



RESILIENCE OF MANAGERS: WHICH ITEMS CONTRIBUTE TO OLDER COMPANIES?

RESILIÊNCIA DE GESTORES: QUAIS ITENS CONTRIBUEM PARA EMPRESAS MAIS ANTIGAS?

RESILIENCIA DE LOS GESTORES: ¿QUÉ ELEMENTOS CONTRIBUYEN A EMPRESAS MÁS DURADERAS?

ABSTRACT

Objective: To investigate which resilience items of managers are associated with the longevity of companies in the municipality of Seara, Santa Catarina. To analyse their relationship with business survival and to assess the role of skills related to goal setting and social competences in interactions with family and community.

Methodology: Exploratory and quantitative research, applying a survey and a questionnaire for data collection, analysed through regression techniques.

Results: Findings indicate that skills related to goal setting and the development of social competences to deal with family and community are decisive for managers' resilience. Furthermore, specific resilience items are identified as positively or negatively associated with the time of existence of companies, showing different patterns of influence on business longevity.

Limitations: This study presents the typical restrictions of cross-sectional quantitative designs. Future research in small towns and in other Brazilian regions is suggested.

Practical implications: Strengthening resilience skills may contribute to the longevity and success of local businesses, guiding training programmes and interventions aimed at developing specific competences.

Social implications: The improvement of managers' social skills enhances quality of life, strengthens family and community ties, and positively affects the business environment.

Theoretical implications: It advances knowledge on behavioural resilience in organisations and among entrepreneurs by identifying specific skills associated with business survival.

Originality / value: It describes the relationship between individual resilience skills and business longevity in a small municipality, highlighting behavioural factors that are relevant to organisational resilience.

Keywords: Resilience. Sustainability. Urban development.

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RESUMO

Objetivo: Investigar quais itens de resiliência dos gestores estão associados ao tempo de existência das empresas no município de Seara, Santa Catarina. Analisar sua associação com a longevidade empresarial e avaliar o papel de habilidades relacionadas ao estabelecimento de objetivos e às competências sociais no relacionamento com familiares e comunidade.

Metodologia: Pesquisa exploratória e quantitativa, com aplicação de survey e questionário para coleta de dados, analisados por técnicas de regressão.

Resultados: Indicam que habilidades relacionadas ao estabelecimento de objetivos e ao desenvolvimento de competências sociais para lidar com familiares e com a comunidade são determinantes para a resiliência dos gestores. Além disso, descrevem-se itens de resiliência individual associados positiva e negativamente ao tempo de existência das empresas, indicando diferentes padrões de influência sobre a longevidade empresarial.

Limitações: Apresenta limitações típicas de estudos quantitativos de corte transversal. Sugerem-se estudos futuros em pequenas cidades e em outras regiões do Brasil.

Implicações práticas: O fortalecimento de habilidades resilientes pode contribuir para a longevidade e o sucesso de negócios locais, orientando programas de capacitação e intervenções voltadas ao desenvolvimento de competências específicas.

Implicações sociais: O aprimoramento das habilidades sociais dos gestores favorece a qualidade de vida, fortalece vínculos familiares e comunitários e repercute positivamente no ambiente empresarial.

Implicações teóricas: Avança no conhecimento sobre resiliência comportamental em organizações e entre empreendedores, ao identificar habilidades específicas associadas à sobrevivência empresarial.

Originalidade / valor: Descrever a relação entre habilidades de resiliência individual e o tempo de existência das empresas em um município de pequeno porte, destacando fatores comportamentais importantes para a resiliência

organizacional.

Palavras-chave: Resiliência. Sustentabilidade. Desenvolvimento urbano.

RESUMEN

Objetivo: Investigar qué ítems de resiliencia de los gestores están asociados con la longevidad de las empresas en el municipio de Seara, Santa Catarina. Analizar su relación con la supervivencia empresarial y evaluar el papel de las habilidades relacionadas con el establecimiento de objetivos y las competencias sociales en la interacción con familiares y comunidad.

Metodología: Investigación exploratoria y cuantitativa, mediante la aplicación de encuesta y cuestionario para la recolección de datos, analizados mediante técnicas de regresión.

Resultados: Los hallazgos indican que las habilidades vinculadas al establecimiento de objetivos y al desarrollo de competencias sociales para relacionarse con familiares y comunidad son determinantes para la resiliencia de los gestores. Además, se describen ítems específicos de resiliencia individual asociados positiva o negativamente al tiempo de existencia de las empresas, lo que evidencia distintos patrones de influencia sobre la longevidad empresarial.

Limitaciones: El estudio presenta restricciones típicas de investigaciones cuantitativas de corte transversal. Se sugieren estudios futuros en pequeñas ciudades y en otras regiones de Brasil.

Implicaciones prácticas: El fortalecimiento de las habilidades resilientes puede contribuir a la longevidad y al éxito de los negocios locales, orientando programas de capacitación e intervenciones dirigidas al desarrollo de competencias específicas.

