summary of the Mean, Interpretation and Standard Deviation of financial wellness, crisis management practices, and business resilience among Small and Medium Enterprises (SMEs) in Cagayan de Oro City.

Variables	Mean	Interpretation	SD
Financial Wellness	4.35	High	0.58
Crisis Management Practices			
- Crisis Response Execution	4.56	Very High	0.52

- Crisis Preparedness	4.34	High	0.69
- Crisis Recovery	4.58	Very High	0.50
Business Resilience			
- Ability to Recover from Disruptions	4.39	High	0.57
- Continuity of Operations	4.39	High	0.67

Table 1 presents the descriptive statistics of financial wellness, crisis management practices, and business resilience among SMEs in Cagayan de Oro City. Overall, the results indicate consistently high to very high levels across all variables ($M = 4.34\text{--}4.58$), with low standard deviations ($SD = 0.50\text{--}0.69$), suggesting homogeneous responses and generally strong financial, operational, and crisis management capacities among SMEs.

In terms of ranking, Crisis Recovery ($M = 4.58$) and Crisis Response Execution ($M = 4.56$) obtained the highest means, indicating that SMEs demonstrate strong adaptive leadership and coordinated response during disruptions. This supports the findings of Haque et al. (2023) and Khurnia et al. (2023), who emphasized that adaptive leadership and rapid response are critical to organizational recovery and sustainability.

Business Resilience indicators, including recovery from disruptions and continuity of operations (both $M = 4.39$), also showed high levels, suggesting that SMEs are capable of maintaining operations and restoring stability during crises. This aligns with Giannopoulos et al. (2022) and Tetteh et al. (2025), who noted that resilient organizations are better able to sustain operations under uncertainty.

Financial Wellness ($M = 4.35$) likewise registered a high level, reflecting stable financial conditions and effective resource management among SMEs. This is consistent with Duran Santomil et al. (2021) and Przychocka et al. (2024), who highlighted the importance of financial stability in sustaining operations and competitiveness.

However, Crisis Preparedness ($M = 4.34$) obtained the lowest mean, indicating comparatively weaker emphasis on proactive planning. This supports Ali et al. (2023), who observed that SMEs tend to prioritize reactive over preventive crisis strategies.

Overall, the findings suggest that while SMEs demonstrate strong resilience and response capabilities, enhancing proactive crisis preparedness and structured planning mechanisms could further strengthen their ability to manage future disruptions.

Multiple Regression Analysis on the Influence of Financial Wellness on Business

H_{01} . Financial wellness does not significantly influence business resilience.

Table 2 presented the results of the multiple regression analysis examining the influence of financial wellness on business resilience among Small and Medium Enterprises (SMEs) in Cagayan de Oro City.

Table 2 Multiple Regression Analysis Testing the Influence of Financial Wellness on Business Resilience.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
023 (Constant)	5.016	.295		16.983	.000
Financial Wellness	.144	.067	.152	2.138*	.034
Model Summary					
R = .152 R ² = .023 Adjusted R ² = .018 F = 4.57 P = 0.034					

**Significant at 0.05 level

The results of the multiple regression analysis revealed that financial wellness has a statistically significant positive influence on business resilience ($\beta = 0.152$, $p = 0.034$), indicating that improvements in financial condition contribute to enhanced capacity of SMEs to withstand and recover from disruptions. The model was statistically significant ($F = 4.57$, $p < 0.05$), although it explained a relatively small proportion of variance ($R^2 = 0.02$), suggesting that business resilience is influenced by multiple factors beyond financial wellness alone.

Despite its limited explanatory power, the finding confirms that financial wellness serves as a foundational capability that supports resilience. Financially stable SMEs are better equipped to sustain operations, manage risks, and implement adaptive strategies during periods of uncertainty. This supports the findings of Wiatt et al. (2021), who emphasized that strong financial conditions enhance long-term resilience, and Sardo et al. (2023), who found that financially sound SMEs are more capable of managing financial shocks and adjusting to changing conditions.

The relatively low R^2 value further implies that business resilience is a multidimensional construct shaped by additional organizational and strategic factors. This is consistent with Agafonova and Sysoeva (2024), who argued that resilience emerges from the integration of financial stability and adaptive capabilities, and Garcia-Martinez et al. (2023), who highlighted that financial resources alone are insufficient without complementary organizational mechanisms.

