RESOURCE-BASED BUSINESS RESILIENCE: THE MODERATING ROLE OF AKHLAKUL KARIMAH IN THE AR RAHMAN HUMAN BEING MODEL

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Abstract

This study examines the Ar Rahman Human Being (ARHB) Model as an integrative framework of resource-based business resilience by incorporating akhlakul karimah as moral capital functioning as an internal governance mechanism. The study addresses the limitation of the resource-based view (RBV), which tends to emphasize resource capacity without adequately considering the normative dimension guiding its utilization. A contingency model is proposed that positions internal moral quality as a conditioning factor for the effectiveness of strategic resources in enhancing business resilience. Using an explanatory quantitative approach with a cross-sectional design, data were collected from 250 micro and small enterprise (MSE) owners in Makassar City. Structural Equation Modeling based on Partial Least Squares (SEM-PLS) was employed to analyze the direct effects of expertise, education and training, physical capacity, and capital on business resilience, as well as the moderating role of akhlakul karimah in these relationships. The results indicate that expertise, education and training, physical capacity, and capital positively influence business resilience. Furthermore, akhlakul karimah strengthens the relationship between strategic resources and business resilience, suggesting that the effectiveness of transforming technical capacities into business resilience is contingent upon the entrepreneur's internal moral quality. These findings extend resource-based business resilience discourse by integrating moral capital as an internal governance mechanism.

Keywords: *Akhlakul Karimah, Ar Rahman Human Being, Business Resilience, Micro and Small Enterprises, Resource-Based View*

1.   INTRODUCTION

Micro and Small Enterprises (MSEs) play a strategic role in supporting economic development, employment generation, and income distribution, particularly in developing countries. In Indonesia, MSEs represent the dominant structure of the national economy and serve as a fundamental pillar of local economic resilience. Despite their significant contribution, many MSEs remain highly vulnerable to environmental shocks such as economic crises, technological disruptions, and regulatory changes. These vulnerabilities became particularly evident during the COVID-19 pandemic, when a substantial number of

small businesses experienced declining revenues, operational instability, and increased uncertainty.

The variation in survival among MSEs during crisis situations indicates that business resilience cannot be explained solely by external economic conditions. Instead, resilience is strongly influenced by the internal capacities of entrepreneurs who manage and direct organizational resources. Within the strategic management literature, the Resource-Based View (RBV) argues that sustainable performance and competitive advantage are determined by the possession and effective management of valuable organizational resources such as knowledge, skills, and financial capital (Barney, 1991). According to this perspective, organizations achieve superior performance when they possess resources that are valuable, rare, inimitable, and non-substitutable (VRIN). In the context of small enterprises, human capabilities, entrepreneurial competencies, and financial resources represent critical strategic assets that support organizational adaptability and sustainability.

In recent years, scholars have increasingly applied resource-based perspectives to explain organizational resilience. Organizational resilience refers to the ability of firms to anticipate disruptions, adapt to changing environments, and recover from adverse conditions (Duchek, 2020). For small enterprises, resilience is often associated with several interrelated capabilities, including operational continuity, strategic adaptability, performance stability, and recovery capacity (Lengnick-Hall, Beck, & Lengnick-Hall, 2011). These capabilities enable firms to sustain their operations and maintain performance despite environmental turbulence and economic uncertainty.

However, despite its explanatory strength, the resource-based view primarily emphasizes the technical capacity of resources, while providing relatively limited explanation regarding the normative orientation that governs how these resources are utilized. In entrepreneurial practice, resources are inherently neutral instruments whose outcomes depend on the ethical orientation and internal values of the individuals managing them. Without strong internal governance mechanisms, strategic resources may encourage opportunistic behavior, short-term orientation, and unstable business practices that ultimately undermine long-term sustainability.

Several scholars therefore argue that the effectiveness of organizational resources must be understood in conjunction with ethical values and internal governance mechanisms. The concept of moral capital highlights the role of ethical virtues such as integrity, trustworthiness, and fairness in shaping responsible economic behavior and sustaining organizational legitimacy (Sison, 2003). Ethical governance frameworks further emphasize that internal moral values function as guiding principles that regulate the use of organizational resources and reduce opportunistic behavior (Treviño, Weaver, & Reynolds, 2006). From this perspective, the sustainability of business performance depends not only on resource capacity but also on the moral orientation that directs how those resources are utilized.

An exploratory qualitative study conducted during the COVID-19 pandemic in Makassar identified several internal factors that enabled certain micro and small enterprises to survive despite severe economic disruptions. The study found that akhlakul karimah (noble moral character), expertise, education and training, physical capacity, and capital were key determinants of business survival during crisis conditions. These five elements were subsequently conceptualized as an integrative framework referred to as the Ar Rahman

Human Being (ARHB) model, which highlights the interaction between moral qualities and resource capacities in shaping entrepreneurial resilience (Achmad et al., 2022).

