JÖNKÖPING UNIVERSITY
Jönköping International Business School

Doctoral Thesis

Entrepreneurial Resourcefulness

The role of Emotions and the Community

Rida Ijaz

Jönköping University
Jönköping International Business School
JIBS Dissertation Series No. 173 • 2025

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Abstract

The purpose of this dissertation is to enhance our understanding of the influences on the resourcefulness of entrepreneurs. Resourcefulness involves behaviors that focus on the management of resources. Over time, many entrepreneurs face resource limitations due to their situation or the environment. Regardless of whether they operate in an environment with scarcity or ample resources, constraints and challenges may still emerge from larger systemic factors, requiring them to effectively manage the resources at their disposal or the need exists to use the resources effectively. Entrepreneurial resourcefulness describes the resourceful behaviors that creatively utilize and mobilize the available resources to create value. In the last five years, entrepreneurial resourcefulness as a concept has been gaining the attention of entrepreneurship scholars, but the research remains fragmented, and lacks a unified structure, particularly to provide understanding about the influences on resourceful behaviors. Hence, the systematic literature review, spanning nearly the last two decades, is the first article of the dissertation and explores the state of the art of the literature to understand the influences on entrepreneurial resourcefulness, on the individual/entrepreneur level, organizational level, and community level, and demonstrates the need and opportunities for future research to focus on inner resourcefulness, resourcefulness at the organizational level and the dark side of resourcefulness. Building on this, the second article introduces the concept of emotional entrepreneurial resourcefulness, which refers to emotion-laden behaviours that pertain to the creative management and deployment of the resources at hand, and identifies how and when emotions can become an important component of an entrepreneur's overall resourcefulness. Subsequently, the third article explores the impact of collective affective experiences on the resourcefulness of entrepreneurs, and that fluctuating resources generate affective experiences that emerge as catalytic, core, and transformational, based on the emotions and behaviors of the entrepreneurs and the members of their community, emerging as collective psychological ownership. The fourth article adopts an agentic perspective on resourcefulness and the impact of how negative emotions influence entrepreneurial resourcefulness in a setting of extreme limited resources, and therefore, self-reliant and joint resourcefulness emerge from high, moderate, and low activation of negative emotions. Overall, the dissertation extends the literature within the area of entrepreneurship, consolidating literature, building theory, and undertaking in-depth empirical work. The dissertation also has policy-level implications that focus on understanding and developing strategies to manage the impact of psychological aspects and the role of the entrepreneurial community for effective resource management.

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1. Introduction

The introduction provides an overview of the research area and background. Here, I present the overall research area, the research problem, and the purpose that guides the research questions, which are then answered in the papers.

1.1 Background

In the entrepreneurship literature, after the 1980s, one of the essential roles of an entrepreneur has been described as, "a coordinator of limited resources" (Casson, 1982; Landström, 2020). Entrepreneurship involves seeking opportunities without being limited by existing resources (Stevenson, 1983). Taking some steps back, Schumpeter (1934), regarded as the father of entrepreneurship, described entrepreneurs as innovators who indulge in "creative destruction", while sparking innovation. Much later, the entrepreneur was characterized as one who identifies and benefits from imbalances and limitations and then aims and works to resolve and fix the problems through their creative ability (Kirzner, 1973; Kirzner, 1985). It was Wernerfelt (1984) and Barney (1986) who initiated the debate on the importance of using resources in productive ways. Later, Stevenson and Jarillo (1990) focused on the behaviours of entrepreneurs and intended actions dependent on the resources available to them.

In the early 1990s and the monumental work on resources and their changing availability throughout the entrepreneurship process was discussed by (Barney, 1991) and later (Kirzner, 1997). The availability of resources plays a significant role in the growth of an entrepreneurial business (Brush, Manolova, & Edelman, 2008; Desa & Basu, 2013). Throughout the last decades, attention has been directed towards the various types of resources, the methods for acquiring essential resources, the importance of strategic resources, and the maintenance of a competitive edge (Barney, Wright, & Ketchen Jr, 2001; Crook, Ketchen Jr, Combs, & Todd, 2008). Research has largely focused on the organizational context, where discussions revolve around which resources to select, under the assumption that there is a plentiful supply of resources available, and with minimal consideration given to how these resources are managed, despite some early discussions on its significance by Goldberg and Willison (1958: 398), "Resources are of value only if utilized when needed". The connection between enterprising individuals and entrepreneurial opportunities is heavily influenced, and at times controlled, by "social structures and processes", and the importance of resources in these situations is significant (Baker, Gedajlovic, & Lubatkin, 2005: 501). Entrepreneurs possess insights regarding the accessible resources and how they can be utilized creatively and innovatively (Casson, 1982). Hence, literature has widely discussed the crucial role of resources in entrepreneurship, but lacks understanding of the effective management of resources that can help to navigate constraints and turn opportunities into the growth of ventures (Stevenson & Jarillo, 2007).

The term "Resourcefulness" may still be relatively new in the entrepreneurship literature, but the process of being quick and creative to find ways to deal with situations can be considered part of the human instinct, that is, making the most of what one has. But, in the literature, this term had its birth in health sciences and initially in nursing education, where it was explained as the science of resourcefulness associated with skills and behaviors of managing the resources available (Goff, 2011; Price & Capers, 1995; Zauszniewski, 1997). It was inspired by the work of Meichenbaum (1977) and the idea of learned resourcefulness, including self-monitoring, problem-solving, emotional regulation, and the demonstration of specific actions focused on achieving objectives. It was further developed with the work of Rosenbaum (1983) to include self-efficacy, a solution-oriented approach, and self-control. This further led to conversations along the lines of social resourcefulness by Rapp, Shumaker, Schmidt, Naughton, and Anderson (1998) on the behaviors used to develop and nurture social relationships. Meanwhile, within the health science literature, Zauszniewski (1996) further explained the self-help strategies for coping with adversity that are part of the science of resourcefulness. Later, resourcefulness also gained some discussion in education literature, with scholars explaining the importance of learned resourcefulness and self-acceptance to deal with environmental stressors (Ceyhan & Ceyhan, 2011; Keeling, 2009).

Within the entrepreneurship literature, it was only after the turn of the century that research began to explore the concept of resourcefulness in the context of entrepreneurial ventures and the lives of entrepreneurs. Baker, Miner, and Eesley (2003) and Baker and Nelson (2005) initiated the discussions, explaining improvisation by entrepreneurs and introducing bricolage, to tie it with the well-discussed concept by Lévi-Strauss (1968) of making do with what is available. Misra and Kumar (2000) joined the discussion of resourcefulness in the entrepreneurship literature, explaining behaviors influencing the recognition of opportunities and the ability to control and maneuver the available resources. Over the years, the entrepreneurship literature has been somewhat scattered and fragmentated in terms of the definition of resourcefulness, explained as "conservation" (Bradley, 2015: 2) maximizing the use of resources (Bloodgood, Hornsby, & Hayton, 2014) and "as patterned variations in making use of limited resources" (Powell & Baker, 2011: 7). It has also been discussed in the entrepreneurship literature as a significant behavior and ability of entrepreneurs (Bradley, McMullen, Atmadja, Simiyu, & Artz, 2011a; Hornaday, 1982). The learned behavior aspects were also introduced to the entrepreneurship literature, as coping and adaptive mechanisms, having the importance of social interactions, based on problem-solving and opportunity creation (Bradley, Shepherd, & Wiklund, 2011b; Rosenbaum, 1990). There was also the debate on the creative utilization of resources controlled by the entrepreneur or others connected to the venture (Stevenson & Jarillo, 2007). Scholars have examined the resources linked to entrepreneurial activities regarding their composition, importance, accessibility, and influence, but they have neglected the crucial issue of how entrepreneurs manage their resources and what influences this critical part of the entrepreneurial process (Zahra, 2021).

Initially, resourcefulness was defined as maximizing the resources at one's disposal (Baker & Nelson, 2005). Later, resourcefulness was even recognized as a skill that entrepreneurs acquire to address unique challenges (Bradley, 2015) and find solutions (Bradley et al., 2011a). Entrepreneurs must be resourceful to navigate the challenges of starting or managing their businesses (Corbett & Katz, 2013). Here, the importance of the context of the entrepreneur is critical and includes the immediate as well as the external stakeholders of the venture (Welter, Xheneti, & Smallbone, 2018). The resourcefulness of entrepreneurs also includes a strong collaboration with other key actors (Sonenshein, 2014), as the resources extend beyond financial and physical assets, and they shift towards a more nuanced comprehension of resources, including psychological (Rosenbaum, 1983), social (Ganz, 2000), political and cultural (Lounsbury & Glynn, 2001).

Literature that emphasizes resource limitations also briefly explores the impact it has on psychological processes of individuals, as indicated by O'Shea, Buckley, and Halbesleben (2017) that "Psychological processes (e.g., emotion, cognition, motivation) have emerged as a key aspect to understanding entrepreneurial actions and success.". The emotions of entrepreneurs are intertwined with their ventures, and the focus of these emotions, along with the experiences tied to them, is significant to examine when investigating entrepreneurship (Cardon, Wincent, Singh, & Drnovsek, 2005a). The environment and the conditions in which an emotion occurs influence the generation of an emotion (á Ortony, á Clore, & á Collins, 1988). Therefore, emotion is recognized and accompanied by a controlled intellectual reaction to a scenario or the environment (Izard, 1991). In the literature, it is associated with the broad concept of 'affect' that comes from the field of psychology and "refers to longer-lasting positive or negative emotional experience" (Gooty, Connelly, Griffith, & Gupta, 2010: 981) and affect and emotions influence behaviors.

Resourcefulness is characterized by the behaviors and subsequent actions that emphasize the creative acquisition and utilization of resources (Michaelis, Scheaf, Carr, & Pollack, 2022). Over time, resource constraints become a reality that many entrepreneurs encounter, either because of their circumstances or because of their setting (Simarasl et al., 2022). Then, whether they are in a context with severe resource limitations or even in the presence of an abundance of resources, constraints and limitations may still arise due to macro-level factors or even personal/individual circumstances, and they need to manage the resources that are available to them (Baker & Nelson, 2005).

To expedite resource management entrepreneurs, reach out to their stakeholders for resources and seek their involvement to help with superior management of resources. Entrepreneurs engage multiple resource providers from their community to seek, mobilize and deploy resources to find creative solutions when managing resources (Hertel, Binder, & Fauchart, 2021). But, as entrepreneurs interact with their community, resourcefulness can take the form of either turning to one's own set of available resources through self-reliant resourcefulness or the stakeholders in the community through joint resourcefulness (Michaelis, Scheaf, Carr, & Pollack, 2020).

For entrepreneurs, it is significant to understand the capabilities for resource optimization and management, particularly when they operate under resource scarcity or limitations (Gundry, Kickul, Griffiths, & Bacq, 2011). Earlier discussions on resourcefulness primarily focused on the idea of getting more from less (Baker & Nelson, 2005). Resource constraints and scarcity have been discussed in literature with a common understanding of " unfavorable discrepancy in resource levels… sensing or observing a discrepancy between one's current level of resources and a higher, more desirable reference point." (Cannon, Goldsmith, & Roux, 2019: 105). But, even in an environment with abundant resources, entrepreneurs need to employ superior abilities and harness their emotions to their resources (Powell, 2011). But, research also explains that the need for resource management is fueled in an environment of resource scarcity (Fisher, Neubert, & Burnell, 2021), as resource management and fluctuations in resources are significantly affected by the psychological state of individuals (Sharma & Alter, 2012). The response of individuals in such conditions, and particularly that of scarcity, is affected by the resources available in their immediate environment and those present throughout their lives, including before and after being an entrepreneur (Griskevicius et al., 2013).