Implicaciones sociales: El perfeccionamiento de las habilidades sociales de los gestores favorece la calidad de vida, fortalece los vínculos familiares y comunitarios, e impacta positivamente en el entorno empresarial.

Implicaciones teóricas: Avanza en el conocimiento sobre la resiliencia conductual en las organizaciones y entre los emprendedores, al identificar habilidades específicas asociadas con la supervivencia empresarial.



Originalidad / valor: Describe la relación entre habilidades de resiliencia individual y el tiempo de existencia de las empresas en un municipio de pequeño porte, destacando factores conductuales relevantes para la resiliencia organizacional.

Palabras clave: Resiliencia. Sostenibilidad. Desarrollo urbano.

INTRODUCTION

The dynamism and favorable conditions present in major economic hubs generate a positive dynamic effect on the economy and entrepreneurship of neighboring municipalities (Meiners et al., 2015). However, in small towns, entrepreneurs need to strive in different ways to make their businesses sustainable, that is, to survive for longer. This effort involves the development of certain individual skills, including resilience, which implies the ability to recover from adversity and to adapt (Portilla-Saavedra et al., 2025).

Individual resilience is defined as the ability to move forward after negative, stressful, or traumatic experiences (Tugade & Fredrickson, 2004), that is, it refers to an individual's ability to reestablish themselves in crisis situations (Carvalho et al., 2014). This ability can be planned, where there is advance preparation for what to do in a crisis, or adaptive, where there is the ability to adapt to a changing environment (Barasa et al., 2018).

In unexpected situations such as the Covid-19 pandemic, the need for resilience became even more necessary (Lizote et al., 2021) in municipalities such as Seara, Santa Catarina. The municipality had an economy that maintained people's quality of life, which depended largely on commerce (Municipality of Seara, 2021). According to data from the IBGE (2022), Seara had a territorial area of 309.627 km² and 18,620 inhabitants. In 2021, when the data was collected, the municipality had 203 companies registered with the Chamber of Retail Managers (CDL), which contributed significantly to maintaining jobs, the economy, and the functioning of the city, as well as the quality of life of its residents.

Reflecting on practices that can contribute to promoting sustainability, economic development, and quality of life is important for regional development (Linhares et al., 2020), especially in small municipalities in western Santa Catarina, which lack further studies (Furraer et al., 2023). There is also a need to explore organizational aspects and their impacts on resilience in private companies (Muadzah & Suryanto, 2024). In this sense, the objective of this study is to identify which items of manager resilience are associated with the length of time that companies have existed in the municipality of Seara, Santa Catarina. Based on the findings, the research presents a potential empirical contribution, with a description of ways to improve specific skills related to resilience based on exploratory data analysis.

Theoretically, the study contributes to the findings of Lizote et al. (2021), who argue that further research is needed on the behavioral aspects of managers during the pandemic context, so that the field of knowledge on the behavioral aspects of managers in unpredictable and high-pressure situations can be expanded and strengthened. It also contributes to deepening the understanding of Hartmann's (2022) study on the resilience of entrepreneurs. Furthermore, understanding each dimension of resilience in managers can provide new information to enhance the study by Barasa et al. (2018) and Portilla-Saavedra et al. (2025) on how to nurture and cultivate resilience.

Empirically, the study contributes to promoting reflections on development with interdisciplinary and transdisciplinary continuing education practices among local entrepreneurs as a strategy for sustainable territorial development (Souza & Sampaio, 2015) in a region that has been little investigated (Furraer et al., 2023). Empirical suggestions for promoting human resilience can be developed through interventions by the human being themselves or by the society in which they participate (Corazza et al., 2022; Richardson, 2002). In this sense, indicators will be delivered to the Municipal Commercial Association to guide action plans in future crisis situations.



To achieve the proposed objective, an exploratory and quantitative approach was adopted, with the application of a survey and regression analysis. The results show that skills related to goal setting and the development of social competencies are central factors in the resilience of managers, presenting positive and negative associations with the longevity of companies in Seara, Santa Catarina. Beyond this introduction, the article is structured as follows: the next section presents the theoretical framework; then, the methodological procedures used are described; subsequently, the results obtained and the respective discussion in light of the literature are presented; finally, the conclusions, limitations, suggestions for future research, and references used are addressed.

THEORETICAL FRAMEWORK

Although the topic of resilience is found in various areas of knowledge, and there is an overlap of concepts (Beuren & Gomes, 2022), resilience can be defined as an individual's ability to recover from stressful situations, that is, to return to their integrity after overcoming a particular crisis (Carvalho et al., 2014). From Latin, the verb *resilúe* means to return to the previous state, that is, to recover (Barros, 2016; Portilla-Saavedra et al., 2025).

According to Branco (2017), resilience is the combination of various social processes together with intrapsychic factors, which allow individuals to develop in a healthy way, even when they experience unpleasant situations. Barros (2016) portrays that resilience should be considered a quality of constancy and determination of the individual in the face of biopsychosocial, material, and spiritual difficulties.