The ARHB framework suggests that business resilience is not solely determined by the availability of strategic resources but also by the internal moral orientation that guides their utilization. Within this framework, akhlakul karimah functions as a form of moral capital that directs and regulates the use of strategic resources, ensuring that expertise, education, physical capacity, and financial capital are utilized responsibly and sustainably.

Beyond its structural variables, the ARHB model is also grounded in a philosophical representation of the human being as the central actor of entrepreneurial activity. The model adopts an anthropomorphic structure in which the human body symbolizes the integration of moral governance and resource capacities that shape entrepreneurial behavior.

In this framework, akhlakul karimah is positioned at the core of the human structure, conceptually extending from the head to the lower body, representing the integration of mind, heart, and desire as the fundamental dimensions shaping moral character and ethical behavior. These dimensions symbolize the internal orientation that governs human intentions, motivations, and economic actions. Without moral integrity, the possession of strategic resources may lead to opportunistic behavior, exploitation, or unsustainable business practices.

The placement of other capacities within the ARHB model follows a symbolic logic of human functionality. Expertise is represented by the right arm, symbolizing the primary instrument of productive activity and entrepreneurial capability. Education and training are represented by the left arm, functioning as supportive capacities that strengthen and refine practical skills. Physical capacity is positioned in the right leg, reflecting endurance and the ability to sustain productive activity. Meanwhile, capital is represented by the left leg, symbolizing a supporting resource that becomes effective only when integrated with other human capacities.

Through this anthropomorphic representation, the ARHB model conceptualizes entrepreneurial resilience as the result of a balanced integration between moral governance and human resource capacities embodied within the entrepreneur.

However, the previous study that introduced the ARHB framework was exploratory and qualitative in nature, focusing primarily on identifying key resilience factors during the pandemic. Consequently, the structural relationships among these variables and the moderating role of moral capital within the ARHB framework have not yet been empirically tested using quantitative analytical methods. This limitation creates an important research gap regarding how internal moral governance strengthens the effectiveness of strategic resources in generating sustainable business resilience.

Therefore, this study aims to extend and empirically validate the Ar Rahman Human Being (ARHB) model as a value-based internal governance framework for resource-based business resilience. Specifically, this research examines the influence of expertise, education and training, physical capacity, and capital on business resilience, while simultaneously testing the moderating role of akhlakul karimah as moral capital that conditions the effectiveness of these strategic resources.

By integrating the resource-based view with a moral governance perspective, this study contributes to the development of business resilience theory by proposing that the

transformation of strategic resources into sustainable organizational resilience is contingent upon the internal moral quality of entrepreneurs. In doing so, the research advances the ARHB framework as an integrative theoretical approach that bridges strategic resource capacity and moral governance in explaining the sustainability of micro and small enterprises.

More specifically, this study makes three main theoretical contributions. First, it extends the resource-based view (RBV) by introducing a moral governance dimension that conditions the effectiveness of strategic resources in generating business resilience. Second, it develops and empirically validates the ARHB model as a value-based internal governance framework that integrates strategic resource capacity with moral capital. Third, the study contributes to the emerging literature on moral capital and ethical governance by demonstrating that internal moral qualities strengthen the transformation of strategic resources into sustainable business resilience. Through these contributions, the ARHB framework is positioned as an integrative theoretical model that bridges resource-based strategy and moral governance perspectives in explaining the sustainability of micro and small enterprises.

To provide the theoretical foundation of this study, Figure 1 presents the original conceptual model of the Ar Rahman Human Being (ARHB) proposed in the earlier exploratory study. Building upon this theoretical foundation, Figure 2 illustrates the conceptual model of resource-based business resilience within the ARHB framework, which is empirically tested in this research.

Figure 1.   Original Conceptual Model of the Ar Rahman Human Being (ARHB).
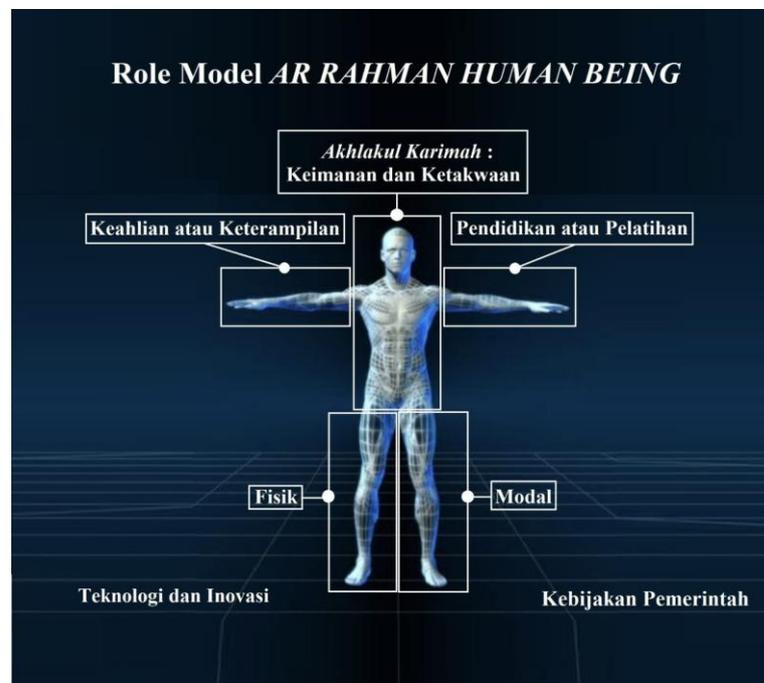
Source: Achmad, 2022 (*Data Processed, 2026*)