After the call by Zahra (2021: 1), "While researchers have established the usefulness of the RBV, they have overlooked the fundamental question of how entrepreneurial firms manage their resources to gain competitive advantage.", research was initiated at a faster pace to understand the concept of resourcefulness, resulting in a definition and its basic connection to some of the other entrepreneurial aspects. Most of the research so far has explored resourcefulness in constrained environments through bricolage, frugality, and improvisation, but limited research considers that resourcefulness and its advantageous benefits can be for both scarcity and an environment of ample resources, and the acknowledgment of this scenario and its consideration is still dispersed (Baker & Nelson, 2005). Also, much of the research in the field of entrepreneurship and constrained environments overlooks the significance and substantial role of informal setups, which contribute substantially to entrepreneurial activities (Gras & Nason, 2015). Entrepreneurs are also not a lone island, especially when they are aspiring and working to manage their resources effectively, hence the role of social and community embeddedness to support and fuel entrepreneurship in certain contexts, is limited (Bacq, Hertel & Lumpkin, 2022).

Williams et al. (2024) mention the need for in-depth research, including deeply exploring the antecedents of resourceful behaviours, particularly those originating from psychological aspects. There is still a limited understanding of the primary mechanisms that influence resourceful behaviors, especially those associated with emotional experiences (O'Shea et al., 2017; Sharma & Alter, 2012; Sonenshein, 2017). Particularly, research on negative emotions in the entrepreneurship literature is more of a recent phenomenon in the last few years, but we lack understanding of how negative emotions can help manage resources (Shepherd, 2019). Furthermore, aspects of emotional messiness with the counter-intuitive effect of emotions along with a blend of both positive and negative emotions, an entrepreneur's real world,

also requires much further work within entrepreneurship literature, and even more so when linked to the management of resources (Brundin & Härtel, 2014; Brundin, Liu, & Cyron, 2021; Brundin & Sharma, 2011). As resourcefulness in the field involves entrepreneurs and they work together with key stakeholders, including their community, psychological aspects that influence the mechanisms of this collective effort also require much further research, for example, psychological ownership experienced by community members (Pierce & Jussila, 2010; Pierce, Kostova, & Dirks, 2001, 2003).

Consolidating the literature on resourcefulness to understand the antecedents of entrepreneurial resourcefulness would provide the needed solid foundation for the relevant yet fragmented research conducted within this area in the last few years. This results in bringing forth the various essential factors associated with the multiple actors that are part of the entrepreneurial system of a venture. Novel theoretical concepts allow us to take the discussions further and address the current gap in the extant literature, responding to the need for in-depth research that provides and well-anchored basis for future research in this area.

Entrepreneurs who establish small-sized ventures are often deeply attached to them (Cardon et al., 2005a). Micro ventures frequently face limited resource limitations (Fillis, 2003; Pret & Shaw, 2013), compelling entrepreneurs to seek innovative solutions through resourceful behaviors (Michaelis et al., 2020). This intersection of the need to manage resources and the strong emotional attachment to the venture makes entrepreneurs particularly sensitive to affective experiences, especially as they are influenced by changes in environmental resources and entrepreneurial activities (Jakob, 2013). Additionally, entrepreneurs operating small-sized ventures rarely work in isolation (Wright & Zahra, 2011). Their connection to and engagement with their communities often exert collective affective forces, further shaping value creation within the entrepreneurial process (Pierce & Jussila, 2010).

Recent research has begun to explore resourcefulness as a "strategic asset that can also be utilized even when resources are not limited." (Hertel et al., 2021: 2). According to Michaelis et al. (2022), resourcefulness is defined as resourceful behaviors and the subsequent actions that center on creatively obtaining and utilizing resources without relying on outside sources. “the literature is often silent on the process of converting these objects to valuable resources, and also the degree to which this behaviour occurs (and with what consequence) in penurious … resource contexts.” (Williams et al., 2021: 2). Additionally, more research is necessary to comprehend the factors influencing resource management within a wider context (Baker & Nelson, 2005). Particularly, with respect to the value it creates in the form of advantageous outcomes for all stakeholders of a venture and making it essential to identify the influences at micro, meso, and macro levels to understand and undertake resource management across the entire landscape involving the key stakeholders (Williams et al., 2021). The three levels describe and represent the key actors in an entrepreneurial system, including 1) the entrepreneur who establishes an entrepreneurial venture, 2) the enterprise, and 3) the key stakeholders in the form of the community of the venture that can include those outside the formal boundaries of the firm. This includes, for example, those

consuming the products and services of the organization, and also those benefiting from them, or those providing different resources to the enterprise. The inclusion of these levels provides the opportunity to undertake a comprehensive discussion in the thesis, based on the overall landscape surrounding the entrepreneurial venture. Ventures do not operate in isolation, and the entrepreneurial venture is closely tied to various stakeholders. Therefore, such a perspective helps to capture the complexity of this dynamic environment. It also provides a deeper understanding of the aspects influencing the resourceful behaviour, considering all key stakeholders. This has enabled a thorough analysis and contribution that informs the entrepreneurship literature, where further research is needed to develop theory and enhance our understanding of entrepreneurs' resource management strategies under constraints or ample resources, with the continuous interaction with the key stakeholders.

In the next sub-sections, I discuss the comprehensive concept of resourcefulness in entrepreneurship literature from the perspective of a resource-constrained environment and an environment with an abundance of resources.

1.1.1 Resourcefulness in Resource-Constrained Environment

In the past, scholars believed that limiting macro factors created conditions that limit the ability of people to be entrepreneurial (Khoury & Prasad, 2016). Institutional gaps have also been discussed as being the cause of this, as shortcomings in governance systems or institutions can worsen people's socioeconomic circumstances (Khanna & Palepu, 1997). According to Amis, Mair, and Munir (2020), the growing societal disparities are making it more difficult for people to obtain resources. Resource constraints are limitations in accessing resources (Barney, 1991), which can lead to reduced effectiveness of outcomes (Busch & Barkema, 2021). Hence, resourcefulness was explained as the behavior to optimize resources in times of limitations or when there is limited access to resources (Di Domenico, Haugh, & Tracey, 2010). Literature has discussed resourcefulness in an environment of constraints through the concepts of: for example, bricolage, frugality, and bootstrapping being the most widely discussed in the entrepreneurship literature.

Bricolage is described as utilizing resources and elements at hand to discover solutions and capitalize on opportunities (Baker & Nelson, 2005). Lévi-Strauss (1968)'s bricoleur explains the innovative methods employed, in reaction to the surroundings, while integrating the traditional and the contemporary or whatever resources are at hand. It is explained as "a method of alleviating resource constraints of entrepreneurial firms" (Rönkkö, Peltonen, & Arenius, 2014: 43; Senyard, Baker, & Davidsson, 2009). It has received the attention of scholars in the entrepreneurship literature (Baker & Nelson, 2005; Senyard, Baker, Steffens, & Davidsson, 2014; Senyard, Davidsson, & Steffens, 2010). Therefore, it is explained as resourcefulness that focuses on making do with the resources available (Baker, 2007) or a manner of exercising entrepreneurial resourcefulness, while innovatively managing and deploying resources (Reypens, Bacq, & Milanov, 2021). Bricolage can include the

ability to improvise (Moorman & Miner, 1998) and is therefore discussed as a resourceful behaviour used both to access community resources and stimulate innovation (Barraket, Eversole, Luke, & Barth, 2019). Bricolage is 'making the most of things', in a constrained environment (Weyrauch & Herstatt, 2017), or an environment where resources may overall be available, but efficiency is required (Pati, Ghobadian, Nandakumar, Hitt, & O'Regan, 2021). It is discussed as a behaviour that drives effectuation and creative reconstruction (An, Rüling, Zheng, & Zhang, 2020) and even transformational leadership (Zhang, Bao, Xu, Zhang, & Cui, 2021).

Bricolage "…can help build competitiveness among ventures endeavoring to develop and grow.." (Steffens, Baker, Davidsson, & Senyard, 2023: 1306). Scholars have discussed psychological bricolage as the capability of entrepreneurs to stimulate and connect social identities (Sanchez-Burks, Karlesky, & Lee, 2015) and social bricolage as the ability to develop social networking (Johannisson & Olaison, 2007). Bricoleuring is the term used when the literature discusses the embeddedness of entrepreneurs, with bricoleurs explained as innovators (Baker & Nelson, 2005; Reypens et al., 2021), solution-oriented (Barraket et al., 2019) and support the community (Ciambotti, Zaccone, & Pedrini, 2023). Bricoleuring involves creating a social impact (Liu, Kwong, Kim, & Liu, 2021), and also focuses on entrepreneurs' well-being (Kleine-Stegemann, Hensellek, Senyard, Jung, & Kollmann, 2024).

Frugality is explained as the conservation of resources, while taking into account the opportunity costs and a long-term perspective (Michaelis, Pollack, & Carr, 2021). In a resource-scarce environment, creatively making do with the scarce resources and finding solutions is the basis for survival (Baker & Nelson, 2005). In an environment where some resources are available, it can then take the form of frugality, involving the enactment of resourceful behaviours for the conservation of resources (Michaelis, Carr, Scheaf, & Pollack, 2020a). Frugal innovation includes re-designing processes to maximize systems and organizations (Lange, Hüsig, & Albert, 2023; Onsongo, Knorringa, & van Beers, 2023), including affordable innovation (Schaarschmidt, Walsh, Hietschold, & Segelitz-Karsten, 2022). Frugal innovations are often seen at the grass-root level to solve basic needs of the society, but have also been discussed as part of the organizational strategy (Dabić, Obradović, Vlačić, Sahasranamam, & Paul, 2022). Frugal behaviours by entrepreneurs involving the community, prioritize shared values and collective efforts (Bhattacharjya, Bhaduri, & Kakoty, 2023) as all actors learn to manage their limitations (Browder, Seyb, Forgues, & Aldrich, 2023), while undertaking frugal entrepreneurship (Hossain, 2022). Here, a role of improvisation also exists, where entrepreneurs introduce innovative designs and undertake resourceful actions (Archer, Baker, & Mauer, 2009; Fultz & Hmieleski, 2021). A primarily operational frugal approach to resourcefulness is 'jugaad' (Agarwal, Chakrabarti, Prabhu, & Brem, 2020). It includes creative, low-cost innovation to solve short-term issues or meet urgent needs (Ananthram & Chan, 2021). Recently, it has been explained as generating value, with implications going beyond the short-term perspective (Shepherd, Parida, & Wincent, 2020).

Bootstrapping occurs in situations where funds are constrained or when entrepreneurs establish a venture without the presence of proper funding (Brush, Carter, Gatewood, Greene, & Hart, 2006). Bootstrapping is discussed as a strategy to reduce resource dependency for entrepreneurs and to find alternative sources and ways in which to manage resources (Grichnik, Brinckmann, Singh, & Manigart, 2014). Bootstrapping is another behaviour of resourcefulness (Martina, 2020), also discussed as a resource management approach offering alternative methods to the traditional market-based transactions (Grichnik et al., 2014). Therefore, bootstrapping includes the enactment of the environment (Powell & Baker, 2014), and short-term coping mechanisms as explained by Welter and Smallbone (2017) and Welter and Xheneti (2013).

Therefore, the concepts of bricolage, frugality and bootstrapping are all resource management strategies or types of resourcefulness by entrepreneurs in resource constrained environment. Each strategy has its own focused characteristics in terms of the approaches taken by the entrepreneur for creative and effective management of the available resources.

1.1.2 Resourcefulness in an Environment with Abundant Resources

Resourcefulness can be essential in an environment with stable external resources; however, managing these resources is crucial for effectiveness and efficiency. Concepts such as resource conservation, resource optimization, and lean practices are significant in resource management. Even when abundant, resources still require management to ensure processes are conducted effectively and to avoid fostering a purely resource-driven mindset (Gibbert, Hoegl, & Välikangas, 2007).