Branco (2017) argues that resilient individuals have five most striking competencies: focus, positivity, flexibility, proactivity, and organization. In addition to these competencies, serenity and agility are also necessary (Barros, 2016). Given this, Brandão and Nascimento (2019) point out that studies on resilience seek answers to the reasons that lead some people to remain well or re-

cover in the face of unfavorable situations, while others do not.

In aspects related to resilience at work, Carvalho et al. (2014) highlight that this condition can be evidenced in contexts of great tension, stress, demands, and changes in the organizational environment. Therefore, resilient coping mechanisms within organizations are consistent with employees' personal aspects and work functionality, such as support from coworkers, adequate infrastructure, healthy dynamics, among others, in addition to positive family support (Carvalho et al., 2014). Carvalho et al. (2014) also mention that the search for resilience at work is directly linked to the promotion of healthy relationships and environments, breaking with and transforming existing models to improve and enhance new concepts.

Resilience is composed of factors such as self-perception, planned future, social competence, structured style, family cohesion, and social resources (Carvalho et al., 2014). In their study, Friberg et al. (2005) validated and reinforced the method proposed by Carvalho et al. (2014) for assessing resilience, where individuals with higher scores on this scale were psychologically healthier and tended to be better adjusted.

Carvalho et al. (2014) based their assumptions on Hjemdal et al. (2011), who describe resilience as a construct composed of six dimensions: a) self-perception refers to confidence in one's own abilities, self-efficacy, and a positive and realistic view of oneself; b) planned future assesses the subject's ability to plan ahead, in addition to having a positive view of situations and goal orientation; c) social competence assesses factors of social flexibility, good humor, and the ability to establish friendships; d) structured style refers to the subject's potential to follow routines, be organized, prefer well-specified goals, and have plans to execute and carry out activities; e) family cohesion measures which values are shared or distinct in the family, whether family members feel good together, whether they have positive views of the future, as well as loyal relationships with mutual support and feelings of apprecia-



tion. Social resources (f) seek to assess aspects of social support, whether they have confidants in their relationships with friends, where it is possible to obtain help and support when necessary, without being family members.

It is known that the resilience of managers has played a fundamental role in improving the efficiency and survival of organizations (Santos Filho, 2023). Ribeiro et al. (2017) agree and affirm that the constant search for space and survival of companies in the market has led managers and organizations to act strategically and diversely in order to gain a competitive edge. Thus, knowledge of the company's external factors, but also internal factors, such as the manager's resilience, can be essential to achieving satisfactory business results (Ribeiro et al., 2017).

In this sense, Sehnem et al. (2021) report that the conditions for the development of organizations are associated with competitiveness, which in turn depends on market stability, technological potential, and management capabilities. Ribeiro et al. (2017) corroborate this and cite that healthy competition, appropriate practices, and skills improvement, when applied to organizations, make businesses successful, maximizing gains and results.

For Wecker et al. (2021), it is effectively necessary to understand that unforeseen factors, such as natural disasters, global crises, technological changes, and competition, cause inevitability in the face of change and adaptation, that is, they provoke a reaction in the organization to maintain functional activity. Being resilient in the face of adversity enables greater growth, with high performance and satisfaction rates in the workplace, in addition to increasing the organization's performance and, consequently, capital and social gains (Branco, 2017).

In addition to the factors commonly faced by Brazilians in managing their businesses, the Covid-19 pandemic should also be mentioned, given that the need for social isolation meant that companies needed insights and adaptations to remain active and functional in their busines-

ses (Wecker et al., 2021). Furthermore, Sehnem et al. (2021) report that the crisis caused by the pandemic affected globalization as a whole, compromising the development of companies. These factors required organizations to have a great capacity for adaptation (Lizote et al., 2021). Hartmann (2022) identified in his review of entrepreneurial resilience that during the pandemic period, the most resilient entrepreneurs remained more optimistic, persistent, and better able to adapt their businesses to the new situation.

Conz and Magnani (2020) conceptualize business resilience as a dynamic process over time, resulting from the interaction of various organizational capabilities. They define it as an attribute composed of three phases: (a) a proactive phase before the event, (b) an absorptive or adaptive phase during the event, and (c) a reactive phase after the event. For them, the ability to maintain resources in reserve, withstand shocks, and respond quickly amid turbulence defines a company's path of absorption in the face of disruptions. On the other hand, creativity, adaptability, and flexibility characterize the adaptive path, strengthening resilience and sustaining competitiveness (Conz & Magnani, 2020). While in small companies these characteristics depend on the entrepreneur, in large corporations they are linked to organizational routines and processes managed by individuals or groups (Conz & Magnani, 2020).