Overall, the findings suggest that while financial wellness significantly contributes to business resilience, its impact is strengthened when combined with other capabilities, particularly crisis management practices. Thus, the hypothesis stating that financial wellness does not significantly influence business resilience is *rejected*.

Results of Crisis Management as a Mediator on the Influence of Financial Wellness to Business Resilience

H_{02} : Crisis management does not significantly mediate the influence of financial wellness on business resilience among Small and Medium Enterprises (SMEs).

Table 3 presents the mediation analysis examining whether crisis management practices significantly mediate the relationship between financial wellness and business resilience among Small and Medium Enterprises (SMEs) in Cagayan de Oro City.

Table 3 Results of Crisis Management as a Mediator on the Influence of Financial Wellness to Business Resilience

Effect	Path	B	SE	Z	p
Indirect	Financial Wellness → Crisis Management Practices → Business Resilience	0.090	0.04	2.23	0.026
Direct	Financial Wellness → Business Resilience	0.233	0.06	3.80	< .001
Total Effect	Financial Wellness → Business Resilience	0.323	0.07	4.42	< .001

The mediation analysis was conducted to determine whether Crisis Management Practices significantly mediate the relationship between Financial Wellness and Business Resilience among SMEs. Following a standard mediation framework, the analysis examined three key components: (1) the total effect of Financial Wellness on Business Resilience, (2) the direct effect after including the mediator, and (3) the indirect effect transmitted through Crisis Management Practices. Statistical significance of these effects was assessed using regression-based estimates, standard errors, and corresponding p-values.

The results indicate that the overall (total) effect of Financial Wellness on Business Resilience is statistically significant ($B = 0.323$, $SE = 0.07$, $Z = 4.42$, $p < .001$). This finding confirms that financial wellness plays a crucial role in strengthening SME resilience. Enterprises with stronger financial conditions characterized by stable cash flow, effective financial planning, and responsible resource management are better positioned to sustain operations and adapt to uncertain or disruptive environments.

When Crisis Management Practices were included in the model, the direct effect of Financial Wellness on Business Resilience remained statistically significant ($B = 0.233$, $SE = 0.06$, $Z = 3.80$, $p < .001$). This indicates the presence of partial mediation, suggesting that financial wellness influences business resilience both directly and indirectly. While financial capacity alone contributes to resilience, part of its effect operates through the firm’s ability to implement structured crisis management strategies. Financially stable SMEs are therefore more capable of allocating resources toward preparedness measures, risk management systems, and coordinated response activities.

The indirect effect of Financial Wellness on Business Resilience through Crisis Management Practices was also found to be statistically significant ($B = 0.090$, $SE = 0.04$, $Z = 2.23$, $p = 0.026$). This provides empirical support for the mediating role of crisis management practices. The result implies that SMEs with stronger financial capacity are more likely to develop and implement structured crisis management mechanisms, including contingency planning, risk assessment, and effective internal coordination. These practices enhance the firm's ability to respond to disruptions and maintain operational continuity under uncertain conditions.

These findings are consistent with prior literature emphasizing the importance of crisis management in strengthening organizational resilience. Salamzadeh and Dana (2022) highlight that effective crisis management involves proactive planning, financial preparedness, stakeholder communication, and continuous organizational learning, all of which enable firms to adapt and recover from disruptions. Similarly, Mizrak (2024) underscores that proactive risk management and strategic crisis response mechanisms are essential in sustaining operations and preserving stakeholder confidence during crises.

Moreover, Papadopoulos et al. (2020) argue that crisis management strategies enable organizations to convert financial resources into adaptive capabilities and organizational learning. This is further supported by Katare, Marshall, and Valdivia (2021), who found that SMEs with stronger financial capacity and well-developed crisis preparedness systems exhibit higher resilience and faster recovery during major disruptions such as the COVID-19 pandemic.