Entrepreneurs focus on the optimization of the resources at hand for their effective and efficient use (Bloodgood et al., 2014). Optimization of resources can involve creative ways to seek and use them, and avoid barriers (Fisher et al., 2021). It can also include the approach to enhance the coordination for optimal resource allocation that can involve the network of the entrepreneur and a dynamic process where critical resources are sourced and used (Ng, Macbeth, & Southern, 2014). Even with abundant resources in the immediate environment, the barriers to resource acquisition are multifold and outside an entrepreneur's or venture's control, for example, imperfect markets, rules and regulations, and political or governmental control, yet entrepreneurs can optimize all possible available resources (Shan, Cai, Hatfield, & Tang, 2014). Li and Zhang (2007) found that to acquire resources for setting up new ventures, managerial ties played a significant role in accessing opportunities and valuable resources. Alongside, the effective use of resources, particularly those sourced recently, is critical to increase the capability of the venture, while maximizing the value gained from resources (Shan et al., 2014). Here, the capabilities of the venture rise from mobilization of resources, which in turn result in a richer resource base for the venture (Lu, Zhou, Bruton, & Li, 2010) and such an increase in capabilities makes the venture resilient and adaptive (Sirmon, Gove, & Hitt, 2008).

Even in the presence of an abundance of available resources, resourcefulness is a key element in effective decision-making, enabling entrepreneurs to utilize the resources at their disposal instead of depending on forecasting methods (Sarasvathy, 2001). Although resource optimization is typically linked to strategic planning and efficiency, resourcefulness highlights the importance of adaptability, creativity, and resilience, and these actions demonstrate both cognitive flexibility and the ability to creatively utilize social and community resources (Williams & Shepherd, 2016). Resource optimization is the intentional organization, management, and distribution of both physical and non-physical resources to obtain the greatest possible outcome. Entrepreneurs focused on optimization typically utilize analytical instruments and forecasting models to distribute resources efficiently, to achieve the highest levels of effectiveness (Kuratko, Morris, & Schindehutte, 2015).

Resourcefulness and lean processes also work well together in entrepreneurship, both designed to manage uncertainty and optimize results with limited resources, where lean entrepreneurship is based on the lean startup methodology that stresses quick experimentation, validated learning, and incremental development (Ries, 2011). In practice, resourcefulness often complements lean methodologies. For example, an entrepreneur might leverage informal connections, repurposed materials, or locally obtained resources to create a minimum viable product, thus incorporating frugal and adaptable practices within a lean approach (York, Sarasvathy, & Wicks, 2013). Lean processes minimize the chances of overcommitting to untested concepts, thus preventing unnecessary resource expenditure and wastefulness (Blank, 2013). Lean processes and resourcefulness represent a forward-thinking approach to optimizing resource use, where waste is deliberately minimized and not just through careful planning, but also through creativity and flexibility (Baker & Nelson, 2005; Senyard et al., 2014).

Therefore, the concepts of optimization of resources and lean processes are resource management strategies or types of resourcefulness by entrepreneurs in an environment with ample resources. Each strategy has its own focused characteristics in terms of the approaches taken by the entrepreneur for increased efficiency, lack of wastage and productive innovation.

Next, I explain the research problem and purpose of the dissertation, followed by why the research matters.

1.2 Research Problem

The entrepreneurship literature has considered resources as important for establishing and sustaining ventures (Alvarez & Busenitz, 2001; Barney, 1991; Barney et al., 2001; Barney, 2001; Wernerfelt, 1984). It is not only the acquiring and understanding of the resources, but the management of resources that provides opportunities to entrepreneurs to maximize the benefits and to put them to superior use (Zahra, 2021). Entrepreneurs often face challenges related to resource availability and must effectively manage and utilize the assets that are available to them to ensure their ventures succeed. Those who demonstrate creative resource

management showcase a behavior referred to as entrepreneurial resourcefulness, which encompasses the "boundary-breaking behavior of creatively harnessing and deploying resources" (Williams, Zhao, Sonenshein, Ucbasaran, & George, 2021: 2). The level of resourcefulness displayed by entrepreneurs can vary, reflecting their ability to creatively handle the resources (Williams, Li, & Zhao, 2024). For instance, when entrepreneurs assess a high level of environmental hostility, they tend to engage in more resourceful behaviors (Michaelis, Scheaf, Carr, & Pollack, 2020). Resourcefulness can manifest in various ways, such as when entrepreneurs practice bricolage by making use of the resources at hand (Baker & Nelson, 2005) or when they pursue frugal innovation to capitalize on underused resources (Senyard, Baker, Steffens, & Davidsson, 2014). Reypens, Bacq, and Milanov (2021) examined ventures situated in resource-limited contexts where the involved parties initially displayed high levels of resourcefulness and developed effective long-term resource-seeking approaches to foster growth. Additionally, entrepreneurs can weave their resourcefulness into their narratives, which aids in mobilization of future resources (Fisher, Neubert, & Burnell, 2021). Therefore, an entrepreneur's resourcefulness can be an essential strategic asset (Zahra, 2021).

Resourceful behaviors enable entrepreneurs to navigate changes and uncertainties (Desa & Basu, 2013), that are inherent to the entrepreneurship experience. Additionally, resourceful behaviors provide a broader insight into resource management, where entrepreneurs either concentrate on their available resources and adopt self-sufficient practices or collaborate with stakeholders and the community to seek and share resources (Michaelis, Scheaf, Carr, & Pollack, 2020). Entrepreneurs managing small businesses seldom operate in solitude (Wright & Zahra, 2011). Their relationships and involvement with stakeholders of the venture and their communities frequently generate shared emotional influences, which further impact their experiences and choices (Pierce & Jussila, 2010). But that also makes it critical to consider the context of entrepreneurs to fully understand the resourceful behaviors (Welter, Xheneti, & Smallbone, 2018). Hence, the changing resource availability conditions, the involvement of stakeholders, both internal and external to the venture, and the deep involvement of the entrepreneurs in their venture, make entrepreneurs especially attuned to emotional experiences, particularly as they are impacted by fluctuations in environmental resources and entrepreneurial activities (Jakob, 2013). In the last five years, entrepreneurial resourcefulness as a concept has been gaining the attention of entrepreneurship scholars, but the research remains fragmented, scattered, and lacks a unified structure (Fisher, Neubert, & Burnell, 2021; Hertel, Binder, & Fauchart, 2021; Michaelis, Scheaf, Carr, & Pollack, 2022; Reypens, Bacq, & Milanov, 2021; Trenton Alma Williams et al., 2021). Thus, there is a need for research that can bring coherence to the aspects that influence entrepreneurial resourcefulness, particularly a comprehensive perspective with the involvement of the stakeholders and the entrepreneurial community (Baker & Nelson, 2005).

1.3 Purpose of the Dissertation

The purpose of this dissertation is to enhance our *understanding of the influences on the resourcefulness of entrepreneurs.*

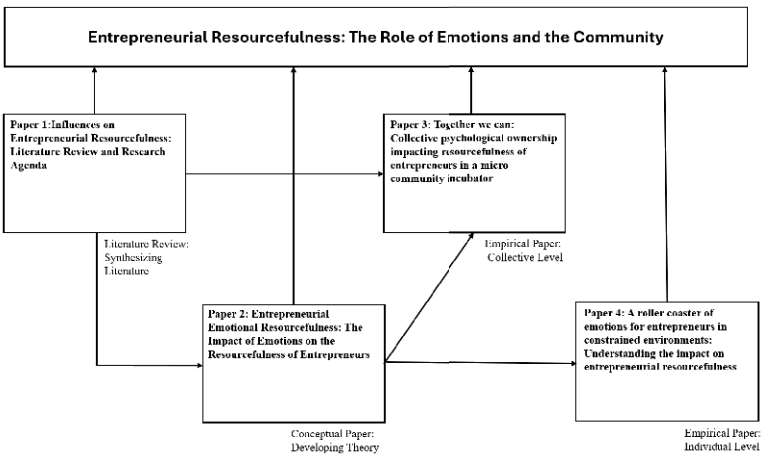

Figure 1: Positioning of Individual Papers

Figure 1 illustrates how I position these individual papers in addressing the overarching purpose of understanding the influences on entrepreneurial resourcefulness. I unfolded this comprehensive purpose by starting with paper 1, a systematic literature review to take the first step to synthesize the current state of literature and to understand the influences on entrepreneurial resourcefulness. The emerging findings show that the literature focuses on the entrepreneur, the entrepreneurial venture, and the community of the entrepreneurial venture, which are then represented in the typology presented in the paper. The analysis then further led to identify future research areas, including inner resourcefulness or psychological aspects, the in depth organizational factors and the role of the community. Hence, paper 1 informed the conceptualization undertaken in paper 2, where the focus was then developed towards the psychological aspects and particularly emotions. Paper 2 had the purpose to develop theory, particularly focused on the psychological aspects influencing entrepreneurial resourcefulness. It resulted in a novel concept, emotional entrepreneurial resourcefulness that explores emotion-laden behaviors influencing resourceful behaviors of entrepreneurs. Paper 1 and paper 2 then informed the paper 3 and paper 4. In paper 3, the aim was to understand how these aspects influencing entrepreneurial resourcefulness unfold in practice, hence this empirical paper explores collective affective experiences of entrepreneurs and their impact on resourceful behaviours in a community-based

venture. The emerging findings are analyzed from the collective psychological ownership lens that is a result of the collective sense resulting from the collective affective experiences and resourceful behaviours of the founding entrepreneur, collaborating with other micro-entrepreneurs and the local community of a community-based venture. The second empirical paper, paper 4, aims to understand the role of negative emotions in entrepreneurial resourcefulness in an extreme resource-constrained environment. This paper adopts an agentic perspective, exploring the individual and community mechanisms tied to self-reliant and joint resourcefulness, based on the intensity of the negative emotions experienced and their activation. Therefore, as a whole, the purpose of the thesis is to explore, immerse, and develop an understanding of the influences on entrepreneurial resourcefulness from psychological aspects, collective and individual emotions / affective experiences, and the role of the community of the venture. Hence, developing a comprehensive understanding of entrepreneurial resourcefulness, considering the essential actors across the entire landscape, including the entrepreneur, the venture, and the community.

I would also like to present my perspective in terms of my aim and aspiration with this research, which adds to the contributions of the research, from a personal outlook, my role as a researcher, and includes my desire to engage with practice. This research has come about as a combination of all these aspects. I have had the desire to undertake research in an area where the contributions are not only made to literature, but my research can also facilitate practitioners, being impactful, while also giving back to society.

Before being a full-time researcher, I had had past professional experiences and also an informal background of volunteer work and working in community-based ventures, from a very early age. It is an experience that has made me explore, witness, and understand the varied circumstances and environments under which entrepreneurs operate, and yet they continue towards finding solutions from the resources at hand. With the constant need to manage resources, entrepreneurs experience the unruly and turbulent roller-coaster of changing circumstances, but are often unaware of the influences of situations and conditions on them and their ventures. This leads them to continue with a ‘deal with it when it comes’ approach, rather than having a full understanding of these changes, their impact, and possible strategies to take. Hence, by understanding the influences on resourcefulness, entrepreneurs can maximize the potential of making the most of the available resources and understand how to manage them, while also being aware of the influences and their impact. Alongside, during my years of close contact with entrepreneurs, I also observed their ability to maximize the potential of resource management in terms of their networks and connections, and their involvement with the community of the venture, with an engaged approach when managing their resources. Hence, the motivation for this research springs from me-search (Wiklund, 2016), while keeping an open mind, and intending to contribute to literature that is relevant and has both practical and theoretical importance.

