

# An Analysis in the Role of Social Capital in the Resilience of Start-up Rural Businesses

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## Abstract

Rural residential businesses have always been an integral part of the country's entrepreneurial and employment ecosystem. Also, the development of start-ups and small-scale businesses is one of the most important strategies for the economic sustainability of rural settlements, which leads to reducing unemployment, increasing employment, resources optimization and improving and increasing the quality of life in rural settlements. The sustainable development of the rural economy is the result of paying attention to small-scale and start-up rural businesses that emerge from the natural and human characteristics of the rural environment. Therefore, in order to improve small and small businesses, it is necessary to pay special attention to the social capital of the village and increase the resilience of businesses. In this context, the purpose of this study is to investigate the role of social capital in the resilience of start-up businesses in rural settlements. This research has been done by library and documentary methods. The results show that increasing social capital increases the resilience of start-ups in rural areas. This ultimately leads to increased economic sustainability of rural settlements and subsequent sustainable rural development.

**Keywords:** Social Capital, Resilience, Start-ups, Rural Settlements.

## Introduction

Social capital is mainly based on cultural and social factors and its identification as a type of capital, both at the level of macro management and at the level of management of organizations and enterprises, can create a new understanding of economic and social systems (Rabiee et al., 2011:192); And rural areas, which are a kind of economic system and as the center of production of the country and also have a key role in ensuring the independence of Iran in terms of food security. Villages have countless economic potentials that, if properly planned, can create a dynamic and diverse economy in rural areas. Rural businesses are the most important element of the rural economy, which creates jobs, reduces poverty, increases income and increases productivity. ( Varmziari et al., 2017:182). Social capital is therefore one of the key factors for starting a business (Yukongdi and mosuta Canete, 2020: 309). Resilience has become a controversial concept in the social sciences in recent years, as ideas about ecological resilience have become increasingly relevant to discussions of socio-ecological relationships, disaster management, and more recently, economic geography literature rather than business. (Scott, 2013: 607). Today, start-ups play an important role in creating employment, wealth and sustainable development in developed and developing countries. (Falah, 2020:118). Community

Resilience can be increased through social ties, social capital, and social cohesion, linking individuals' social capital and acting as a primary basis for responding to society (kyne and Aldnch, 2019: 3). Using social capital and networking literature, the importance of personal knowledge for those who want to be entrepreneurs can be shown (Carolina et al, 2018: 32). Areas controlled by a large corporation are either very resilient or at risk of severe economic downturn, and rural areas that are relatively resilient to the effects of external economic downturns grow slowly during economic conditions and in The times of economic crisis are relatively stable and these rural areas are resilient. However, most authors study the factors listed above largely separately. Little is known about how these factors work together in specific geographical areas; For example, the effects of industrial specialization / diversity can be severely affected by population size, local industry cycles, the positive or negative effects of industrial heritage, and institutional contexts such as metropolitan capital and regional environment. It is a local scale that start-ups and start-ups are of this type (zenka et al, 2017: 26) In this context, business auditing broadly refers to an organization's capacity to perform well, regardless of the economic or organizational environment, and this auditing can occur through the implementation of risk management strategies or by adopting innovative management practices that preparing organizations deal with It poses inevitable challenges, and rural decline has posed significant challenges for developing countries. Many rural areas in Iran are losing their citizens in the migration process. According to rural development, in theory, villages should be more resilient and sustainable to be able to "prove the future" in the face of emerging issues (Papli Yazdi et al., 2002:54). Nowadays, the sustainable village approach as a new perspective in the field of rural development seeks to provide quality and creative life, in rural areas. The existence of chaos and disorder in rural settlements has caused most countries to seek to identify or create new ways and means to achieve rural development. In this regard, the evaluation of sustainable rural indicators in the field of improving the situation of rural communities is discussed and special attention should be paid to it at the present time. One of the most important components which resilient villages are known are; flexibility, initiative and creativity, promotion and training, risk-taking, leadership and participation. The business environment is constantly changing and full of risk. Managing change to adapt to an uncertain future, as an important challenge, requires resilient start-ups. The operating principles of the business unit are greatly affected by environmental shocks and crises. Businesses will not survive in today's complex and risky environment unless businesses cannot adequately cope with potential crises and problems and also lack the flexibility to change strategy when needed. On the other hand, social capital as a cohesive factor plays an important role in accelerating and facilitating the development of local network structures, which ultimately leads to rural development. In this way, the inter-organizational network and stakeholders are enabled to use existing relationships to improve access to important information as a competitive advantage. Expressing the importance of social capital and its necessity in achieving sustainable rural development, they