Figure 2. Conceptual Model of Resource-Based Business Resilience in the Ar Rahman Human Being Framework
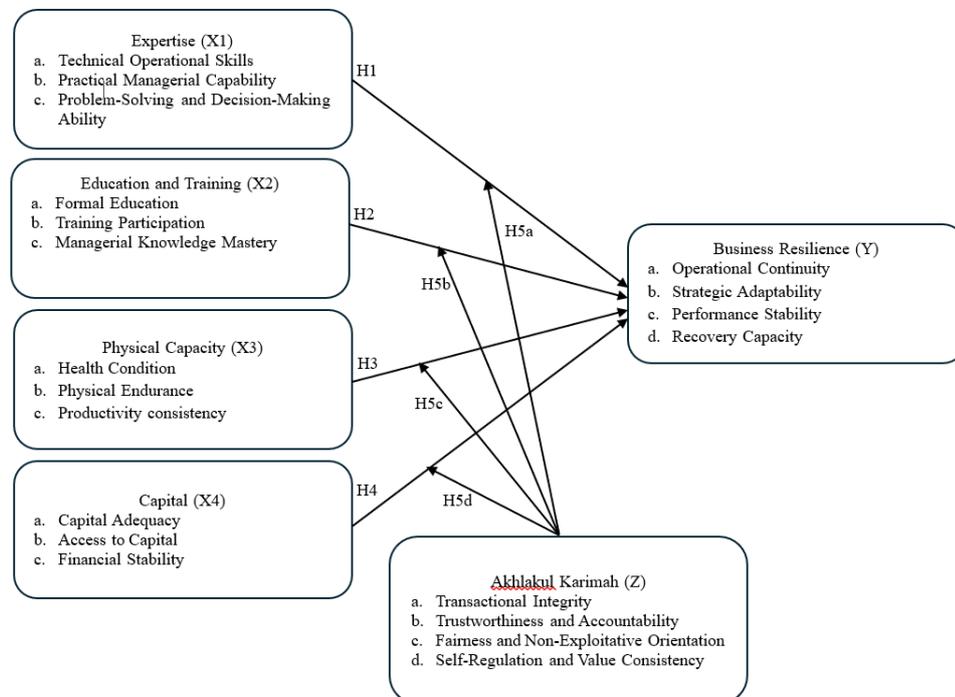
Source: Author's conceptualization (2026)

2. RESEARCH METHOD

Research Design

This study employed a quantitative approach with an explanatory research design to examine the causal relationships among variables in the Ar Rahman Human Being (ARHB) structural model. The explanatory design was selected because the study not only describes the phenomenon of business resilience but also empirically tests the influence of strategic resources on business resilience and the moderating role of *akhlakul karimah* within these relationships.

This research represents a continuation of the development of the Ar Rahman Human Being (ARHB) model, which was previously conceptualized through exploratory qualitative research examining the resilience of micro and small enterprises during the COVID-19 crisis in Makassar (Achmad, 2022). The present study aims to provide empirical validation of the structural relationships among variables within the framework of the resource-based view and moral capital theory.

The research model positions expertise (X1), education and training (X2), physical capacity (X3), and capital (X4) as strategic resources that influence business resilience (Y). Meanwhile, akhlakul karimah (Z) is treated as moral capital functioning as an internal governance mechanism and is tested as a moderating variable in the relationship between strategic resources and business resilience.

The study applied a cross-sectional design, where data were collected at a single point in time from micro and small enterprise (MSE) owners in Makassar City. The unit of

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analysis in this research is the business owner or main decision-maker responsible for managing resources and implementing moral values in business practices.

Population and Sample

The population of this study consisted of micro and small enterprise (MSE) actors in Makassar City, Indonesia. These enterprises represent an important segment of the local economy and are highly dependent on the capabilities and decisions of the business owners.

The sample size was determined using Monte Carlo simulation with 1,000 replications to estimate the statistical power of the structural model involving moderating effects. The simulation assumed a main effect size of 0.30 and a moderating effect size of 0.25, both categorized as moderate effects according to Cohen (1988).