Therefore, it is essential to assess which items of resilience among organizational managers contribute most to facing major challenges in the face of existing crises (Wecker et al, 2021). Since resilience and readjustment are managerial skills that enable organizations to maintain and remain in the market (Wecker et al, 2021), knowing which of them may be positively associated with longer-lasting companies is important for guiding intervention practices. Muadzah and Suryanto (2024) emphasize that resilient organizations achieve their goals even in adverse scenarios, and this requires not only crisis management but also adaptability to face them. To do so, they need to recognize changes in the environment and identify opportunities even in times



of crisis.

Whether in the challenging context of the pandemic period for small business managers (Ramos & Pellegrino, 2023) or in other challenging contexts that are part of business management in small municipalities, negative and positive events constantly require adaptations and decision-making (Dos Santos et al., 2016). A strong organizational culture, adaptability, resilience, and the ability to overcome internal and external challenges contribute to an organization's success (Muadzah & Suryanto, 2024).

Beyond business survival, resilience can also have an impact on individual factors of the people who are part of the company, for example, on quality of life and well-being at work (Vale et al., 2021). After all, the resilience of managers contributes to the institutions to adapt to crisis scenarios, and a resilient manager is a precursor to a satisfactory work environment (Vale et al., 2021).

The main findings of Dong (2023) highlighted that flexibility, adaptability, open communication, effective risk management, and a strong organizational culture strengthen resilience. On the other hand, the absence of leadership, planning, and resources, coupled with internal conflicts, weakens it. The findings of Muadzah and Suryanto (2024) also support that a robust organizational culture, combined with adaptability, is fundamental to designing and sustaining resilient organizations. For the authors, organizational culture is a key factor that shapes organizational resilience and impacts various aspects such as overall performance, job satisfaction, and mental health (Portilla-Saavedra et al., 2025), also influencing business processes and efficiency.

Another interesting finding brought up by Hartmann (2022) is that there is a relationship between an individual's resilience and their entrepreneurial intent, that is, the very act of entrepreneurship and managing a business is already related to the existence of a certain degree of resilience. Fortunately, it is possible to learn and develop resilience potential by recognizing

oneself and using available resources (Vale et al., 2021) to make businesses increasingly competitive and sustainable.

METHODOLOGICAL PROCEDURES

The research approach defined for this study was quantitative. De Freitas Mussi et al. (2019) note that the quantitative approach has a greater focus on analysis, that is, it allows the identification of contemporary trends through objectives, data, and results. The type of research was defined as exploratory, which, according to Resende (2018), is a methodology that aims to develop, elucidate, and transform ideas and concepts through the formulation of clear problems in sequential studies.

The data was collected through a survey, which consists of investigations that seek to collect data from representative samples in specific audiences, which are described and clarified through analysis (Cendón et al., 2014). The data was collected between May and July 2021.

The research subjects were managers of small businesses in the municipality of Seara (Santa Catarina) of varying ages represented in the young, middle-aged, and older adult age groups of both sexes, with different academic backgrounds. Therefore, the population was reached through the demographic census. All managers linked to the Chamber of Retail Managers (CDL) of the municipality were invited. Hakkert (1996) mentions that despite requiring more resources, demanding more time, and there being several forms of data collection, the census is still the most widely used tool for obtaining demographic research results.

As strategies for data collection, digital tools were used, i.e., the questionnaire was sent by email, WhatsApp, and Instagram, with the support of the CDL president and other collaborators. Another strategy was to send a short video about the purpose of the research made by the researchers explaining the objectives and raising awareness for participation. In addition, in-person visits were made to commercial establishments. Thus, all 203 managers linked to the CDL



were invited to respond to the instrument using at least one of the data collection strategies. In total, 75 municipal managers accepted and responded to the entire research questionnaire.

The instruments used were the questionnaire and the Resilience Scale for Adults – RSA (Carvalho et al., 2014). The questionnaire is a very effective data collection technique for obtaining information. It should contain well-structured and presented questions, which can be asked in

person or virtually (Pereira et al., 2018).

The responses are on an eight-point Likert scale, ranging from strongly disagree (1) to strongly agree (8). The dimensions of the resilience scale can be seen in Table 1. In addition to the scale, the following demographic data were requested: age; sex assigned at birth; level of education; length of time the company has been in existence; number of company employees.