state that the development of social capital through promoting local participation, social solidarity, membership in associations and networks, norms, values and beliefs, as well as connections and interactions through capacity building. Institutional empowerment and development and in the framework of participatory, interactive and communicative strategic planning leads to the formation of institutionalized, decentralized, participatory, interactive and communicative societies, in the context of which sustainable rural development is achieved. Accordingly, understanding the current status of social capital and its components and their place in the development of different rural communities, in order to plan properly and proportionately, based on the temporal and spatial characteristics of each of these communities, is essential for rural development. According to the contents, the purpose of this study is to investigate the role of social capital in the resilience of start-up in rural areas.

## Theoretical Foundations

### Social capital

Social capital is a set of social connections that make work easier for individuals, and also creates social capital in a social network and is simultaneously embodied in personal programs (Penalopez et al., 2021: 678). In fact, social capital as a cohesive factor, plays an important role in accelerating and facilitating the development of inter-organizational network structures and stakeholders to use existing relationships to improve the access to some important information as a competitive advantage (Murid Sadat et al., 2017:56); Thus, social capital enables human to create value and to do things, to achieve his goals, and to contribute as much as he can to the world where he lives. Coleman believes that social capital, as an aspect of social construction, is the actions of individuals and makes them easy to build and, like other forms of capital, is productive and makes it possible to achieve certain goals in the absence of which it is not achievable (Zahedi et al., 2008: 81). Some important dimensions of social capital are social participation and empathy, shared networks and norms, social trust, social cohesion, cooperation and mutual cooperation and collective identity (Zarei Matin et al., 2017: 31).

Table (1): A set of definitions of social capital published by the World Bank

Bourdieu (1986): The sum of potential or actual resources obtained by membership in a reliable network of more or less institutionalized relationships of mutual acquaintance or cognition.
Putnam (1993): Key components of social organization, such as trust, norms, and networks that can improve social efficiency by facilitating coordinated action.

Grotart and Van Bastler (2004): Institutions, relationships, attitudes, and values that manage interactions between individuals and contribute to social and economic development.

Bingington (1998): Relationships in which individuals invest and generate a flow of benefits

### **Start-up rural business**

Start-ups are new companies that are based on new technologies, information technology, home businesses and futurists and are formed with the focus on technology and in the village and have a high expansion capacity and a repeatable and scalable business model which there is a village in which people work together to present a new product or service in a situation of ambiguity and is designed for rapid growth (Padash,2016: 7), Start-ups are defined differently in the countries, organizations and institutions that operate and legislate in this regard, and each decision-making position has its own definition. Investigating the different definitions leads us to the point that the definition accepted in the institution is a suitable definition, which is as following: Start-up business: A temporary collection which is designed and created to achieve a repeatable and scalable business model. In this way, the start-up business can be a completely new partnership or a new division in the existing company.