1.4 Why It Matters

Entrepreneurial ventures frequently face limited access to resources, particularly when they are small-sized (Fillis, 2003; Pret & Shaw, 2013). The finite nature of resources and the need for effective management frequently trigger affective experiences in the lives of entrepreneurs. So far, scholarly engagement with this reality has been insufficient. In this case, incorporating the context of the entrepreneurs and their businesses is crucial for grasping these resourceful actions, as this context sheds light on the elements that affect these actions and their development (Welter, Xheneti, & Smallbone, 2018). Entrepreneurship involves a wide range of emotions (Diener & Emmons, 1984; Malatesta, 1990). Entrepreneurs may experience joyful emotions like enthusiasm or happiness when goals and dreams are fulfilled (Cardon, Wincent, Singh, & Drnovsek, 2009; Stenholm & Renko, 2016). They can experience negative feelings such as anger or frustration when times are difficult and challenges are endless (Williams & Shepherd, 2016). Prior research has explored how emotions impact entrepreneurial decision-making and actions (Baron, 2008), and an emerging body of work has started to examine the interplay between emotions and resourcefulness (Fisher et al., 2021). Specifically, recent studies have briefly discussed entrepreneurs demonstrating resourcefulness connected to their emotional experience (Kosmynin & Ljunggren, 2022), reinforcing the importance of the role of emotions, but also highlighting our lack of understanding of how this unfolds. One of the reasons for the limited focus on understanding the mechanisms so far is due to the challenges associated with this approach, particularly in terms of data collection and analysis, and managing emotional closeness to the research field. I took this challenge with a methodological approach inspired by reflexivity, after training, continuously reflecting, and keeping in mind the complexities of the field. This has resulted in a rich and deeper understanding of entrepreneurial resourcefulness based on contextual sensitivity that helped to reveal hidden dynamics.

In scarcity, resourcefulness is understood as the ability to creatively utilize and mobilize the available resources to create value, and it becomes an essential entrepreneurial behaviour (Williams et al. 2021). Entrepreneurs confronted with significant resource limitations often focus their inventive approaches on their environment, with communities acting as crucial sources of support and shared resources (Afreh, Rodgers, Vershinina, and Williams 2019; Lumpkin, Bacq, and Pidduck 2018). Resourcefulness is particularly noticeable in impoverished settings, where entrepreneurs need to maximize their limited resources by developing connections to stakeholders to gain their support in maintaining businesses (Morris and Tucker 2023; Zehra & Nordqvist 2020). Yet, further in-depth research and empirical studies are required to understand how resourcefulness unfolds under these conditions (Williams et al., 2021) . Therefore, the thesis takes on this challenge and extends and builds theory, which is currently inconsistent and lacks an understanding of the deeper processes and mechanisms.

The current literature has recently defined entrepreneurial resourcefulness (Williams et al., 2021). But there is a lack of understanding of what influences the

resourcefulness of entrepreneurs and how these influences emerge. Consequently, it is essential to conduct research to clarify the factors that lead to resourcefulness and to discern the elements that affect resourceful behaviours (Baker & Nelson, 2005) in contexts of both resource scarcity and abundance, as this thesis explores. In this regard, it is crucial to identify the factors at the micro, meso, and macro levels of entrepreneurial ventures to comprehend resource management within the broader environment of the entrepreneurial venture (Williams et al., 2021). Therefore, the thesis aims to unpack the ordinary held assumptions in the literature, in terms of the past focus on the importance of resources, their types, and their deployment, and move further to join the current debates in the literature regarding the management of resources and the associated resourceful behaviors (Zahra, 2021). The presuppositions and the uncharted territories of entrepreneurial resourcefulness have been explored to move forward towards theory extension and development.

1.5 Outline of the Dissertation

The remainder of this introductory kappa is composed of four additional chapters. In Chapter 2, I outline the theoretical framework of this dissertation. Divided into three subsections, I examine entrepreneurial resourcefulness, understanding how resourceful behaviours are discussed in the literature, followed by an exploration of psychological influences on resourcefulness in the entrepreneurship literature, and community resourcefulness in the entrepreneurship literature. Chapter 3 describes the research design & methodology, explaining the philosophical stance, the empirical context, research approach, data collection, data analysis, research trustworthiness, and the ethical considerations involved in conducting this research. Chapter 4 provides a summary of the appended papers, including paper 1: literature review, paper 2: Conceptual paper, paper 3: empirical paper 1, paper 4: empirical paper 2. Chapter 5 highlights the primary contributions of the dissertation to both theory and practice, and also includes a reflection on the limitations and potential areas for future research. A reference list for the kappa is included immediately after Chapter 5, followed by the four individual papers.

2. Theoretical Perspectives

This chapter describes the theoretical frameworks that are part of the thesis:

2.1 Entrepreneurial Resourcefulness

Entrepreneurial resourcefulness is a relatively new concept that refers to the behaviors and skills entrepreneurs employ in resource management (Baker, Miner, & Eesley, 2003; Bradley, 2015), helping them to maintain their ventures (Misra & Kumar, 2000). The body of psychological literature has been examining resourcefulness as personal resourcefulness considers many of the aspects related to the inner-self, for example perception, cognition, affect, and motivation, and includes problem solving by individuals (Schuldberg, 1993). These psychological aspects also influence individuals' willingness to take risks and their overall motivation level (Nandamuri, 2013). Psychological resourcefulness can include management of emotional, cognitive, and behavioral resources (Luthans, Avolio, Avey, & Norman, 2007). Resourcefulness has been discussed recently as a metacognitive experience consisting of psychological and social well-being (Savchenko, Korvat, & Lavrynenko, 2023).

In the entrepreneurship literature, Williams et al. (2021: 2) define entrepreneurial resourcefulness as a "A boundary-breaking behaviour of creatively bringing resources to bear and deploying them to generate and capture new or unexpected sources of value in the process of entrepreneurship." Here, the boundary breaking behaviour aspect has been tied into innovation & creativity (Westley & Mintzberg, 1988), altering established mechanisms (Ganz, 2000; Van de Ven, Polley, Garud, & Venkataraman, 1999a) and moving away from set norms (Williams & Shepherd, 2016a). The aspect of bearing and deploying resources discusses the approaches taken to not only identify potential resources, but also their combination and transformation, as was discussed by Baker and Nelson (2005). Also, the role of entrepreneurial actors being significant in the management of the resources is in sync with the discussion by Feldman and Worline (2012).

Recently, Williams, Li, and Zhao (2024: 5) have also defined resourcefulness as "a social-cognitive process of bringing resources into use for an entrepreneurial schema that challenges and extends normative boundaries". Although in the last few years, entrepreneurial resourcefulness as a research area has been under discussion by entrepreneurship scholars, but most of the research so far has focused on understanding what constitutes entrepreneurial resourcefulness (Fisher et al., 2021; Fultz & Hmieleski, 2021; Hertel et al., 2021; Moss, Loor, & Parada, 2021; Reypens et al., 2021; Williams, Zhao, Sonenshein, Ucbasaran, & George, 2021). Given that the literature on entrepreneurial resourcefulness is still in its early stages, it is essential to conduct significant conceptual and empirical research on what influences entrepreneurial resourcefulness and how this impact unfolds, especially in an environment with limited resources, "the literature is often silent on the process of converting these objects to valuable resources, and also the degree to

which this behaviour occurs (and with what consequence) in penurious … resource contexts." (Williams et al., 2021: 2).

Entrepreneurial resourcefulness encompasses behaviours that are essential for entrepreneurs, who navigate constraints and limitations while seeking innovative solutions (Davis, 2015; Janssen, Fayolle, & Wuilaume, 2018). Grasping these actions helps entrepreneurs manage transitions and unpredictability that are part of their lives (Desa & Basu, 2013). It also enhances comprehension of the various approaches to resource management, where an entrepreneur either concentrates on the resources available to them and acts independently or collaborates with stakeholders and the community, seeking and sharing resources to establish or expand their ventures (Michaelis et al., 2020). Yet again, understanding the context of entrepreneurs and their ventures is crucial to uncover these resourceful behaviours, as it sheds light on the aspects that enable them and how they develop (Welter et al., 2018).

Entrepreneurial resourcefulness has been discussed recently from the perspective of choices of resourcefulness behaviours, as 'self-reliant behaviours and 'joint resourcefulness' behaviours (Michaelis et al., 2020). It has also been discussed as community resourcefulness in terms of resource mobilisation from local communities (Hertel et al., 2021). Within entrepreneurial resourcefulness, the concepts of behavioural resourcefulness, social resourcefulness, emotional resourcefulness, and personal resourcefulness have been explained, alongside community resourcefulness through the aspects of knowledge and connections (Ijaz & Edwards, 2020). Reypens et al. (2021) have taken the conversation further and discussed resource mobilisation behaviours, taking further the previous understanding of selective bricolage, and moving it towards being a strategic capability. Improvisation has also been explained as a resourceful behaviour that facilitates serendipity and the discovery of opportunities, particularly in resource scarcity and in informal ventures (Fultz & Hmieleski, 2021). Partnership-based resourcefulness is another perspective that focuses on the involvement of multiple actors (Moss et al., 2021).

A resourcefulness narrative is explained as "a discursive, temporal account of past or ongoing entrepreneurial actions, whereby an entrepreneur is presented as using, assembling, or deploying resources in creative ways to overcome an impediment. ", serves as a proactive mechanism based on past experiences, aimed at attracting external resource providers (Fisher et al., 2021: 1). A stream of research has briefly explored the effect that a lack of resources can have on motivating entrepreneurial actors to undertake innovative actions and reach beyond their current possibilities (Sonenshein, 2017). But, as the debate has been initiated on the behaviours of resourcefulness, a significant driving force to human behaviours, as described by the psychological and management literature, are emotions, cognition, values, and skills of individuals.

In the entrepreneurship literature, resourcefulness has been discussed as behaviours on the individual level, but it is also very much explained as a firm-level phenomenon due to its strategic capability in the form of a higher-order ability that

enables problem-solving on an organisational level. Examples of this can be through bricolage or improvisation (Baker & Nelson, 2005). In the past, resourceful behaviours were recognised by Barney (1991) as strategic initiatives that can help to achieve outcomes with limited or difficult resource conditions. Resourcefulness provides the ability for firms to manage diverse complexities and changing and dynamic environments, while developing supporting strategies that also promote leveraging relationships with stakeholders (Alvarez & Busenitz, 2001). Therefore, being a strategic capability, resourcefulness at the organisational level can allow the entrepreneurs and the venture to seek, utilise, combine, and deploy resources in creative ways and with the involvement of key stakeholders at different levels of the organisational landscape. These stakeholders can include the entrepreneur themselves, the entrepreneurial venture, including the members of the firm or employees, and those outside the organisation but within its community. Further ahead, the thesis also considers these levels for a comprehensive discussion.

2.2 Psychological influences on Resourcefulness in Entrepreneurship literature

Entrepreneurs' emotions and cognitive processes play a crucial role in their lives (Brotheridge & Lee, 2008), as they face diverse environmental effects that trigger emotions (Vigoda-Gadot & Meisler, 2010). The emergence of the role of psychological aspects in organisational theory and management literature includes the work of Berg (1979), who views an organisation as an environment where the emotions of the members have an impact on the processes and structures. There is also the work of Fineman (1996) on emotional meanings attributed by managers, based on the strategic role of emotions. Emotion is "a psychic and physical reaction subjectively experienced as a strong feeling and physiologically involving changes that prepare the body for immediate vigorous action" (Ben-Ze'ev & Ben-Ze'ev, 2001: 45-46). Although debates exist in terms of its definition, but "an emotion is a valence affective reaction to perceptions of situations" (Richins, 1997: 127) Emotions are our responses generated against stimuli and precede feelings, which eventually lead towards behaviours and then the associated actions (Heilbrunn, 2019), as also explained by Barbalet (1996: 87) that, "persons do not choose their emotions". Feelings are more subjective as they are heavily influenced by our personal experiences and our perceptions of the world around us over time (Damasio, 2004), "Emotion experience reflects some of the outcomes of the mostly nonconscious processes that compose emotion…often referred to as "feelings."" (Frijda, 2009: 264). But, unlike feelings, 'emotions' are considered to be more generalised, being the autonomic and uncontrollable response in the amygdala, a collection of nuclei in the temporal lobe within our brains, in terms of the activity of brain structures as a reaction to elicitation or an external stimulus (Aggleton & Mishkin, 1986; Baxter & Murray, 2002; Phelps, 2006). They are also termed as a response from individuals, due to triggers from their environment (Mayer & Salovey, 1997).