Table 1
Items from the Resilience Scale for Adults (RSA) applied in the study

Dimension	Legend	Question – Response option
Self-perception (PSM)	PSM1	When something unexpected happens: I usually feel confused/I always find a solution.
	PSM2	In my judgments and decisions: I often have doubts/I am firmly convinced.
	PSM3	In adversity, I tend to: See things in a negative light/See things in a positive light so that I can grow.
	PSM4	My personal problems: I know how to solve them/They are impossible to solve.
	PSM5	Belief in myself: Helps me in difficult times/Does little to help me in difficult times.
	PSM6*	Events in life that are difficult for me: I can deal with them/I am in a constant state of worry
Planned future (FPL)	FPL1	My plans for the future are: Difficult to achieve/Achievable.
	FPL2*	My goals for the future are: Vague/Well thought out.
	FPL3*	I feel that my future: Is promising/Is uncertain.
	FPL4	My goals: I know how to achieve them/I am unsure how to achieve them.
Social competence (CSO)	CSO1	Being flexible in social relationships: It's something I don't care about/It's important to me.
	CSO2	Making contact with new people: It is difficult for me/I find it easy.
	CSO3	Starting an interesting conversation, I think: Difficult/Easy
	CSO4*	I like to be: With other people/Alone.
	CSO5	New friendships: I find it easy to bond/I find it difficult to bond.
	CSO6*	When I am in the presence of other people: I find it easy to laugh/I cannot laugh.
Family cohesion (CFA)	CFA1	In my family, the concept of what is important in life is: Quite different/The same.
	CFA2	My family is characterized by: Disunity/Good unity.
	CFA3	In relation to other people, in our family we: Support each other little/Are loyal.
	CFA4	I feel: Very comfortable with my family/Not very comfortable with my family.
	CFA5	In difficult times: My family maintains a positive outlook on the future/My family has a negative outlook on the future.
	CFA6*	In my family, we like: Doing things together/Each doing something on our own.
Structured style (EES)	EES1	When I'm going to do something: I jump right into things without planning/I prefer to have a plan.
	EES2	Fixed rules and routines: They are lacking in my daily life/They make my daily life easier.
	EES3*	I function better when: I have a goal to achieve/I live one day at a time.
	EES4*	I find it easy: To organize my time/To waste my time.
Social resources (RSO)	RSO1	Personal matters: I cannot discuss with anyone/I can discuss with friends and family.
	RSO2	Solidarity among my friends: It is poor/It is good.
	RSO3	When I need it: I never have anyone who can help me/I always have someone who can help me.
	RSO4*	Those who encourage me: Are friends and family/No one encourages me
	RSO5*	When a member of my family is in crisis: I find out about the situation quickly/I am one of the last to find out about the situation.
	RSO6*	I have support: From friends and family/I have no support from anyone.
	RSO7*	My close friends/family: Value my qualities/Disapprove of my qualities.

Source: based on Teodoro, Carvalho, and Borges (2014).

Note. *: inverted items.



Regarding ethical implications, the research posed minimal risk to participants, as it dealt with issues that would not trigger divergent or potential psychological processes that could cause discomfort to the subjects evaluated, nor did it request private or confidential information that could individually identify the respondents. The Informed Consent Form (ICF) was used to assure individuals of the concentricity and authenticity of the research, with the aim of bringing positive and meaningful proposals to those involved. At no time was nominal identification requested, and respondents were able to refuse or withdraw from responding to the instrument at any time. Finally, the responses were treated together in the analysis of results, making personal identification impossible, which complies with Resolution No. 510/2016.

The database composed of the collection was evaluated by Harman's single factor test (Podsakoff et al., 2003; Kimura, 2015), the result showed 31.27% of the accumulated explained variance, which indicated control of the common method bias. The normality of the instrument items was determined by the intervals $[-2, +2]$ for skewness and $[-7, +7]$ for kurtosis (Finney & Distefano, 2006). The reliability (Dunn, Baguley, & Brunsden, 2014) of the instrument was assessed using Cronbach's alpha test ($\alpha = 0.68$) and McDonald's omega test ($\omega = 0.77$). Descriptive statistics and Pearson's correlation were used to explore the distributions.

To meet the study objective, a statistical model was designed using multiple linear regression (Besley, Kuh, & Welsh, 1980; Bruce & Bruce, 2017; Hair et al., 2014) with the backward elimination variable selection method, using the time in years of the company's existence as the dependent variable. The assumption of normality was verified by the Shapiro-Wilk (W) test. Multicollinearity was verified by the variance inflation factor (VIF) and tolerance values. The presence of autocorrelation in the residuals was verified by the Durbin-Watson (DW) test. The quality of the model fit was verified by the multiple regression coefficient (R), coefficient of determination (R^2) and adjusted (R^2 adj.), Akaike information criterion (AIC), Bayesian information criterion (BIC),

root mean square error of regression (RMSE), F-test with its degrees of freedom (df) and significance level (p), and also the t-statistic for each predictor to assess its importance in the model and its p-value. A significance level of 5% was adopted in all tests. The analyses were performed using the R language (R Core Team, 2021), with the aid of the Jamovi (The Jamovi Project, 2022), psych (Revelle, 2019), and car (Fox & Weisberg, 2020) software packages.

To answer the study objective, when it was identified that the resilience item contributes positively to established companies in the municipality, this item was called "pro-time." When it was identified that the resilience item contributes negatively to established companies in the municipality, it was called the "counter-time" item.