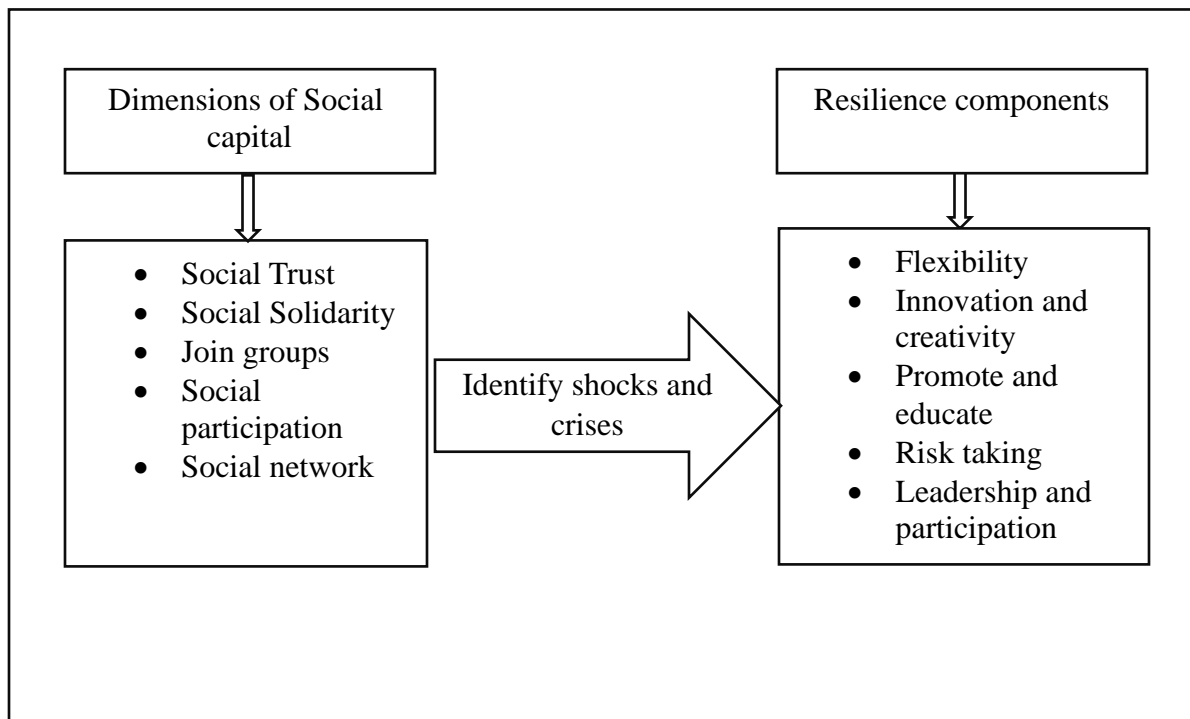
### **Business resilience**

Community resilience is important to avoid economic and social losses and leads to easier recovery after natural disasters (Pham, 2012: 3). Resilience in the general sense is the promotion of society's ability and readiness to absorb and deal with the unintended effects after disasters and repairs, the improvement of society's socially, economically, physically and physically disturbed, adaptation and compliance with critical conditions to the rules and it depends on the norms of society and includes skills, abilities, knowledge as well as the willingness to use this tool to achieve unspecified goals (Manyena, 2014: 2). It should be noted that resilience does not mean a return to unfavorable or uncompetitive conditions of society, but rather adaptation than dynamic social and environmental conditions in a way that maintains long-term quality of life and ecological productivity and public and personal health (Beatley and Newman, 2013: 3342). resilient society is one that has the ability to withstand the shocks and shocks of a hazard if that hazard does not turn into an accident, as well as the ability or capacity to return to normal in the post-disaster period, as well as the possibility and It also has the opportunity for change and adaptation after accidents (Davis and Izadkhah, 2006: 12). If small and medium-sized businesses can not adequately cope with potential crises and problems and also do not have good flexibility to change strategy when necessary, in the highly changing and complex environment of today's business environment, they are doomed (Hamel & Valik). 2003: 3).