Previous research in psychology indicates that the emotional aspects of stimuli are automatically processed (Zajonc, 1984). Affect, emotions, cognitions, and behaviour all have a complex relationship, and even more so in organisations and particularly entrepreneurial ventures (Nikolaev, Shir, & Wiklund, 2019). The affective and cognitive systems in humans are analytically considered distinct, yet they work closely together, due to their connection and interdependence, and affect may override the cognitive process, as in the case of irrational behaviour (Hayton & Cholakova, 2012). Research has further worked towards understanding the role of emotions in strategising and strategic management, and emotions impact the ability to make decisions and the inclination towards taking risks (Brundin & Liu, 2015; Brundin et al., 2021; Kouamé & Liu, 2021). Research has also discussed the role of past experiences on emotions (Stanley, 2010) and the monumental work of Lazarus and Lazarus (1991), the relational theory of emotion, with the influence of the environment on the individual, and explaining the motivation behind emotion as a reaction to environmental conditions.

In entrepreneurship literature, researchers began to explore the influence of psychological aspects on entrepreneurial decisions (Brundin, Patzelt, & Shepherd, 2008; Foo, Uy, & Baron, 2009; Shepherd, Wiklund, & Haynie, 2009). The discussion has included the role of displayed or felt/experienced emotions, where displayed emotions are more closely associated with particular situations demanding only a certain set of emotions, for example, workplaces and the nature of work (Brundin et al., 2008). But, exploring and investigating a combination of both verbal communication and outward expressions can allow one to closely understand the emotion experienced by an individual (Baker, Meyer, & Chebat, 2013). Further on, researchers have also considered the role of entrepreneurs' interpretation of emotions and the responses that follow certain uncontrollable events or conditions, which can allow many entrepreneurs to become resilient (Jenkins, Wiklund, & Brundin, 2014). Literature also explains emotional intelligence, stepping further away from the emotion itself to include cognition in terms of recognising emotional patterns (Mayer & Salovey, 1997).

In the past, researchers have been curious, particularly in the psychology literature, to understand the connection between cognition and emotion (Lazarus, 1984; Neisser, 1976). Entrepreneurship is itself a cognitive process (Katz & Shepherd, 2003; Krueger, 2003; Shane & Venkataraman, 2000; Shane, 2003) and cognitive behaviour therapy literature explains how individuals can learn the art of understanding their emotions, evaluating them, developing them and learning to apply approaches based on affect (Attwood, 2004; Sharpe et al., 1996). Entrepreneurial cognition encompasses the insights, recollections, and interconnected ideas that arise when entrepreneurs engage with others and their surroundings, influencing their actions (Mitchell et al., 2002). "Entrepreneurial cognition focuses on the entrepreneurs' mental models and how their psychological traits link to the entrepreneurial process" (Chen, Chang, & Lo, 2015: 906). This results in cognitive patterns to emerge in line with the conditions (Ge, Li, Zhao, & Yang, 2022). Recently, affect as a phenomenon to be researched has gained the eye and attention of entrepreneurship scholars, and emotions and their importance in

entrepreneurship have also been part of discussions over the last decade (Baron, 2008; Hochschild, 1983; Nikolaev et al., 2019). In the entrepreneurship literature, the importance of emotions is seen as significant, being one of the basic pillars of human existence, but more importantly, having a central role in entrepreneurship (Baron, 2015). Scholars have shown interest in the affective aspects of entrepreneurship, particularly highlighting the need to further conduct research on the entrepreneurial mind, in terms of affect, and especially emotions (Baron, 2008; Cardon, Foo, Shepherd, & Wiklund, 2012). Meanwhile, affect has been discussed as being extremely relevant in the entrepreneurship literature, both in terms of venture creation and even more so for sustaining the ventures in extreme conditions (Barrett, Gross, Christensen, & Benvenuto, 2001).

Entrepreneurship is considered to have its share of complexities, with the close involvement of other strategic actors, as entrepreneurs face diverse circumstances (Cardon, Zietsma, Saparito, Matherne, & Davis, 2005b). Yet, there is the presence of the everyday basics of human emotions as fiery conditions that are triggered due to stimuli and take over the body and mind, yet can be relatively brief. Meanwhile, humans may also experience moods that are a state of affairs that can be initiated even without a determined cause and with a relatively longer impact over time (Frijda, 1986; Watson & Tellegen, 1985; Zillmann, 2003). Humans experience the world through their emotions, while understanding it through their perceptions (Härtel, Zerbe, & Ashkanasy, 2015). For entrepreneurs, emotions can play a significant and central role within the entrepreneurial process, as well as the development of the venture, with their additional motivation to contribute to the issues being "public concerns within which their venture was embedded." (Clarke & Holt, 2010).

Entrepreneurial emotions have been explained as emotions that precede, occur simultaneously or are a result of entrepreneurial activity, "meaning the recognition/creation, evaluation, reformulation, and/or the exploitation of a possible opportunity" (Cardon et al., 2012: 1). Entrepreneurial emotions are the mental states that arise in response to either internal or external factors, and they can occur before, alongside, or as a consequence of engaging in entrepreneurial activities (Cardon et al., 2012). One of the key emotions experienced by entrepreneurs that is examined more thoroughly is passion, which can propel entrepreneurs to advance their business and utilise the resources at hand, regardless of whether they are in a resource-limited or resource-rich environment (Ciambotti, Zaccone, & Pedrini, 2023). Entrepreneurship is an emotional journey with its highs and lows (Schindehutte, Morris, & Allen, 2006), and the emotional attachment of the entrepreneur to their venture (Cardon et al., 2005b) takes the entrepreneur into different states of emotions. The development of the literature within organisational emotion has operationalised emotions through affective dimensions (Beal & Ghandour, 2011). Entrepreneurship research has also only begun to focus on the role of emotions in a little over a decade (Brundin et al., 2008; Cardon, Wincent, Singh, & Drnovsek, 2009; Corbett & Hmieleski, 2007). Alongside, recent research has acknowledged the significance of understanding the emotions of entrepreneurs, while requiring further empirical work in this area (Kibler, Wincent, Kautonen,

Cacciotti, & Obschonka, 2018). In the case of resource management, resourcefulness can manifest in various ways, one of which is also effectuation through entrepreneurship, requiring the management of emotional limitations, which in turn influences entrepreneurial thinking and the capacity to comprehend and interpret emotions (Ge et al., 2022).

When conceptualizaing emotions, the term 'Affect' has been discussed in the literature as an umbrella term for emotions and cognition in humans, but it also undertakes a deeper look into emotions from the perspective of being positive or negative (Slovic, Finucane, Peters, & MacGregor, 2007). Affect is therefore defined as a neurophysiological state that is subjectively experienced as being pleasant versus unpleasant " (Le Nguyen & Fredrickson, 2017: : 1). In the human body, " the affect system, is therefore the primary motivational system because without its amplification, nothing else matters, and with its amplification, anything else can matter. It thus combines urgency and generality. It lends its power to memory, to perception, to thought, and action no less than to drives." (Tomkins, 1984: 164). Models of affect have been explained in the literature as states of arousal, activation versus deactivation, and a valence of pleasant versus unpleasant (Barrett et al., 2001). Hence, affect can be interesting to explore, not only in terms of the positive and negative aspects but also the conditions triggering the activation. Literature has debated the connections between emotions and affect. Probyn (2005: 25) explains emotions as "social expression of affect and affect in turn the biological and physiological experience of it.". Emotions have also been explained in terms of primary and secondary emotions, in terms of the basic emotions (Ekman, 1992). More extensively, emotions have been discussed as positive and negative (Tice, Baumeister, & Zhang, 2004) and affect is explained in terms of these positive and negative emotions that are experienced by individuals, and in turn impact the cognition that can further lead to particular actions (Diener & Emmons, 1984).

Positive affect has previously been explained in terms of the aspects of the intensity of enthusiasm, activeness, motivation and energy (Watson, Clark, & Tellegen, 1988). It has been studied relatively more broadly in the literature, associated with these and similar aspects (Fredrickson & Losada, 2005). Positive emotions have mostly been discussed as creating experiences that can help build resources (Fredrickson, 1998, 2001), particularly those of a psychological nature (Lapalme et al., 2023). For entrepreneurs, it can be their passion (Cardon et al., 2005a), hope (Foo, 2011), happiness (Su, Liu, Zhang, & Liu, 2020) or their combined experience of positive affect (Baron, Hmieleski, & Henry, 2012). Furthermore, positive emotions can also help to capitalise on social capital (Huy & Zott, 2019). Meanwhile, negative emotions have received less attention, yet are considered to be an essential part of the everyday life of an entrepreneur (Patzelt & Shepherd, 2011). Negative affect has been referred to mostly in the literature as the operationalisation of the emotions of anger, frustration, shame, distress, and anxiety (Chiu & Francesco, 2003; Nikolaev et al., 2019), requiring further presence in the entrepreneurship literature. (De Silva, 2012). Recently, some isolated negative emotions have been explained, including fear, anger and shame (Bacq, Toubiana, Ruebottom, Ormiston, & Ajunwa, 2023; Cacciotti & Hayton, 2015; Smith &

McElwee, 2011; Warnick, Davis, Allison, & Anglin, 2021; Welpe, Spörrle, Grichnik, Michl, & Audretsch, 2012). Negative emotions have also been discussed as associated with negative affect (Mor & Winquist, 2002) while positive emotions have been associated with positive affect (Nikolaev et al., 2019).

The further fascinating aspect, and with limited presence in the literature, is the impact of these emotions being counterintuitive, with negative emotions explained to be activated with a thrust, especially when individuals are present in a resource-constrained environment (Ben-Ze'ev & Ben-Ze'ev, 2001), where resources are scarce. Yet, this push helps to develop solutions for entrepreneurs' survival and that of their community, by establishing ventures. There is also the concept of emotional messiness (Brundin, 2021), which has been discussed briefly in the literature and considers the mix of emotions. As most of the current research on this solid valence of emotions is from the Western world, the role of emotions in another culture, for example, South-East Asia, being an emotional and collective cultural habitat (Boellstorff & Lindquist, 2004), could provide novel insights into the phenomenon.