Overall, the results demonstrate that Crisis Management Practices serve as a critical mechanism through which Financial Wellness contributes to Business Resilience. Financial stability not only directly enhances the capacity of SMEs to sustain operations but also enables them to invest in structured crisis preparedness and response systems. These findings highlight the complementary relationship between financial capability and crisis management in strengthening resilience. Consequently, the null hypothesis stating that crisis management does not significantly mediate the relationship between financial wellness and business resilience is rejected.

CONCLUSION

On the basis of the findings, this study concludes that financial wellness is a foundational capability that strengthens the overall resilience of Small and Medium Enterprises (SMEs). Enterprises that maintain sound financial management practices are better positioned to withstand disruptions, sustain operations, and recover from crises. Financial stability therefore functions not merely as an operational requirement but as a strategic asset that enhances organizational adaptability and long-term survival.

This study concludes that financial wellness is a fundamental driver of business resilience among SMEs; however, its impact is significantly enhanced when supported by effective crisis management practices. The findings confirm that resilience is not merely a product of financial strength but of the firm's ability to translate financial resources into structured and adaptive responses during periods of disruption. The partial mediation result underscores that while financial stability provides a foundation for resilience, crisis management practices serve as a critical mechanism that strengthens and operationalizes this relationship.

The study contributes to theory by empirically validating the mediating role of crisis management within the SME context and supports the applicability of Dynamic Capability and Contingency perspectives in explaining organizational resilience. Moreover, the significant mediating role of crisis management practices confirms that resilience is not solely dependent on financial condition but is strengthened when enterprises strategically integrate preparedness, coordination, and recovery systems into their operations. This leads to the rejection of the null hypotheses and supports the theoretical assumptions anchored on Dynamic Capability Theory, the Theory of the Developing Firm, and Contingency Theory. However, the low explanatory power of the model suggests that business resilience is influenced by a wider range of organizational, environmental, and strategic factors beyond financial wellness alone, reinforcing its multidimensional nature.

The study, thus, establishes that SMEs can enhance their resilience not only by improving financial wellness but by institutionalizing structured crisis management practices that enable them to anticipate, respond to, and

recover effectively from disruptions. Business resilience, therefore, emerges as a product of both financial strength and adaptive organizational capability.

RECOMMENDATIONS

From the foregoing findings and conclusions, the following are recommended:

That the owners and Managers of (SMEs):

- 1.1. Further strengthen their financial wellness by maximizing and strategically utilizing existing government support platforms, programs, and financial assistance initiatives available for SMEs. In addition to internal financial management practices such as cash flow monitoring, budgeting, reserve fund allocation, and financial planning, enterprises may enhance their financial capacity by actively engaging with government-provided financing schemes, training programs, and advisory services. Integrating these external support mechanisms with internal financial strategies can improve resource optimization, expand financial opportunities, and enhance business resilience. Regular evaluation of both internal financial performance and the effectiveness of accessed support programs may also be conducted to ensure sustained financial stability and adaptive capacity during periods of uncertainty.
- 1.2. Institutionalizing structured crisis management practices such as formal business continuity planning, risk assessment procedures, crisis response protocols, adaptive leadership strategies, and continuous crisis preparedness training may be explored to further reinforce business resilience and improve organizational responsiveness during disruptions.

That the Local Government Units (LGUs) and Business Support Institutions:

- 2.1. Consider the possibility of strengthening coordination and continue the dissemination of existing government support programs for SMEs may be considered to ensure that entrepreneurs are adequately informed and able to access available financial assistance, training opportunities, and crisis support services.
- 2.2. Establishing a localized monitoring and support mechanism for SMEs may be explored to regularly assess business resilience, identify emerging risks, and provide timely technical assistance that can help enterprises sustain operations during periods of disruption.

That Future Researchers may:

- 3.1. Expand the scope of the study across different geographical locations, industries, or firm sizes to enhance the generalizability of the findings. Comparative studies between urban and rural SMEs or across sectors may also be conducted to determine whether contextual factors influence the relationship between financial wellness and business resilience.
- 3.2. Examine additional variables such as innovation capability, digital transformation, or organizational culture as predictors of business resilience may be explored to enrich the existing body of knowledge.
- 3.3. Explore the use of advanced analytical approaches such as Structural Equation Modeling (SEM) with multiple mediators or moderators to examine more complex relationships among variables, particularly the combined effects of financial, organizational, and environmental factors on business resilience.

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