RESULTS

The sample consisted of 75 managers, totaling 36.23% of the population of managers linked to the CDL. The average age found was 38.89 years ($sd = 11.31$). Regarding gender, 42 (56%) of the participants declared themselves to be female and 33 (44%) male. Regarding education, 38 (51%) stated that they had a college degree and 37 (49%) had up to a high school education. Regarding the company in which they are managers, they had an average of 6.04 ($sd = 9.85$) employees. Of these, 18 (eighteen) companies reported having only 1 (one) employee as a minimum, and as a maximum, 1 (one) company reported having 65 employees and another 2 (two) having 40 employees.

The regression model found used the RSA scale items as predictors of the company's length of existence. Table 2 shows the correlation matrix and the mean and standard deviation for each of the remaining items in the validated model. The only significant bivariate correlation found with the variable length of time the company had been in existence was with item RSO3 ($r = -0.33$, $p < 0.01$). Regarding the correlations between the RSA items themselves, it is possible to observe the existence of negative correlations, which suggests different dimensions in the instrument.



Table 2
Correlation matrix between the items of the regression model

	m	dp	1	2	3	4	5	6	7	8	9	10	11	12
1. Time	12.05	9.42	—											
2. PSM2	5.79	1.74	0.03	—										
3. FPL2	6.81	1.30	0.20	0.36 [†]	—									
4. CSO3	6.15	1.90	0.10	0.27 [†]	0.24 [†]	—								
5. CSO4	3.00	2.01	0.15	0.07	-0.20	-0.18	—							
6. CSO5	2.87	1.86	0.11	0.17	0.32 [†]	0.40 [†]	0.51 [†]	—						
7. CFA4	2.15	1.94	0.05	0.20	0.36 [†]	-0.08	0.49 [†]	0.57 [†]	—					
8. CFA5	2.97	1.80	-0.08	0.15	0.33 [†]	-0.05	0.54 [†]	0.52 [†]	0.65 [†]	—				
9. EES4	3.16	1.82	-0.10	0.13	-0.02	0.23 [†]	0.47 [†]	0.48 [†]	0.45 [†]	0.44 [†]	—			
10. RSO3	6.80	1.76	0.33 [†]	0.03	0.07	0.31 [†]	-0.09	-0.19	0.00	-0.20	0.00	—		
11. RSO5	2.93	1.94	-0.11	0.10	0.27 [†]	-0.14	0.54 [†]	0.51 [†]	0.53 [†]	0.69 [†]	0.37 [†]	0.14	—	
12. RSO6	2.25	1.58	-0.05	0.16	0.29 [†]	-0.07	0.50 [†]	0.61 [†]	0.79 [†]	0.64 [†]	0.43 [†]	0.12	0.61 [†]	—
13. RSO7	6.48	1.69	-0.06	0.04	0.18	0.13	0.51 [†]	0.61 [†]	0.63 [†]	0.74 [†]	0.55 [†]	0.23	0.75 [†]	0.74 [†]

Note. m: mean. sd: standard deviation. *: $p < 0.05$. †: $p < 0.01$. ‡: $p < 0.001$. Developed by the authors (2023).

The main result of the study can be seen in Table 3. The result was $R = 0.72$, $R^2 = 0.51$, $RMSE = 6.54$, $F_{(12,62)} = 5.41$, $p < 0.001$. It can be observed that all remaining items in the model were

significant ($p < 0.05$), with the exception of item RSO5 ($p = 0.056$). The right of the table shows the values of the indicators for multicollinearity, autocorrelation, and normality.

Table 3
Multiple linear regression model

Predictor	Coeff.	se	t	p	VIF	Tolerance
Intercept	36.16	12.75	2.84	0.006 [*]		
PSM2	-1.17	0.55	-2.14	0.04 [*]	1.29	0.77
FPL2	2.06	0.78	2.63	0.01 [*]	1.49	0.67
CSO3	1.73	0.56	3.10	0.00 [*]	1.62	0.62
CSO4	1.87	0.56	3.37	0.00 [*]	1.77	0.56
CSO5	1.69	0.69	2.46	0.02 [*]	2.34	0.43
CFA4	2.38	0.79	3.03	0.00 [*]	3.35	0.30
CFA5	-2.28	0.82	-2.80	0.01 [*]	3.10	0.32
EES4	-1.71	0.63	-2.73	0.01 [*]	1.87	0.53
RSO3	-2.40	0.54	-4.42	< .001 [*]	1.31	0.76
RSO5	-1.40	0.72	-1.95	0.06	2.79	0.36
RSO6	-3.44	1.05	-3.29	0.00 [*]	3.89	0.26
RSO7	-2.66	1.06	-2.51	0.02 [*]	4.59	0.22
R	0.72				Durbin-Watson	2.06
R²	0.51				p-value	0.808
R² adj.	0.42				Shapiro-Wilk	0.99
AIC	522.54				p-value	0.817
BIC	554.98					
RMSE	6.54					
F (df1,df2)	5.41 (12,62)					
p-value	< 0.001					

Note. Coef.: coefficient. se: standard error. t: t-statistic. p: significance level. VIF: variance inflation factor. *: $p < 0.05$. Developed by the authors (2023).