The results of the simulation indicated statistical power values ranging from 0.87 to 0.90, exceeding the minimum recommended threshold of 0.80 for adequate statistical power. Based on this estimation, a total of 250 respondents were considered sufficient to test the proposed structural model.

Research Variables and Measurement

This study examines six main constructs:

1. Expertise (X1)
2. Education and Training (X2)
3. Physical Capacity (X3)
4. Capital (X4)
5. Akhlakul Karimah (Z)
6. Business Resilience (Y)

All constructs were modeled as formative constructs, meaning that each variable represents an aggregation of several complementary indicators. This specification is consistent with the ontological foundation of the ARHB model, which conceptualizes each construct as a capacity aggregation model where indicators collectively form the meaning of the construct.

The dimensions of each variable are summarized as follows:

a. Expertise: technical operational skills, managerial capability, and problem-solving ability.
b. Education and Training: formal education, training participation, and managerial knowledge.
c. Physical Capacity: health condition, physical endurance, and productivity consistency.
d. Capital: capital adequacy, access to financing, and financial stability.
e. Akhlakul Karimah: transactional integrity, trustworthiness and accountability, fairness orientation, and self-regulation.
f. Business Resilience: operational continuity, strategic adaptability, performance stability, and recovery capacity.

Data Collection Techniques

Data were collected using a structured questionnaire distributed to micro and small enterprise owners in Makassar City. The questionnaire was designed to capture respondents' perceptions regarding the level of resource capacity, moral values, and business resilience within their enterprises.

Responses were measured using a Likert scale, allowing respondents to indicate their level of agreement with each statement related to the research constructs. The questionnaire distribution was conducted directly and through field visits to ensure adequate response rates and data reliability.

Data Analysis Techniques

Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). This analytical technique was selected because it is suitable for complex models involving moderating effects and does not require strict assumptions of multivariate normality. Furthermore, SEM-PLS is appropriate for models that employ formative measurement constructs.

The analysis process involved two main stages:

1. Measurement model evaluation, which assesses the validity and reliability of formative indicators.
2. Structural model evaluation, which examines the direct relationships between strategic resources and business resilience as well as the moderating role of *akhlakul karimah*.

Through this approach, the study aims to empirically test the Ar Rahman Human Being (ARHB) model and examine whether internal moral governance strengthens the influence of strategic resources on sustainable business resilience.

3. RESULTS AND DISCUSSION

This section presents the results of the data analysis and discusses their implications in relation to relevant theoretical perspectives. The analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) to examine the influence of strategic resources on business resilience and the moderating role of *akhlakul karimah* within the Ar Rahman Human Being (ARHB) model. The findings are presented through descriptive explanations supported by statistical analysis and theoretical interpretation.

3.1 Evaluation of the Measurement Model (Formative Outer Model)

3.1.1 Multikolinearitas Test (VIF)

Table 1 Variance Inflation Factor (VIF)

	VIF		VIF		VIF		VIF
X1_1	1.805	X3_1	1.994	Y_1	3.254	Z x X1	1.000
X1_2	1.736	X3_2	2.352	Y_10	2.559	Z x X2	1.000
X1_3	1.847	X3_3	2.282	Y_11	2.942	Z x X3	1.000
X1_4	2.221	X3_4	2.406	Y_12	3.140	Z x X4	1.000
X1_5	2.183	X3_5	2.446	Y_2	2.793		
X1_6	2.277	X3_6	2.393	Y_3	3.399		
X1_7	2.582	X3_7	2.862	Y_4	3.074		
X1_8	2.005	X3_8	2.801	Y_5	2.569		
X1_9	2.430	X3_9	2.200	Y_6	3.094		
X2_1	3.240	X4_1	2.673	Y_7	2.860		
X2_10	1.409	X4_2	2.723	Y_8	3.238		

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	VIF		VIF		VIF		VIF
X2_2	2.788	X4_3	2.485	Y_9	2.536		
X2_3	2.530	X4_4	2.526	Z_1	2.545		
X2_4	2.280	X4_5	2.442	Z_2	2.618		
X2_5	2.994	X4_6	2.311	Z_3	2.307		
X2_6	2.736	X4_7	2.716	Z_4	2.113		
X2_7	2.481	X4_8	2.636	Z_5	2.876		
X2_8	2.916	X4_9	2.706	Z_6	3.102		
X2_9	1.388			Z_7	2.995		
				Z_8	2.357		

Source: Author's data processing (2026)

The VIF values of all indicators range from 1.388 to 3.399, indicating that no indicator exceeds the threshold of 5.0, and most values remain below the conservative limit of 3.3.

These results indicate that no serious multicollinearity problem exists among the formative indicators. The indicators forming each construct are relatively independent and do not exhibit excessive redundancy.