### **Social capital and resilience of start-ups**

Social capital is one of the factors that is effective in improving the resilience of organizations and institutions. Social capital has been discussed in the economic and social studies of modern societies today. Unlike physical capital, social capital does not exist objectively, but is the result of group and social interactions and norms. On the other hand, its increase can lead to serious cost reductions (Fazel Of Cobra et al., 2021:74). Unlike physical capital, social capital is subjective in nature; Social capital is obtained through social and group interactions and norms and in the context of consensus networks. Increasing social capital leads to reducing the costs of community management and operating costs of various organizations and activities (Barnes-Mauthe & et al, 2013: 177). Social capital, on the other hand, facilitates creativity and innovation by coordinating individuals and encouraging collaboration between different units in societies. The structure of local society through decentralized decision-making through social networks using normative and logical behavior combined with trust and coherence leads to an appropriate response to the disaster and reduces its effects and thus increases resilience (Neal & Phillips, 1995: 328). Social capital includes the value of all relationships established by members of a business inside and outside the business environment. Social capital is an asset of strategic knowledge for activity units and its value varies according to the quality of internal and external relations of units. Creating social capital requires an organizational environment that can move knowledge and information as freely as possible, and remove vertical and horizontal barriers to encourage interaction and knowledge exchange between network members (Donate & et al, 2016: 929). Social capital can act as an information channel, providing the access to resources and increasing the efficiency of information dissemination. Thus, social capital can facilitate access to a wide range of high quality resources, timely information and practical advice, which is enough to deal with unexpected disorders. It is useful and thus increases the organizational resilience capacity (Fandino & et al, 2019: 139). If managers and employees of business units combine information, ideas and other resources to perform tasks, they will have a good relationship with each other and can always inform each other and it provides the necessary ground for increasing business liquidity. Small business resilience and how it relates to community resilience, especially in rural communities, remain aspects of community resilience. This study was conducted in order to understand the relationship between business resilience and community resilience in rural communities. Small businesses face major obstacles and challenges in preparing for and responding to emergencies that undermine their resilience to natural hazards. Resilience of start-ups and new rural jobs includes the dimensions of preparedness, response, prevention and regeneration. Business resilience can be achieved through the implementation of management strategies or by adopting innovative management strategies that enable organizations to cope and prepare for the inevitable challenges. One of the most important issues that enhances the resilience of businesses is social capital. This capital

includes the dimensions of social trust, social cohesion, group membership, social participation and social network. If we consider social capital as an underlying concept in understanding creativity, innovation and organizational dynamics, innovation requires the convergence of diverse knowledge that belongs to the members of the organization and social capital provides this convergence. Each dimension of social capital directly and indirectly affects the improvement of the resilience dimension of businesses. This effect is related to the depth of the business crisis, which means that the deeper the crisis are, the greater the impact of social capital on improving the business situation, and the need for high-level social capital is felt inevitable. In general, each dimension of social capital has a direct and positive relationship with the resilient dimensions of businesses. Finally, according to the review of research literature, a conceptual model is drawn in Figure 1.



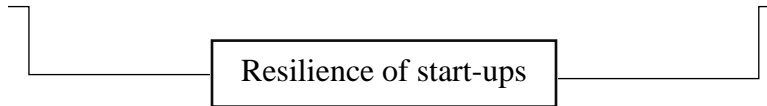


Figure1. Conceptual model of research

## Research background

Table 2: Research background

Year	The name of the Scholar	Research title	Description
2020	Fallah	Post-combining the creation of dynamic resilience to the coronary crisis in the field of start-ups	Natural disasters, infectious diseases, terrorist attacks, economic downturns, equipment failures, multiple capacity building errors, through sustainable empowerment, open innovation and synergy with tools such as the Web and 2) and interactive strategies as well as creating shared value by engaging social capital and The overall resilience of start-ups' resilience to pervasive environmental crises such as the Corona virus will be strengthened.
2019	Vermeziari et al	Analysis of effective factors on the desire of rural business owners	Unemployment is one of the main problems of the country, especially in rural areas. Rural businesses play an important role in reducing unemployment and rural migration and, in general, in sustainable rural development. Owners of rural businesses have the desire to develop their economic activities in the countryside.
2019	Chaudhry et al	Post-Disaster Social Capital, Comparative Resilience and Business Performance of Tourism Organizations in Christchurch,	Studies show that structural capital has a positive relationship with both cognitive capital and relational capital. Capital has a relational effect on adaptive resilience. Adaptive resilience has a significant impact on business performance. By showing which elements of social capital contribute to adaptive resilience, these findings can be used in the gambling phase to guide investment in Resilience and strengthening of inter-organizational