Two groups can be noted based on the direction of the predictor estimate coefficients. Of the total of 12 (twelve) predictors, 5 (five) showed a positive load and 7 (seven) a negative load. This finding indicates that there are RSA items that are related to the longer existence of the company

(pro-time resilience) and others to the shorter time (counter-time resilience). Given this, an index was developed to determine the weight of resilience in favor or not of the company's time for each employee using the formula shown in Table 4.



Table 4
Resilience index for or against the company's length of existence.

$IPC = m_p - m_c$	<p>Legend IPC: Pro-against index mp : average of items with positive load mc : average of items with negative load</p> <p>Result/Interpretation +: greater weight of pro-time resilience -: greater weight of counter-time resilience</p>
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Source: Developed by the authors (2023).

After applying the calculation to the sample, the normality of the distribution of the new variable was verified by the Shapiro-Wilk test ($W = 0.97$, $p = 0.103$). The mean obtained from the distribution was $m = 12.05$ ($sd = 6.74$). After observing that only 33% of participants were classified as pro-time resilience, a new classification was performed using the tertiles of the distribution as a cutoff point. Thus, IPC values ≥ 0 were called pro-time ($n = 25$, 33%), values ≤ -0.50 were

called very counter-time ($n = 21$, 28%), and values between the extreme categories counter-time ($n = 29$, 39%).

Table 5 shows the meaning of the model load, the acronym, and the RSA item to facilitate interpretation. The response to each item was gathered and it was indicated whether the interpretation of the question should be reversed or not to facilitate discussion.

Table 5
Questions model results

Load	Acronym	Item
-	PSM2	In my judgments and decisions: I often have doubts /I am firmly convinced
+	FPL2	My goals for the future are: Vague / Well thought out
+	CSO3	Starting an interesting conversation, I think: Difficult / Easy
+	CSO4*	I like to be: With other people /Alone
+	CSO5*	New friendships: I find it easy to bond /I find it difficult to bond
+	CFA4*	I feel: Very comfortable with my family /Not very comfortable with my family
-	CFA5*	In difficult times: My family maintains a positive outlook on the future /My family has a negative outlook on the future
-	EES4*	I find it easy: To organize my time /To waste my time
-	RSO3	When I need it: I never have anyone who can help me /I always have someone who can help me
-	RSO5*	When a family member is in crisis: I find out about the situation quickly /I am one of the last to find out about the situation
-	RSO6*	I have support: from friends and family /I have no support from anyone
-	RSO7*	My close friends/family: Value my qualities /Disapprove of my qualities.

Note. +: positive. -: negative.* : reversed items. Developed by the authors (2023).

The results in Table 5 show that setting clear goals, social competence to initiate conversations and friendships, and family support are positively associated with business longevity, in line with the dimensions of planned future, social competence, and family cohesion described by Carvalho et al. (2014) and Hjermadal et al. (2011). These factors reinforce the idea that positivity, proactivity, and social bonds strengthen resilience (Branco, 2017). On the other hand, the absence of social support, communication difficulties in

times of crisis, and time disorganization showed negative associations, confirming that lack of support weakens both management and the manager's well-being (Barros, 2016; Vale et al., 2021). Thus, in line with Ribeiro et al. (2017), Sehnem et al. (2021), and Conz and Magnani (2020), the findings indicate that resilience in small municipalities goes beyond individual attributes, constituting a strategic resource for business adaptation and survival.



DISCUSSION

Among the main findings of the study were the resilience items that deserve to be improved in managers and that are present in the longest-lived companies: having well-thought-out goals for the future; having the ability to start interesting conversations; enjoying being alone; being discerning about new friendships; maintaining a certain distance from family. These items of resilience in managers contribute to the maintenance, over time, of companies in Seara, Santa Catarina.

As resilience refers to an individual's ability to recover from stressful situations, that is, to return to their integrity after overcoming a particular crisis (Carvalho et al., 2014), it seems that for managers in Seara, having future planning, together with social skills, which involve tact and assertiveness (Lessa et al., 2023), are important in companies that have been in the municipality for a long time.

This need is confirmed when the items that scored negatively were observed. It was also possible to identify the resilience items that deserve to be observed in managers, in order to make them known and, therefore, transformed or suppressed, as they have a negative association with the maintenance of companies over time: firmly believing in judgments and decisions; in difficult times, living with a family with a negative outlook; wasting time; always having someone to help in difficult times; being one of the last to know when a family member is in crisis; having no support from anyone; when family or friends view the subject's qualities negatively.

Thus, it is clear that resilience can go beyond personal and psychological skills and competencies; it is also related to the possibility of obtaining family and social support in the face of the need for change, in order to be more effective in achieving results (Carvalho et al., 2014). In small towns, many businesses are run by a single entrepreneur, or several rely on family members as helpers.