Although several indicators approach the conservative threshold (such as Y_3, X2_1, Y_1, Y_8, and Z_6), all values remain within acceptable limits. In addition, the interaction constructs (Z × X1, Z × X2, Z × X3, and Z × X4) show VIF values of 1.000, indicating that the moderation terms are statistically stable and free from collinearity issues.

The absence of multicollinearity suggests that the measurement model is structurally valid. Therefore, the non-significance of several outer weights cannot be attributed to indicator redundancy or model misspecification. Instead, it reflects the empirical characteristics of the research population, particularly the relatively homogeneous structure of resources among micro culinary enterprises.

In this context, most respondents possess similar levels of basic operational skills, educational background, capital scale, and physical capacity, which limits the variability among indicators. Consequently, the unique contribution of each indicator becomes statistically difficult to detect. This finding indicates that the observed non-significance of some outer weights is not a methodological weakness but rather a reflection of the structural characteristics of micro-scale culinary enterprises.

3.1.2 Significance and Relevance of Outer Weights

Table 2. *Outer Weights*

	Sampel (O)	Average Sample (M)	Standart Deviation (STDEV)	T Statistik (|O/STDEV|)	P Values
X1_1 -> X1	0.151	0.007	0.326	0.464	0.321
X1_2 -> X1	-0.026	0.017	0.391	0.067	0.473
X1_3 -> X1	0.759	0.336	0.512	1.483	0.069
X1_4 -> X1	-0.487	-0.119	0.443	1.100	0.136
X1_5 -> X1	0.287	0.146	0.424	0.677	0.249
X1_6 -> X1	0.118	0.071	0.471	0.250	0.401
X1_7 -> X1	0.028	0.026	0.424	0.066	0.474

	Sampel (O)	Average Sample (M)	Standart Deviation (STDEV)	T Statistik (|O/STDEV|)	P Values
X1_8 -> X1	0.044	-0.020	0.454	0.096	0.462
X1_9 -> X1	0.069	0.029	0.436	0.157	0.438
X2_1 -> X2	-0.593	-0.195	0.500	1.185	0.118
X2_10 -> X2	0.610	0.296	0.361	1.688	0.046
X2_2 -> X2	0.222	0.082	0.534	0.415	0.339
X2_3 -> X2	0.005	0.054	0.445	0.011	0.496
X2_4 -> X2	0.506	0.206	0.404	1.250	0.106
X2_5 -> X2	-0.058	-0.070	0.523	0.111	0.456
X2_6 -> X2	0.648	0.232	0.442	1.468	0.071
X2_7 -> X2	0.272	0.059	0.530	0.513	0.304
X2_8 -> X2	-0.197	-0.060	0.404	0.487	0.313
X2_9 -> X2	-0.435	-0.196	0.397	1.096	0.137
X3_1 -> X3	-0.209	-0.039	0.371	0.563	0.287
X3_2 -> X3	0.740	0.188	0.511	1.449	0.074
X3_3 -> X3	0.986	0.267	0.604	1.632	0.051
X3_4 -> X3	-0.091	0.001	0.541	0.168	0.433
X3_5 -> X3	-0.461	-0.109	0.439	1.051	0.147
X3_6 -> X3	-0.649	-0.057	0.485	1.340	0.090
X3_7 -> X3	0.409	0.097	0.468	0.873	0.191
X3_8 -> X3	0.018	-0.052	0.610	0.030	0.488
X3_9 -> X3	-0.505	-0.108	0.519	0.973	0.165
X4_1 -> X4	0.117	0.028	0.484	0.241	0.405
X4_2 -> X4	0.331	0.097	0.481	0.689	0.246
X4_3 -> X4	0.028	0.147	0.486	0.058	0.477
X4_4 -> X4	0.677	0.189	0.452	1.499	0.067
X4_5 -> X4	0.519	0.156	0.540	0.962	0.168
X4_6 -> X4	-0.405	-0.168	0.453	0.896	0.185
X4_7 -> X4	0.112	0.049	0.601	0.186	0.426
X4_8 -> X4	-0.115	-0.012	0.491	0.235	0.407
X4_9 -> X4	-0.272	-0.071	0.498	0.546	0.292
Y_1 -> Y	-0.275	-0.106	0.449	0.611	0.271
Y_10 -> Y	-0.142	-0.041	0.451	0.315	0.376
Y_11 -> Y	-0.059	0.070	0.386	0.152	0.440
Y_12 -> Y	0.206	0.161	0.385	0.536	0.296
Y_2 -> Y	0.094	0.026	0.314	0.300	0.382
Y_3 -> Y	-0.139	-0.098	0.329	0.422	0.337
Y_4 -> Y	0.385	0.204	0.395	0.974	0.165