Demanding environments can overburden the access and management of resources, creating negative emotional states as the eventual outcome (Lazarus & Folkman, 1984). Demands on people to perform well within tight deadlines, while also upholding high quality standards, are not only experienced by entrepreneurs, but also a key aspect in the current work life (Andrieş, 2009). Therefore, emotions have a significant role in the interaction among individuals and the environment, particularly in the presence of a diverse set of strategic actors (Brundin et al., 2021). It generates collective emotions and emotional contagion that can allow an exchange of emotions through non-verbal communication channels (Barsade, 2002). Collective emotions are "manifestations of widely shared feelings, as group interests and aims are pursued. The resulting emotions are qualitatively different from individual or private emotions because they are the result of acting and feeling together *as a group*." (Sullivan, 2015: 383). "One of the most powerful ideas in contemporary social psychology is that the self is defined largely in terms of group memberships" (Mackie & Smith, 2015: 263). Individuals have also been discussed in management literature to experience dispositions in terms of emotions, particularly associated with the difference in the social class level (Henry, 2004). But, research indicates that overall emotions can influence the ability of an individual to make the most of the available resources, followed by their effect on cognition and behaviour (Welpe et al., 2012). Overall, affect has been explored in the literature as significantly tied to self-regulation, motivating individuals to achieve objectives, and managing their surroundings in entrepreneurial ventures (Bechara, Damasio, & Damasio, 2000; Damasio, 1999; Nambisan & Baron, 2013). While positive affect in particular has been studied in the literature over the years to be behind the motivation and passion, when realising an action (Daniel & Sonnentag, 2014; Fredrickson & Losada, 2005; Ramsey & Gentzler, 2015), particularly in the entrepreneurship literature (Baron, 2008; Baron & Tang, 2011). On the other hand, negative affect has also been acknowledged in the literature to be a significant mobilizer of forces to advance towards meeting objectives (Alloy & Abramson, 1979; Taylor & Gollwitzer, 1995). Researchers have also discussed

the significance of discrete emotions and how they may become more evident at the secondary appraisal stage, with its associated consequences in terms of motivations and cognition (Edwards, Ashkanasy, & Gardner, 2009; Westley & Mintzberg, 1988).

Alongside, emotions and cognitions are connected through value creation, and resourcefulness is also explained as a form of delivering new or unexpected value (Williams et al., 2021). Meaning is assigned to any resource that helps to determine its value, and entrepreneurs undertake resourceful behaviours to determine novel ways of value creation (Kor, Mahoney, & Michael, 2007). Entrepreneurs frequently refer to their ventures as their child or baby, not just expressing the deep personal connection (Cardon et al., 2005b), but also emphasising the cyclonic motivation and fervour that comes as a rage of emotions, developing them into almost do-or-die entrepreneurs. Studies have explored entrepreneurial failure and the role of emotions in the past (Byrne & Shepherd, 2015; Shepherd, 2004; Wolfe & Shepherd, 2015). Most of these studies analyse the lack of a sense of failure that leads to the generation of negative emotions that further contribute to the failure, exit, or the downfall of the venture (Oser & Volery, 2012). But, there is a dearth of literature that views the negative emotions in terms of their eventual influence on cognition and behaviours, especially for entrepreneurs in resource-constrained environments (Baron, 2008). This perspective can further help to develop an understanding of emotions and how to manage them, in terms of cognition that follows them and the behaviours. This also connects to the 'experience of emotion' (Russell, 2003; Russell & Barrett, 1999), particularly in terms of changes in core affective states due to the interactions with the community of the entrepreneurial venture.

2.3 Community Resourcefulness in Entrepreneurship Literature

Creating new social connections is crucial to extending resource-seeking efforts beyond the existing network and exploring sources that are currently inaccessible (Browder et al., 2023). Business owners greatly rely on their social networks to obtain resources (Alvarez & Barney, 2007). Social networks and multi-stakeholder partnerships foster community gathering and social unity by connecting entrepreneurial firms and their owners and facilitating them to collaboratively address organisational challenges and community issues (Baker & Powell, 2019). To initiate resource sharing, entrepreneurs must cultivate social connections with external stakeholders, such as individuals beyond the venture, to obtain assistance or to provide support to those within the community and the surrounding environment (Moss et al., 2021). This reciprocal channel fosters a community of supporters who serve as both resource contributors and recipients, ultimately enhancing resource management for the entrepreneurial firm and advancing its objectives (Hertel et al., 2021). The stakeholders of an entrepreneurial enterprise, including the venture founder, employees, board members, customers, and consumers, can encounter collective influences that affect everyone involved (Shepherd, 2016). However, the aspects related to external stakeholders are crucial

as well, particularly those that are common among certain groups and the community connected to the entrepreneurial venture (Farny, Kibler, & Down, 2019; Salmela & Nagatsu, 2016). Scholars have stressed the importance of collective-level phenomena in different contexts (Durkheim, 1912). Collective forces emerge from an individual's evaluation of their connections and the identification of themselves as part of a social group (Goldenberg, Halperin, Van Zomeren, & Gross, 2016). Their experience comes from being part of a group, which distinguishes them from individuals, and although these group efforts are communal, they are also experienced on a personal level (Goldenberg, Garcia, Halperin, & Gross, 2020). Mobilisation and resource allocation are influenced by social practices found within communities (Moisander, Hirsto, & Fahy, 2016). The collaboration between an entrepreneurial venture and its stakeholders is essential for entrepreneurs to gather and handle resources, involving innovative collaborative methods that include participation from entities outside the venture, such as government and non-government organisations (Bhattacharjya et al., 2023).

The entrepreneur's community is significant for the entrepreneur and impacts the venture as it affects the overall environment in terms of the norms, rituals, values, beliefs, narratives, and customs of that community (Latham & Tello, 2016; Martens, Jennings, & Jennings, 2007). This influences the interactions of the entrepreneur with their community (Lumpkin, Bacq, & Pidduck, 2018), considering the different types of communities (Bacq, Hertel, & Lumpkin, 2022). Community resourcefulness has been explained as entrepreneurial activities that focus on making use of resources from the local communities, as well as sharing resources with them (Hertel et al., 2021). Communities can be defined in different ways, but recently, communities have been described based on geographical connotations, identity, interest or solidarity, and intention, and geographical is the most commonly understood type of entrepreneurial community (Bacq et al., 2022). Community resourcefulness is an "approach to engage a multitude of resource providers from a community with the result of "getting more from many" (Hertel et al., 2021: 2). It focuses more on the community that provides support and resources to the entrepreneur, including all types of resources, for example, materials, financial, emotional, and social networking between entrepreneurs and the community members (MacKinnon & Derickson, 2013). Community members may also receive benefits from the local ventures (Anderson & Obeng, 2017). This is important as small communities often need the support of the ventures, while the ventures want to include their community, due to the close contact, and also want to positively impact them through their ventures (Schaltegger & Wagner, 2011).

Entrepreneurs running community-based ventures display resourceful behaviours (McKnight & Kretzmann, 1993). Community-based ventures that focus on giving back to society bring together people, including entrepreneurs and others in the community (Borzaga, 2015; Somerville & McElwee, 2011; Tracey, Phillips, & Haugh, 2005). The community then displays a collective effort that also results in collective affective experiences (Fodor, Curşeu, & Fleştea, 2016; Seo, Barrett, & Bartunek, 2004; Williamson, Drencheva, & Wolfe, 2022).

3. Research Design and Methodology

This chapter describes the research design and methodology, including the philosophical stance, the empirical context, the research approach, data collection, data analysis, research trustworthiness, and research ethics.

3.1 Philosophical Stance

This section elaborates on the interpretative approach followed throughout the thesis. The ontological and epistemological foundations of the thesis are then outlined.

Reality is as complex as the unknown, or it is simply present, as it may be, without taking into consideration the human interactions and existence. But, is there anything in the world that we can be completely certain of? Sense-data may help us address the reality of any object in the world through our senses, being "things that are immediately known in sensation: such things as colors, sounds, smells, hardness, roughness, and so on." and a "collection of all physical objects is called 'matter'" (Russell, 2001:7). We may then wonder about the existence of matter itself, independent of it being seen. Pierre Charron, a sixteenth century theologian, discussed the Pyrrhonismin LA Sagesse, explaining that the detailed study of mankind is the exploration of the man's abilities and capacities, possibly leading to further doubt and difficulty to understand and attain the truth about objects and aspects, but then applying a systematic method of inquiry to receive knowledge (Popkin, 1954). Later, Descartes introduced the method of systematic doubt, simply stating that anything doubtful would be doubtful, unless a reason arose to contradict it, and one's existence as ' I think therefore I am' (Russell, 2001). But, there also is the realisation of our thoughts and feelings having primitive certainty, being 'logically ineffable' (Moyal-Sharrock & Brenner, 2005; Russell, 2001).

Reality can then be argued to be a conversational construct (Shotter, 1993), in the sense that as research develops, it adds to current conversations in the research about our understanding of reality. But, to have a valuable conversation, it is important to understand what precedes these conversations and what they are grounded on, that is, reflections and immersion. The idea of reflection in research is commonly associated with reflexivity, a concept that emerged prominently during the "interpretive turn" in the social sciences. Reflexivity denotes the action of researchers critically assessing their impact and role within the context of their study (Alvesson & Sköldberg, 2017). This entails contemplating one's background, biases, emotions, and interactions with participants. Finlay (2002) posits that reflexivity enables researchers to "navigate the swamp" of intricate research environments by being mindful of how their presence and positionality influence the knowledge created. Alvesson and Sköldberg (2017) identify various levels of reflexivity, ranging from basic reflections on methodology to deeper philosophical considerations regarding epistemological foundations. They contend that research should not merely yield empirical findings but also stimulate self-reflection and

theoretical advancement. This higher-level reflection allows scholars to transcend superficial data analysis and recognize the context-dependent, collaboratively built nature of knowledge.

Researchers frequently encounter dilemmas regarding access, consent, interpretation, and representation, and engaging in reflection on these challenges enables them to respond in an ethical and adaptable manner instead of rigidly following set procedures (Tracy, 2010). For example, in ethnographic and participatory studies, researchers must continually evaluate their roles, biases, and power dynamics to ensure that participants' voices are neither misrepresented nor exploited. Moreover, reflection contributes to methodological transparency, that is, by candidly discussing the choices made throughout data collection, coding, and interpretation, researchers offer a more solid and accountable presentation of their results (Lincoln, 1985) and this is particularly important in qualitative research, with the need for a high level of credibility, confirmability, and transferability.

There are numerous effective tools available for embedding reflection within the research process. For instance, research diaries and field notes are frequently utilized to document thoughts, feelings, and the reasoning behind decisions made during fieldwork or data analysis (Ortlipp, 2008) and these can act as both analytical support and mechanisms for transparency. Memos used in grounded theory (Thornberg & Charmaz, 2014) and field notes collected in ethnographic studies additionally promote reflexivity by prompting researchers to record their responses and changing interpretations. Furthermore, engaging in debriefing and discussions provides opportunities for researchers to articulate and critically examine their assumptions, thus bringing the implicit aspects to light. These methods contribute to “reflection-in-action” and “reflection-on-action” (Schön, 2017) —where the former denotes the instinctive and immediate adjustments made during a process, while the latter involves a reflective examination of past choices and their consequences. So, the reflections are followed by discussions and possible revisions. This follows an interpretative framework that highlights the socially agreed upon, or created, aspects of reality, along with the researcher as a subjective participant, embedded in a social context that collaborates in forming it (Alvesson & Deetz, 1999). The researcher is considered an “advocate” of a specific perspective, and this perspective is just one among numerous possible viewpoints. Consequently, it is essential to engage readers with the text rather than alienate them, encouraging them to explore alternative interpretations (Stake, 1995b).