		New Zealand	relationships are used.
2019	Torres et al	Does social capital result? Resilience of small businesses after Hurricane Katrina	The results show that the capital condition, support for institutions can improve the resilience of businesses. Our results provide evidence that social capital is a key asset for long-term flexibility for small businesses. Business owners in relation to the community and institutions with more social capital will be in a better position when faced with a natural disaster.
2020	Adkola and Cleland	The hypocrisy of a coin: the resilience of business and the resilience of society	The results show that businesses contribute to the resumption of local community activities through advisory and support plans and financial and material assistance. Small businesses face major barriers and challenges in preparing for and responding to climate-related emergencies that undermine their resilience to natural hazards.

Source: (Fallah, 2020); (Varmeziari, 2019); (Chaudhry et al., 2019), (Torres et al., 2019) and (Adkola and Cleland, 2020).

## Methodology

Based on the purpose, this research is in the category of applied-developmental research and in terms of nature and method is in the category of descriptive research. The information required for the research has been collected by referring to the library and written documents. Descriptive-inferential content analysis method was used to analyze the information. To study the role of social capital in the resilience of rural start-ups, various sources (libraries, documents, Internet, etc.) have been referred to and tried to obtain the required information by combining them, a comprehensive and analytical study method to the importance of the role of social capital in the resilience of rural start-ups was realized. The basic concepts of social capital, start-up rural business and business resilience are also explored.

## Findings

Factors such as changes in macro and micro policies, the formation of competitors, demographic changes and changes in customer preferences and tastes create a turbulent environment for rural business. External changes and threats to different countries have prompted them to take steps to increase the resilience, and competitiveness of their economies. One of the most important conditions for achieving economic development is to improve the resilience of businesses in the face of internal and external shocks; Therefore, in the systems and programs of entrepreneurship

development and job creation, there are specific strategies for the continuation of the activity of economic enterprises, forecast and action. It is even more important to adopt approaches to the sustainability of rural businesses, as these areas are typically geographically isolated and human, institutional and financial resources are wasted which they have more than urban areas. Failure to pay attention to the continuous improvement of rural business resilience can be one of the reasons for the lack of proper diversification of rural jobs and, consequently, higher underemployment rates in rural areas. One of the most important variables in diversification, dynamism and competitiveness of rural economy is identifying the factors affecting resilience and paying attention to them in planning and managing rural businesses.

Given the emphasis on social sustainability, people-centered development, decentralization, and institutional development in the face of new Kurdish theories of sustainable rural development and, consequently, the importance of location. Sometimes social capital as one of the most important development capitals in order to achieve sustainable development of rural settlements, recognizing the current state of social capital and its development in rural areas In order to recognize the development patterns based on the spatial and temporal conditions prevailing in each region, it is especially necessary and as one of the factors, to achieve the ultimate goal of sustainable development. It will provide human welfare and environment for the present and future generations. Understanding the current status of the components of social capital and their place in the sustainable development of villages, understanding the science based on the perspective of local people, for effective planning for development accommodation is a necessity according to the spatial and temporal conditions. Social capital refers to the characteristics of a social organization such as networks, norms, and trust that facilitate cooperation and coordination for mutual benefit. Therefore, the more social capital in a society, the more cooperation and coordination between individuals and groups, the better the flow of information, the better the use of economic resources.