This coexistence with family members in the business requires several other skills (Teston & Filippim, 2016). These skills range from business organization to the development of specific learning skills (Teston et al., 2016) and coping

with a wide range of challenges (Rodrigues et al., 2023). These organizational and managerial skills can be planned, where there is advance preparation for what to do in times of crisis, or adaptive, where there is the ability to adapt to a changing environment (Barasa et al., 2018).

And when there is conflict at work, especially if the family is involved in the business, there is an even greater need for managers to develop behavioral skills. Therefore, it is considered important to offer means of improving skills through continuing education programs (Souza & Sampaio, 2015) to adapt and keep up with social and economic changes in the business world (Lobato, 2016; Lizote et al., 2021; Wecker et al., 2021) and to enable the design of coping strategies for sustainable territorial development (Souza & Sampaio, 2015). Therefore, the Seara Commercial and Industrial Association (ACIS), which is part of the Chamber of Retail Managers (CDL), has the opportunity to offer courses, lectures, mentoring, development programs, among others, to local entrepreneurs with a focus on the study's findings.

Finding alternatives with the potential to contribute to a more assertive response to risks and threats is important not only for business but also for regional development (Ferentz & Mello Garcias, 2020). In addition to institutional initiatives, which can occur through partnerships with universities and service providers, the initiative of managers themselves in pursuit of development is a way to enhance the development of resilience. Education as a strategy for sustainable territorial development needs to be based on the figure of an emancipated individual (manager) who can know, understand, propose, and act (Souza & Sampaio, 2015).

Despite the importance of resilience, its practical implementation can be challenging. Managers must prioritize resilience as essential to organizational success, adopting proactive planning and recognizing its dynamic nature, which involves fostering a resilient culture, investing in training, and encouraging communication and collaboration (Dong, 2023). For Portilla-Saavedra et al. (2025), recent findings on resilience should be incorporated into education and training programs to strengthen response and



adaptive capacity.

Continuing to reflect on practices that can contribute to promoting sustainability, economic development, and quality of life is important for regional development (Linhares et al., 2020), not only in the municipality in question, but also in other parts of the country. Finding ways to nurture and cultivate resilience is important for coping with different crises and challenges (Barasa et al., 2018), which are constant in the daily lives of business managers in small municipalities. To strengthen long-term resilience and create positive impacts on the environment and society, there is an emphasis on reinforcing the commitment to sustainable values within the organizational culture (Muadzah & Suryanto, 2024).

The magnitude of the associations observed in the statistical models suggests that resilience plays a distinctive role in the survival of companies. The positive loads associated with clear objectives and social skills reveal that longer-lasting companies tend to be led by managers who cultivate long-term strategic planning and consistent social ties, confirming the relevance of preparation and adaptation processes already highlighted by Conz and Magnani (2020). On the other hand, negative loads related to time disorganization, perceived lack of support, or pessimistic family life indicate that these weaknesses compromise managers' autonomy and decision-making, increasing their vulnerability in adverse contexts (Barros, 2016; Vale et al., 2021).

These findings allow us to go beyond the description of individual factors, connecting them directly to business longevity. Older companies reflect trajectories in which managers were able to balance internal resources (planning, self-confidence, organization) and external resources (effective family and social support), as pointed out by Carvalho et al. (2014) and Ribeiro et al. (2017). In situations where dependence on third parties or the absence of positive support predominates, businesses tend to be less resilient, which corroborates the view of Sehnem et al. (2021) and Wecker et al. (2021) on the importance of autonomy and adaptability in crisis scenarios.

CONCLUSIONS

This study sought to identify the main items of individual resilience among managers in the municipality of Seara, Santa Catarina, analyzing their positive and negative association with the length of time the companies have been in existence. Through a quantitative approach, it was found that skills related to activity and time planning, goal setting, and the development of social skills to deal with family and community are relevant factors for resilience, directly influencing business longevity.

Among the limitations of the study are those typical of quantitative cross-sectional studies. To overcome these limitations, future studies are suggested to strengthen the culture of research in small towns, in addition to conducting the same study in other regions of Brazil. Additionally, we suggest conducting new research promoting the association between the construct of resilience and other variables, such as psychological well-being and work-family conflict, since in small towns and businesses, other family members often work alongside the entrepreneur in the business or interact with them on a daily basis.

Theoretically, the study contributed to the findings of Lizote et al. (2021), contributing to new research on the behavioral aspects of managers during the pandemic context, so that the field of knowledge on the behavioral aspects of managers in unpredictable and high-pressure situations can be expanded and strengthened. It also contributed to deepening the understanding of Hartmann's (2022) study on the resilience of entrepreneurs. The understanding of resilience in managers adds new perspectives to the study by Barasa et al. (2018) and Portilla-Saavedra et al. (2025), which address the development of resilience through interventions and strengthening practices. It also contributes to the research by Dong (2023) and Muadzah & Suryanto (2024) on the factors that strengthen organizational resilience. In addition, it promotes reflections on sustainable territorial development strategies through the development of managers (Souza & Sampaio, 2015).



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