A fundamental aspect of reflective research is understanding that the researcher is not an unbiased tool, but rather a socially and culturally contextualized individual. Factors such as gender, race, class, nationality, and professional identity shape how one views the research subject, engages with participants, and interprets results (Berger, 2015). Recognizing this positionality does not diminish the validity of the research; in fact, it increases authenticity and awareness of the context. For example, feminist academics have consistently highlighted the significance of situated knowledge (Haraway, 2013), asserting that all knowledge is generated from particular social positions. Adopting this viewpoint allows researchers to provide context-rich, nuanced narratives rooted in lived experiences. Here, understanding

and interpreting are fundamental ideas in this thesis. To understand something means to perceive it from a specific viewpoint (Burr, 1996). understanding is "participative, conversational and dialogic….and is achieved only through a logic of questions and answers…(where) meaning is negotiated mutually in the act of interpretation…" (Schwandt, 2000: 195). Then, establishing understanding triggers interpretation and "The interpretive approach seeks to explore contextual meaning and subjective interpretation" (Howorth, Tempest, & Coupland, 2005: 29)

Reflective practices play a vital role in enhancing research quality by promoting the growth of trustworthiness, authenticity, and analytical depth. According to (Tracy, 2010), "sincere" and "resonant" research are essential characteristics of high-quality qualitative studies, both of which are nurtured through continuous self-reflection and openness. Charmaz (2014) emphasizes that in adaptable research frameworks like grounded theory, the insights that arise should inform the development of research questions and techniques, supporting the notion that being responsive is a strength instead of a flaw in methodology.

As with research, challenges can exist, and with reflective research, with all the opportunities, when engaging with reflexivity, there is the possibility to be over-involved in self-analysis and over-introspection, which can further create delays or even analysis paralysis, if not managed. Hence, the approach was to pre-plan and develop a structure with the aspects to be monitored and analyzed, and also to assign specific timelines for this process, which helped to reveal the benefits of this approach.

3.2 Research Approach

The approach taken does depend on the ontological and epistemological stance, but even more so on the social-psychological perspective undertaken. This involved data to be gathered, not only directly from participants, but also in the form of observations, to take into consideration, the aspect of construction of emotions in terms of the context and the "intersubjective and collection nature of emotions" (Brundin et al., 2021: 15). Hence, I initially took inspiration from this recent work by Brundin et al. (2021: 16) as they discuss capturing of emotions and suggest, "a social-psychological approach to emotion and uses qualitative methods….we encourage researchers to be creative and daring by combining these methods, preferably in real-time studies, to "catch" emotions in context where and when they occur". I also understood the challenging task of opening the doors in terms of understanding collective emotions, and here Zietsma, Toubiana, Voronov, and Roberts (2019) served as a guide, describing the significance of observations and that emotions are generated when individuals interact. Therefore, interviews, observations, and digital data all lead to a multi-data approach. I also took guidance from Kouamé and Liu (2021) in terms of understanding the possible issues and methodological opportunities, following a structural coding system, in line with the recording of observations. As and when I could use, I kept myself aware of the direction of emotions (Brundin & Härtel, 2014) and the performative nature of emotions, based on interpretations made by those involved (Brundin & Melin,

2006). Thus, next is a description of the data collection techniques used for the empirical studies.

Inspired by qualitative research that undertakes in-depth data collection through open-ended interviewing and also provides the opportunity to explore "naturally occurring data", while taking into consideration "contextual sensitivity" (Silverman, 2015), the research employs the case study method for the empirical papers. This involves focusing on the in-depth and extensive investigation and description of the social phenomenon in the study (Yin, 2017). The first steps taken here have been in terms of my understanding and definition of a case, and as Yin (2018) points out, the importance of setting up the beginning or end points of a case. Case study research allowed this relatively nascent research area of entrepreneurial resourcefulness within the entrepreneurship literature to be explored. Through the case study research, I was also able to follow and understand the processes associated with the phenomenon, rather than a mere focus on incidents (Yin, 2018). It served the purpose of the study in terms of understanding real-world cases and also taking into consideration the significance of the contextual conditions associated with the cases (Yin & Davis, 2007). Further, it provided the possibility to undertake in-depth investigation of the phenomenon in its real-world context, "especially when the boundaries between phenomenon and context may not be evident. " (Yin, 2018: 15). This together provided the opportunity for new insights to emerge within resourcefulness in the entrepreneurship literature, while also creating the pathway for a road towards theory building. Meanwhile, the choice of case study was also in line with my philosophical stance, with Yin (2018)'s explanation having an aide-memoire, "pursue a constructivist approach, designing and conducting your case study- attempting to capture the perspectives of different participants and focusing on how their different meanings illuminate your topic of study".

The cases being entrepreneurs go hand in hand with the formulation of the research questions and the research design, yet did not restrict the conceptual development as new insights emerge during the research process (Perren & Ram, 2004; RAGIN & Becker, 1992; Stake, 1995a). I took inspiration from Miles and Huberman (1994: 27) that suggests to "think intuitively, think of the focus, or 'heart'" and build outward…..Define the case as early as you can during a study", which helped to guide the research process. This led to the next step, in terms of the formulation of the 'how' and 'why' research questions in each paper and they are also in-line with the exploratory nature of my research.

In my research, I undertake a single longitudinal case study in paper 3, while a multiple case study in paper 4. Although I understand the presence of some challenges when managing the different methods, the methods for the empirical papers are informed by the research questions. Also, I take this as an opportunity to explore these complementary methods and briefly explain the potential benefits of exploring them in the respective papers, along with the possible challenges.

The single case was 'critical' to the research topic and the preliminary theoretical perspectives of the research in paper 3. It is an extreme case in terms of the literature

in entrepreneurship, but a 'common' case from the perspective of its context and the contribution about social phenomenon, in terms of its components, context, and temporal extent, allowing new insights to emerge, alongside intensive investigation in the real-world setting (Duneier & Carter, 1999; Eisenhardt & Graebner, 2007; Small, 2004). It was also revelatory in terms of the limited empirical studies that have particularly focused on understanding the impact of collective affective experiences on the resourcefulness of entrepreneurs, in this particular setting, with additional benefits in terms of access and the opportunity to observe the phenomenon (Eisenhardt & Graebner, 2007; Yin, 2018). Hence, it was the most appropriate choice for paper 3, considering the intention to explore and understand the collective affective experiences in the presence and the involvement of the community of the venture and the entrepreneurs that are part of the study.

Multiple case study research provided the strength to the analysis through the understanding of the phenomenon unfolding in terms of the different cases, while also providing the opportunity for more compelling evidence and robustness (Herriott & Firestone, 1983). The multiple case study relied on several cases, "a full contextual analysis of fewer events or conditions and their interrelations" (Cooper & Schindler, 2001: 137), taking into consideration theoretical saturation "no additional data are being found whereby the sociologist can develop properties of the category. As he sees similar instances over and over again." (Glaser & Strauss, 1967: 61) while also emphasizing the "rich, thick data" (Geertz, 1973: 10). The multiple case study approach was particularly productive when exploring phenomena, as data was rare and therefore novel and a precise account of the phenomena was captured (Eisenhardt, 1989). Hence, the paper no. 4, where the negative emotions of the entrepreneurs are explored, to capture novel accounts of the phenomenon, a multiple case study approach was particularly appropriate

Ragin (2014) discusses the conceptual map to answer questions related to 'what is a case', the cases that are part of this study have been defined in line with this explanation. This led the cases to consist of entrepreneurs who are founders of small-sized entrepreneurial ventures. The intention was to employ different data collection techniques, with the primary methods being in-depth, unstructured, and open-ended interviews with the entrepreneurs and the different key stakeholders involved in the development of the ventures. Alongside, for paper 3 are the observations, which are also significant and allowed rich and thick descriptions to emerge from the data. Further more in paper 4, the digital data, in the form of extended video content, textual data, and images, deepens the understanding and triangulation. Additionally, the case study research provides the opportunity for a combination of data collection techniques to be employed effectively. The complexities associated with a combination of different techniques were managed through guidance from Kouamé and Liu (2021) to keep a structured approach with coding protocols to manage the data.

3.3 The Empirical Context

The significance of context in entrepreneurship research has been receiving a lot of attention in the last decade, with scholars emphasizing its importance, as it "fosters creative and novel analyses and explanations by situating phenomena, research questions, theories and findings in their natural setting." (Bjørnskov & Foss, 2016: 480; Welter, 2011; Zahra, Wright, & Abdelgawad, 2014). Contextual elements have strong influences on ventures and their development (Van de Ven, Polley, Garud, & Venkataraman, 1999b; Zahra, Sapienza, & Davidsson, 2006). Context can also allow to deeply explore the richness of an entrepreneurial phenomenon, in terms of the lesser explored aspects and also as the trigger for entrepreneurship (Pasillas, Brundin, & Markowska, 2017). "the setting is the focal actors' environment and background (e.g. culture, historical moment in time, and geographic location)… provides both a backdrop to the characters' actions and an essential part of the narrative's mood and emotional impact; it captures the contextual dependencies between time, place, situation, and participants." (Markowska & Lopez-Vega, 2018: 283). Also, the context and its associated conditions affect the individual, their needs, their motivation, and their forthcoming life circumstances (Henry, 2004). However, in the past, most of these aspects in management research have been discovered on an impromptu basis or as the eventual findings, rather than their consideration as an important part of the research (Zahra et al., 2014). Alongside, there is still limited research on the effect of psychological aspects in the contextual setting, hence the further need for contextualization in this area (Gooty, Gavin, & Ashkanasy, 2009). For example, recent inspiring work further points out that "the contextualization of emotion is limited" (Brundin et al., 2021: 13).

Hence, right from the beginning of my research, I decided to have the context at the center stage of the research. This includes a focus on various elements, including theoretical, practice, geographical, cultural, and topical perspectives. Here, the theoretical and practice elements are concerning entrepreneurship, both as an area and the development of small ventures. The geographical, cultural, and topical elements are interrelated, as they are all threaded together with the location of the ventures and the entrepreneurs, that is, Pakistan in South-East Asia. The connection of these elements go back to the origins of context itself, the Latin words 'con' and 'texere', that form the word contextus, that means 'to weave together', which I feel is not only the right description of the composition of the context itself, but also its role in the research process in weaving together all the aspects of my research.

Pakistan is an emerging economy "among the fastest growing in the coming years with a projected annual growth rate of 6% through to 2026" (McKinsey&Company, 2019). It is among the nations that are key to the future global growth, as the world experiences economic and political transitions, yet currently major challenges exist in the country, in terms of access to education, poverty, and employment for the large increasing population of young adults (International Monetary Fund, 2016). In these times, the larger portion of the employment is provided by small entrepreneurial ventures that contribute to more than 30 per cent of the GDP (Chemin, 2010). "nearly 90 percent of the business enterprises, provides 80 percent

of the employment opportunities to non-agricultural labor force" (Noshab, 2003). Meanwhile, small-sized ventures are also experiencing growth, often being established with limited resources, yet individuals set their heart to not only create employment opportunities for themselves but also aim to take their local community on this journey and improve their lives, while overall contributing to society. These entrepreneurs contribute to the development of the local community through the close association and involvement of the local community members in the venture's development (Ali & Yousuf, 2019). Yet, limitations due to economic and legal regulations, the current policies create a difficult scenario for individuals aspiring to establish ventures (McKinsey&Company, 2019).

Micro ventures " have been recognized as an important potential sector for generation of employment opportunities and major contributor of livelihood for the poor class….also act as driver of structural change." (Sharafat, Rashid, & Khan, 2014: 68). In an environment of resource scarcity, entrepreneurs indulge in bricolage, initially only seen from the perspective of "a way to temporarily get by," yet the recent novel work by Busch and Barkema (2021: 741) has introduced small ventures to employ resourcefulness perspectives and develop their ventures extensively. Hence, this new debate in the literature resonates with the development of many small ventures in Pakistan, initially from a survival perspective and moving towards the development of the ventures. Alongside, with digitalization significantly on the rise in Pakistan, local telecommunication firms having over 150 million subscribers, with nearly half of them having access to 3G/4G, and over 40 million social media subscribers and e-commerce growth crossed US1 billion mark in 2018 onwards, all of which are seen to have an even higher growth rate in the rural areas and small towns, a major shift has also been seen with entrepreneurs having an online presence for themselves and their ventures (ExpressTribune, 2021). This not only opens new doors for understanding the approaches taken by entrepreneurs to manage their resources in different ways but also opens new channels in terms of methods and the associated data collection techniques for exploration, which I chose to make use of in my research.