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	Sampel (O)	Average Sample (M)	Standart Deviation (STDEV)	T Statistik (|O/STDEV|)	P Values
Y_5 -> Y	-0.147	-0.113	0.300	0.488	0.313
Y_6 -> Y	0.554	0.248	0.343	1.616	0.053
Y_7 -> Y	0.168	0.063	0.401	0.419	0.338
Y_8 -> Y	0.215	0.117	0.473	0.455	0.325
Y_9 -> Y	0.211	0.076	0.416	0.507	0.306
Z_1 -> Z	0.357	0.213	0.418	0.854	0.196
Z_2 -> Z	0.107	0.022	0.443	0.241	0.405
Z_3 -> Z	0.471	0.242	0.393	1.199	0.115
Z_4 -> Z	0.005	0.058	0.355	0.014	0.494
Z_5 -> Z	0.229	0.144	0.513	0.447	0.328
Z_6 -> Z	0.011	0.073	0.505	0.022	0.491
Z_7 -> Z	0.341	0.202	0.314	1.088	0.138
Z_8 -> Z	-0.483	-0.281	0.461	1.048	0.147
Z x X3 -> Z x X3	1.000	1.000	0.000	n/a	n/a
Z x X1 -> Z x X1	1.000	1.000	0.000	n/a	n/a
Z x X2 -> Z x X2	1.000	1.000	0.000	n/a	n/a
Z x X4 -> Z x X4	1.000	1.000	0.000	n/a	n/a

Source: Author's data processing (2026).

3.2 Evaluation of the Structural Model (Inner Model)
3.2.1 Coefficient of Determination (R^2)

Table 3. *R-Square*

	Sample (O)	Sample Average (M)	Standart Deviation (STDEV)	T Statistik (|O/STDEV|)	P Values
Y	0.414	0.497	0.054	7.735	0.000

Source: Author's data processing (2026).

The structural model analysis produces an R^2 value of 0.414 for the business resilience variable.

This result indicates that 41.4% of the variance in business resilience can be explained by the combined influence of:
- Expertise
- Education and training
- Physical capacity
- Capital
- Akhlakul karimah (moderation interaction)

According to the classification proposed by Hair et al. (2017), an R^2 value of 0.414 falls within the moderate explanatory power category.

Table 4. *Adjusted R-Square*

	Sample (O)	Average Sample (M)	Standart Deviation (STDEV)	T Statistik (|O/STDEV|)	P Values
Y	0.392	0.478	0.056	7.060	0.000

Source: Author's data processing (2026).

The Adjusted R² value of 0.392 further confirms the robustness of the model after correcting for model complexity. The relatively small difference between R² and Adjusted R² indicates that the model does not suffer from serious overfitting.

These results suggest that the ARHB model provides a moderately strong explanatory framework for understanding business resilience among micro culinary enterprises.

3.2.2 *Effect size* (f²)

Table 5. *f-Square*

	Sample (O)	Average Sample (M)	Standart Deviation(STDEV)	T statistik (|O/STDEV|)	P Values
X1 -> Y	0.064	0.093	0.062	1.027	0.152
X2 -> Y	0.001	0.061	0.058	0.024	0.490
X3 -> Y	0.040	0.071	0.055	0.732	0.232
X4 -> Y	0.088	0.113	0.078	1.133	0.129
Z -> Y	0.120	0.150	0.088	1.373	0.085
Z x X4 -> Y	0.035	0.016	0.020	1.732	0.042
Z x X2 -> Y	0.068	0.015	0.022	3.029	0.001
Z x X3 -> Y	0.000	0.009	0.013	0.012	0.495
Z x X1 -> Y	0.006	0.011	0.015	0.389	0.349

Source: Author's data processing (2026).

The effect size analysis indicates that most direct effects of strategic resources on business resilience exhibit small effect sizes and are not statistically significant at the 5% level.

This finding reflects the structural characteristics of micro culinary enterprises, where resource levels such as capital, education, skills, and physical capacity tend to be relatively homogeneous among business actors.

Consequently, these resources function primarily as baseline operational requirements rather than differentiating factors of business resilience.

However, several interaction effects involving akhlakul karimah demonstrate statistically significant influence, particularly:

➢ $Z \times X4 \rightarrow Y$ (p = 0.042)
➢ $Z \times X2 \rightarrow Y$ (p = 0.001)

These findings suggest that moral capital strengthens the effectiveness of capital and education in enhancing business resilience.