In the case of rural resilience in the sense of the capacity of rural areas as dynamic socio-ecological systems, to adapt to changing bioenvironment, as the standard agrees the part of life to be preserved is considered. Natural and human resources, investments, infrastructure, and intangible factors such as social capital and local knowledge, in the form of innovative and adaptive processes to deal with numerous changes due to natural hazards or socio-economic crisis are effective. The concept of social capital has been emphasized due to its relationship with the basic components of society including awareness, participation, trust, cohesion and social network for the sustainable development of communities, especially rural communities. Under these conditions, business resilience broadly refers to an organization's capacity to perform well, regardless of the economic or organizational environment involved. This transformation can occur through the implementation of risk management strategies or by adopting innovative management practices that prepare businesses to face unavoidable challenges. In addition to

economic factors such as market and capital advantages that affect businesses, non-economic factors such as social networking can also affect the phenomenon of entrepreneurship.

Social capital as a social phenomenon promotes creativity, ideation, facilitating innovative behaviors and risk-taking, which are also among the indicators of entrepreneurship. Social capital is an informal capacity and norm that promotes cooperation between individuals and institutions of a society. Every social network needs factors such as trust, commitment and responsibility to achieve its goals in addition to knowledgeable and experienced people. People with higher social capital have access to more resources and information that can influence the process of business formation and development and access to new markets. On the other hand, social capital is of particular importance to entrepreneurs, and entrepreneurs based in social groups that have more social capital are more likely to be in beneficial positions within networks, so they are more likely to identify and seize business opportunities effectively. To engage in entrepreneurial activity, individuals must be able to monitor environmental change and self-assess the impact of these changes on the new business. The inability of the entrepreneur to predict business success leads to environmental uncertainty that can prevent him from participating in entrepreneurial activity. The three components of social trust, social cohesion and social participation, which are in an interactive relationship and each of them reinforces the other, are the main components of social capital. The amount of social capital in any group or society indicates the degree of trust of individuals in each other. Also, the existence of an acceptable amount of social capital facilitates social actions so that in critical situations can be used to solve problems of social capital as he used the original source of problem solving. In today's society, development will not be possible without social capital, because without this capital, the use of other capital will not be done optimally, and with the reduction of social capital, we will see discrimination, inequality and migration, and the social system may be every movement that takes place in society suffers from a lack of social trust, social participation and social cohesion. What raises social participation the most is actually social trust and trust in each other is one of the effective factors in participation and behaviors can be predicted by trust.

There are many factors involved in promoting the resilience of start-up rural businesses. One of the most important factors is the existence of social networks and social capital of communities. Therefore, in order to achieve appropriate resilience in business management, it is necessary to plan and develop social capital and maintain social cohesion. Social capital encompasses the various levels of human relations with the codifier, human beings with organizations, organizations with organizations, citizens, and governments. The most important components of social capital include social trust, social cohesion, social participation, social networks, and group membership. The degree of resilience of rural businesses in the face of disasters is always variable based on the level of social capital, so that villagers with higher levels of social capital are more resilient.

## Discussion and Conclusion

Instead of enjoying the content of sustainable development, many villages, while losing their population in the migration process, are also involved in the phenomenon of population evacuation and physical destruction. Sustainable village is a space that, based on ecological processes, lifestyle, clean environment and desirable facilities, provides the ground for attracting high-skilled class in industries with high-level technology. To revitalize the village and provide appropriate and practical solutions, a sustainable village is a solution that seeks to create conditions in which people with a new approach and initiatives to generate economic value from existing infrastructure and potentials and social participation of villagers make projects successful. And ideas will be. Before developing plans to improve new businesses in rural areas, it is essential to have a comprehensive understanding of the various barriers and factors that contribute to their resilience. Social capital is the capacity of individuals to manage scarce resources that belong to them simply because of their membership in networks or within the scope of their social structure.