3.2.3 Path Coefficient Analysis

Tabel 6. Path Coefficients

	Sample (O)	Average Sample (M)	Standart Deviation (STDEV)	T Statistik (|O/STDEV|)	P Values
X1 -> Y	0.198	0.213	0.080	2.492	0.006
X2 -> Y	0.031	0.148	0.125	0.245	0.403
X3 -> Y	0.159	0.105	0.178	0.890	0.187
X4 -> Y	0.229	0.233	0.096	2.399	0.008
Z -> Y	0.287	0.284	0.087	3.300	0.000

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	Sample (O)	Average Sample (M)	Standart Deviation (STDEV)	T Statistik (|O/STDEV|)	P Values
Z x X4 -> Y	0.159	0.039	0.089	1.783	0.037
Z x X2 -> Y	0.192	0.039	0.087	2.205	0.014
Z x X3 -> Y	0.010	0.010	0.076	0.135	0.446
Z x X1 -> Y	0.061	0.039	0.073	0.841	0.200

Source: Author's data processing (2026).

The structural model results reveal several important findings.

First, expertise positively and significantly influences business resilience (β = 0.198; p = 0.006). This indicates that technical and managerial competencies contribute to the operational sustainability of micro enterprises.

Second, education and training do not have a significant direct effect (β = 0.031; p = 0.403). This suggests that formal education alone does not constitute a primary determinant of resilience within the micro culinary sector.

Third, physical capacity does not show a statistically significant effect (β = 0.159; p = 0.187). This result may be explained by the relatively homogeneous physical conditions among respondents.

Fourth, capital demonstrates a positive and significant effect (β = 0.229; p = 0.008), indicating that financial resources remain an important factor supporting business stability.

Finally, akhlakul karimah shows the strongest direct influence on business resilience (β = 0.287; p < 0.001). This finding highlights the importance of moral capital as a determinant of sustainable business practices.

Regarding moderation effects, akhlakul karimah significantly strengthens the relationship between capital and resilience as well as between education and resilience. In contrast, the interaction effects involving expertise and physical capacity are not statistically significant.

These results suggest that moral capital functions as an internal governance mechanism that directs the effective utilization of strategic resources.

3.3 Integrative Discussion

The findings of this study provide important insights into the relationship between strategic resources, moral capital, and business resilience within the framework of the Ar Rahman Human Being (ARHB) model. The empirical results indicate that business resilience among micro and small enterprises is shaped not only by the availability of strategic resources but also by the internal moral orientation that guides how those resources are utilized.

From the perspective of the resource-based view (RBV), organizational performance and sustainability are largely determined by the possession and effective utilization of valuable internal resources (Barney, 1991). In the context of micro and small enterprises, resources such as expertise, education and training, physical capacity, and capital represent key internal capabilities that support operational continuity and strategic adaptability. The results of this study partially support this perspective by demonstrating that expertise and capital have significant positive effects on business resilience.

The positive influence of expertise suggests that technical competence, practical managerial capability, and problem-solving ability are essential factors enabling entrepreneurs to navigate uncertain market conditions. Entrepreneurs who possess higher levels of expertise are better equipped to make strategic decisions, manage operational challenges, and identify adaptive business strategies. This finding reinforces previous studies emphasizing the role of entrepreneurial competencies as strategic resources that enhance organizational sustainability.

Similarly, the significant influence of capital highlights the importance of financial resources in maintaining business stability. Adequate capital enables entrepreneurs to sustain operational activities, manage financial risks, and respond to unexpected disruptions. In small enterprise environments where financial buffers are often limited, the availability of capital becomes a critical determinant of the firm's capacity to withstand economic shocks.

However, the findings also indicate that education and training as well as physical capacity do not demonstrate statistically significant direct effects on business resilience. This result suggests that formal education and physical endurance alone may not automatically translate into improved resilience in micro-enterprise contexts. In many cases, entrepreneurial resilience is shaped more strongly by experiential learning, practical decision-making capabilities, and the effective management of available resources rather than by formal educational attainment.

More importantly, this study highlights the significant moderating role of akhlakul karimah in strengthening the relationship between strategic resources and business resilience. The results indicate that moral capital significantly enhances the effectiveness of capital and education in supporting business resilience. This finding suggests that the impact of strategic resources on resilience is contingent upon the moral orientation of the entrepreneur.

From the perspective of moral capital theory, ethical values embedded within individuals or organizations function as intangible assets that enhance trust, legitimacy, and long-term sustainability (Sison, 2003). Entrepreneurs who demonstrate integrity, trustworthiness, fairness, and self-regulation are more likely to utilize their resources responsibly and maintain stable relationships with customers, suppliers, and other stakeholders. Ethical governance literature further emphasizes that internal moral principles serve as mechanisms that guide economic behavior and reduce opportunistic practices (Treviño, Weaver, & Reynolds, 2006).

Within the ARHB framework, akhlakul karimah operates as a directional and regulatory mechanism that governs how strategic resources are mobilized in entrepreneurial activities. While expertise, education, physical capacity, and capital represent resource capacities, akhlakul karimah ensures that these capacities are utilized in ways that promote responsible decision-making, long-term orientation, and sustainable business practices.

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Therefore, the findings of this study suggest that business resilience emerges not merely from the accumulation of strategic resources but from the interaction between resource capacity and internal moral governance. This integrative perspective extends the traditional resource-based view by incorporating a normative dimension into the explanation of organizational resilience.

By empirically demonstrating the moderating role of akhlakul karimah, this study validates the Ar Rahman Human Being (ARHB) model as a theoretical framework that integrates resource-based strategy with moral governance. The ARHB model therefore contributes to the literature by proposing that sustainable business resilience is achieved through a balanced combination of strategic resource capacity and internal moral orientation.

The findings of this study extend the traditional resource-based view by introducing moral capital as a critical internal governance mechanism. While RBV emphasizes the strategic value of organizational resources, the ARHB framework demonstrates that the effectiveness of these resources depends on the moral orientation of the entrepreneur. This perspective provides a normative extension to RBV by integrating ethical values into the explanation of organizational resilience.

3.4 Theoretical Implications of the ARHB Model

The findings of this study provide several important theoretical implications for the development of business resilience and strategic management literature.

First, the results extend the resource-based view (RBV) by introducing a moral governance dimension that influences how strategic resources are mobilized in entrepreneurial activities. While RBV traditionally emphasizes the strategic value of resources such as knowledge, skills, and financial capital (Barney, 1991), the present study demonstrates that the effectiveness of these resources is contingent upon the internal moral orientation of the entrepreneur who controls them. This perspective highlights that resource capacity alone is insufficient to explain sustainable organizational resilience.

Second, this study contributes to the emerging literature on moral capital by providing empirical evidence that ethical values can function as an internal governance mechanism regulating the utilization of organizational resources. The moderating role of akhlakul karimah indicates that moral capital strengthens the ability of entrepreneurs to transform strategic resources—particularly capital and educational capacity into sustainable business resilience. This finding suggests that ethical virtues are not merely normative values but also strategic assets that influence organizational sustainability.

Third, the study advances the Ar Rahman Human Being (ARHB) model as an integrative theoretical framework that bridges resource-based strategy and moral governance perspectives. Within this framework, strategic resources represent enabling capacities, while akhlakul karimah functions as a regulatory mechanism that directs the responsible utilization of these capacities.

From this perspective, the ARHB framework proposes a broader theoretical proposition: business resilience emerges from the interaction between strategic resource capacity and internal moral governance embodied in the entrepreneur. Entrepreneurs who possess strategic resources but lack moral orientation may fail to sustain long-term resilience due to opportunistic behavior or short-term decision-making. Conversely, when resource capacity is guided by strong moral values, entrepreneurs are more likely to utilize their resources responsibly, maintain trust-based relationships with stakeholders, and achieve sustainable business performance.

Therefore, the ARHB model contributes to strategic management literature by proposing that sustainable entrepreneurial resilience is not merely a function of resource accumulation but rather the outcome of a balanced integration between strategic resource capacity and moral capital embodied in the human agent managing those resources.

4. CONCLUSION

This study aimed to examine and empirically validate the Ar Rahman Human Being (ARHB) model as an integrative framework for explaining resource-based business resilience by incorporating akhlakul karimah as moral capital functioning as an internal governance mechanism. The findings demonstrate that strategic resources—particularly expertise and capital—play an important role in supporting business resilience among micro and small enterprises. These results confirm the relevance of the resource-based view, which emphasizes the importance of internal capabilities and resources in sustaining organizational performance and resilience.

More importantly, this study reveals that akhlakul karimah significantly strengthens the relationship between strategic resources and business resilience, particularly in the utilization of capital and educational capacity. This finding suggests that the effectiveness of transforming technical and financial capacities into sustainable resilience is contingent upon the internal moral quality of entrepreneurs. In other words, business resilience is not solely determined by the possession of resources but also by the ethical orientation that guides how these resources are utilized in entrepreneurial activities.

From a theoretical perspective, this study contributes to the development of business resilience theory by extending the resource-based view through the incorporation of a moral governance dimension. The results demonstrate that internal moral values function as strategic mechanisms that regulate the use of organizational resources and influence the sustainability of entrepreneurial activities. In this context, the ARHB model offers an integrative theoretical framework that bridges strategic resource capacity and moral capital in explaining how micro and small enterprises achieve sustainable resilience.

From a practical perspective, the findings highlight that policies and development programs aimed at strengthening micro and small enterprises should not focus solely on

improving technical competencies, training programs, or financial access. Equally important is the cultivation of internal moral values, such as integrity, responsibility, fairness, and self-regulation, which guide responsible economic behavior and strengthen long-term business sustainability.

This study also opens opportunities for future research to further expand the ARHB framework in different contexts. Future studies may examine the applicability of the model across different regions, industrial sectors, and organizational scales. Additionally, longitudinal research designs may provide deeper insights into how moral capital and strategic resources interact over time in shaping the long-term resilience of entrepreneurial organizations.

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