The concept of community resilience has received increasing attention in response to concerns about the consequences of increasing frequency and severity of disasters. Dissemination of the concept of business resilience demonstrates the fact that not all threats can be avoided and that there are poisonous places to rest assured that explained to minimize disturbances. This concept is defined as the ability and capacity of the business to deal with real disasters. In other words, it refers to the local ability to respond, cope and adapt to change through collective action as a social system capacity to come together for a common goal. High social capital through increased trust and cooperation and rural participation in planning and policy-making related to increasing the resilience of systems against change Yirat will most likely be influential. Therefore, planners should identify the constraints on the realization of social capital at the local level and provide and implement the necessary data to overcome them. Ned. Overall, increasing social capital strengthens communities' resilience to risk, as well as increasing adaptability and reducing vulnerability.

Given that in the villages there is always a field of working group and the villagers have maintained their social cohesion and trust well, this important capital can be used, along with other capitals such as human, financial and physical capital. It was used for important purposes such as stabilization and resilience of rural businesses. Business resilience is the structural and procedural dynamics that enable an organization to have the capacity to cope with difficulties and difficulties. Resilience is a form of development in which a person is able to continue to work harder in the face of failures, calamities and conflicts of life and even positive events, more progress and more responsibility, and to achieve greater success. It is necessary to improve the resilience of rural businesses by self-identifying the influential factors and their indicators in

order to base their realism on creating resilient behaviors in rural businesses and providing a resilient and resilient environment for the current tolerant society for activists.

Rural businesses, including applicants, owners, managers and supporters, took action. If there are infrastructure and communication facilities in rural areas as well as high living facilities and their access to resources and markets is easier, it seems that these factors are more effective in preventing the more unfavorable situation of rural resilience. The importance of planning in business, being committed to identifying and implementing the best actions in business, and having a business vision and mission play an important role in business accounting. Assigning low priority to encouraging the future of rural businesses among owners can indicate the frustration of business owners. Resilience of rural businesses by indicators; Situationism, customer engagement, adaptability, family support, strategic planning, and government support are built. These indicators are a reflection of the resilience of rural businesses. The ability to adapt and monitor in business is the most important factor in improving the resilience of rural start-ups. With the current conditions and characteristics of the world community, the inhabitants of rural communities must recognize that their society is changing and if they are to develop, they must be prepared to make some changes using creative processes; Therefore, it is necessary to strengthen the driving force of rural development by modifying past methods and setting new criteria and indicators.

In the last two decades, the concept of social capital has been emphasized due to its relationship with the basic components of society, including awareness, participation, trust, cohesion and social network for the sustainable development of communities, especially rural communities. Therefore, in order to achieve sustainable rural development, having social capital is essential. Rural communities' benefit from social capital and effective planning for its increasing promotion, by increasing the level of social awareness of villagers, social cohesion and trust in their community, development of social networks and improving their social participation in development measures, makes rural communities more effective and efficient. Pursue and achieve their common goals and play an important role in rural development by diversifying the rural economy, participating in unforeseen events, optimally distributing resources and facilities, reducing production costs, increasing labor productivity and reducing unemployment, and protecting and restoring rural natural resources that there are stable areas to play. Social capital is mainly based on cultural and social factors and its identification as a type of capital, both at the level of macro management and at the level of management of organizations and firms, can create a new understanding of socio-economic systems. Slow down and help managers better manage the system. This type of capital plays an important role in entrepreneurial activities because entrepreneurship is a socio-economic process that relies on social conditions and context in two ways, first, that entrepreneurs are people who are the products of their social environment

and second, that entrepreneurship is a social activity, and the presence or absence of social ties and connections affects the nature of the business.

According to the results, the following suggestions are presented

1. Fundamental attention to the concept of social capital to increase business resilience;
2. Provide the necessary training to improve and strengthen the components of social capital between business owners and employees
3. Improving the level of creative thinking owners in order to increase the ability to adapt and timely adopt new initiatives to get the business out of the crisis situation;
4. Improve owners' skills in coping with sudden changes, focus, decision-making, stress management and self-confidence by strengthening social capital.

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