3.4 Data Collection

The next section describes the data collection for the literature review paper and the empirical papers.

Literature Review:

Initially, the planning for the review involved preliminary work to establish the criteria and boundaries. The databases included in the review were Web of Science, Scopus, and Business Source Premier (EBSCO). The inclusion criteria encompassed articles from the Business & Management field, published between 2001 and 2024 in peer-reviewed journals ranked by ABS, as well as book chapters. This approach aimed to identify a strong sample that guarantees a high level of content validity and accurately reflects the pertinent literature. Next came the search process, where the first search took place in June 2023 across Web of Science,

Scopus, and Business Source Premier, yielding 938 articles. The initial set of keywords included (‘resourcefulness’, ’entrepreneurial resourcefulness’, ‘bricolage’, ‘frugal’, ‘resourceful behavior’), chosen to ensure the identification of relevant articles that investigate, explore, and discuss resourcefulness in the entrepreneurship literature. The keywords were searched within the titles, abstracts, and articles written in English. Following this, a refined search was carried out by reviewing the reference lists of the ten most cited articles in the sample (based on CrossRef citation counts). This involved a manual search to identify articles with titles and abstracts that addressed ‘resourcefulness’ in the context of entrepreneurship. Additionally, a manual search was conducted for articles on ‘entrepreneurial resourcefulness’ among the citations, leading to the selection of the most cited articles, resulting in a total of ten articles reviewed. The abstracts of these articles were then examined, culminating in a final selection of 156 articles and book chapters. Furthermore, the actual development of the paper occurred during the first half of 2024, and it was decided to conduct another round of search in December 2024, given the growing interest in this research area among scholars, with further extensive studies carried out during that year. This effort resulted in an additional articles and books. Each article was evaluated for relevance, and a manual search of these articles was also performed to identify ‘resourcefulness’ or ‘entrepreneurial resourcefulness’ among cited texts, which led to the selection of the most cited articles. Duplication tests were subsequently conducted, resulting in a conclusive set of 194 articles published in ABS-ranked journals along with relevant book chapters.

Empirical Papers:

The empirical papers have their foundations in data collected through interviews and observations. Interviews are one of the most significant sources of data for case study research. They can particularly facilitate in providing explanations for the ‘how’ and ‘why’ questions, along with detailed insights (Yin, 2018). It includes mostly "face- to face verbal exchanges in which one person, the interviewer, attempts to acquire information from and gain an understanding of another person, the interviewee “ (Rowley, 2012: 260). I followed the described approach while undertaking unstructured and open-ended interviews, allowing the interviewee to elaborate, share, and express. The approach was then to conduct in-depth interviews, to probe the responses, yet undertaking tightrope walking and allowing the interviewee to be comfortable enough to open up, while standing on the sidelines, as discussed by Brinkmann and Kvale (2008). The conversation style interviews provided the opportunity for a deeper dialogue,” listening to the beats of the conversation”, prompting if and when needed , while steering the conversation towards the research topic (Dilley, 2000: 136). Here, I also took inspiration from a style of phenomenological interviewing, that helped to generate in-depth and detailed descriptions of experiences of interviewees (Roulston, 2010), “apprehending the phenomenon, and clarification of the phenomenon. “ (Bevan, 2014: 143) providing productive and novel understanding of the phenomena (Alvesson & Sköldberg, 2017).

The interview protocol played a significant role in guiding in terms of conducting the interviews, with a focus on the topic of the research, the research questions, a loose script to guide the process, while focusing on the nature of questions and using prompts and improvisations, as needed (Jacob & Furgerson, 2012). Hence, the interview protocol helped to act as a guide or usher to show the direction for undertaking the interviews, in terms of the purpose of the research. Furthermore, open-ended interviews based on preparation beforehand, a list of potential follow-up aspects associated with the research, helped to build a relationship of professional respect combined with psychological safety, while using elaboration techniques that allowed rich data to emerge, especially when understanding emotions (Vuori, 2017). This provided the opportunity for rich understanding, based on verbal and non-verbal communication and the context (Regnér, 2003). The approach was free from judgement, as a result creating and building an atmosphere, where priority was given to make the interviewee feel safe and comfortable to share their inner thoughts and experiences (Vuori, 2017) Hence, I took inspiration from the mentioned related studies, while being aware of the potential challenges.

Along with the interviews, the in-depth participant observation, allowed the data to be collected in its real setting. Observations were used as a data collection technique as the intension was to observe socio-psychological aspects and associated responses (Shafir, 2016) or social interactions of individuals (McCall, 1984). Observation instruments depend on the nature of the aspects of the phenomena that are to be observed during a certain time period and can be determined as part of the case study protocol (Yin, 2018). They can aid in additional dimensions to be analyzed for the understanding of the phenomenon to investigate a dynamic social settings (Roach Anleu, Bergman Blix, Mack, & Wettergren, 2016). Hence, participant observation was the choice made, considering it most appropriate for the research. "Participant observation enables the research worker to secure his data within the mediums, symbols, and experiential worlds which have meaning to his respondents. Its intent is to prevent imposing alien meanings upon the actions of the subjects." (Vidich, 1955: 354). Hence, the participant observations undertaken allowed to attain in-depth meanings and interpretations of the subjects (Spradley, 2016). Without participant observation, the objectives of the study, that is, to understand the collective affective experiences, would have been difficult to achieve, therefore, the strategy undertaken was inspired by Yakura (2002), and the role of participant-observer was maintained. Here, I mention that initially a round of non-participant observation style was also undertaken, but it was observed that the subjects remained distant and did not open up. This was creating barriers to gain an in-depth understanding of the collective affective experiences of the interactions between the founding entrepreneur, the supporting micro entrepreneurs and the community members. Farny et al. (2019: 11) emphasize the significance of immersion through participant observation to gain in-depth insights, " It was due to the ethnographer's physical and emotional immersion that a more situated understanding of the practices was achieved." Hence, participant observation allowed the immersion into the context, while keeping the focus on the contextual details.

The access for paper 3 was gained in 2018, with a pilot in 2019 where I developed contact with the founding entrepreneur and an initial round of observations were undertaken, which was used to improve the design of the study. This was followed by further access attained through the founding entrepreneur, to all the respective community members of the venture and data collected during 2020 - 2023. The identification of the participants for the study, paper 4, was undertaken in 2020, and data was collected between 2021 - 2024. The approach here was to collect data from different sources, with a large online video data content, along with social media data, for deeper and richer interpretation.

All observations were recorded following Sanjek (1990) in the form of field notes following the first stage of inscribing scratch notes and moving to a second stage of descriptive field notes, including noting down the explanations, interpretations and the context at that time. The field notes included descriptions of the subjects' emotions, gestures and actions. The intention of recording the details in the field notes in both paper was to allow recreation of the atmosphere and to keep track of the observations of the subjects (Mulhall, 2003). Primary data was supplemented with secondary data sources that included videos, texts, photos, other social media data, newspaper articles and archival data. Welter and Xheneti (2013) mentions the importance of conceptualizing research when analyzing resourcefulness, "resourcefulness not only needs to be contextualized, but it also needs to be explored together with its contextual outcomes – the value it creates and adds at different levels of society." and this approach of staying close to the context was keep throughout the research. Here, the value created and deployed by resourcefulness refers to the advantages that resourcefulness brings to the entrepreneurial process in the form of unexpected outcomes (Williams et al., 2021). The unanticipated and surprising nature of this value as entrepreneurs are disadvantaged due to limited resources (Ganz, 2004). But, some may even create a scarcity mindset to gain the benefits of these advantages to establish or grow ventures (Mehta & Zhu, 2016)

I have been able to manage the challenges associated with observations linked to access and, informed consent, but observational research comes with its own set of struggles in terms of trying to capture everything in a setting, even with multiple vantage points, but the important aspect here was that I kept myself aware and prepared, "as the major tool is the researcher her or himself." and self-awareness is the key (Lopez-Dicastillo & Belintxon, 2014). This may seem easier now, but I began my research with an aim to take this challenge and build my experience and to manage my role on the field, while undertaking immediate and followed- up field notes, in terms of multiple reflections, while remaining neutral, and conscious of the varying degrees of reflexive practice modes and immediate and followed-up personal reflections (De Rond & Lok, 2016), and I kept my resolve to this ambition to be the best of my ability. Also, I took the significance of rigor into consideration, keeping discipline, management and organizing of data, while considering the presence of rival explanations. "Informal conversations and observations during the field trips proved to be another rich data source.", hence my approach to

combine in-depth interviews and observations for rich data collection (Farny et al., 2019).

Social media data has led to the creation of new channels for understanding human emotions and some associated psychological aspects (Bareither & Bareither, 2019), to the extent of 'cyberstealth' and the self-liberation of individuals, particularly those that may be restricted to certain groups that feel a lack of representation (Ebo, 1998). Here, digital data provided the opportunity to view emotions as bodily practices, as "do not have emotions, but we do emotions" (Bareither & Bareither, 2019: 13). The video data gave the possibility of repeated scrutiny during data analysis (Armstrong & Curran, 2006; LeBaron, 2008). Meanwhile, the visual material was used to gain insights (Plate, 2015), analyzing the verbal, non-verbal and para-verbal emotions and behaviours (Scheff & Retzinger, 2001)

Particularly, "vlogs provide gratuitous platforms for individuals to engage with the public, create virtual communities on a multitude of topics, and position the self in regards to these topics through personal digital storytelling" (Lanza, 2020). Weblogs can also provide the opportunity for personal storytelling (Eisenlauer & Hoffmann, 2010), while the vlogging and blogging motivations have been identified to include documentation of life events and experiences and the expressing and sharing of emotions (Nardi, Schiano, Gumbrecht, & Swartz, 2004). Debates do exist in terms of these sources of data and emotions being displayed or construed by the subjects, but I kept the approach of being aware of the pitfalls and challenges, while making most of the available opportunities (Samra-Fredericks, 2004), plus combing the data collection techniques and triangulation of data (Toubiana & Zietsma, 2017) to expand the possibilities of rich data collection. Although, currently, research has been experiencing a rise in digital data collection as the choice of data "Despite the ubiquity of these technologies, their infiltration into popular sociological research methods is still limited….. social researchers cannot afford to continue this overall trend of sidestepping digital methods in the future" (Murthy, 2008: 838). The digital data, in the form of videos, that is part of paper 4 has been developed by both the entrepreneurs themselves and also member/s of their community. Therefore, I kept myself ware and understood the challenges with digital data and the need to be critical, and I followed a neutral approach to maximize the benefits. I reviewed the digital data including videos, photos, text and other additional social media data, intending to further incorporate it for a rich and deeper understanding. Also, I was aware of the need to be even more conscious to ensure rigor with digital data, taking guidance from related studies (Gates, 1996; Negroponte, 1996).

In terms of the data analysis, there have been some inspirations and strategies for the different papers that I discuss in the next sub-section.

3.5 Data Analysis

The next sections describe the data analysis undertaken for the literature review paper and the empirical papers.

Literature Review:

During the data curation phase, an independent research assistant participated as a co-reviewer of the articles and played a role in identifying emerging themes, later being involved in an additional round of review. Studies that primarily addressed concepts like 'resourcefulness', 'entrepreneurial resourcefulness', 'management of resources', 'bricolage', 'frugality', 'resource management', and similar ideas within the entrepreneurship field were included, which were linked to the keywords searched. Inclusion criteria included articles from business and management published from 2001 to 2024 in peer-reviewed ABS-ranked journal articles and book chapters. Articles featuring the keyword 'resourcefulness' in the abstract but exploring different subjects, such as job resourcefulness or learned resourcefulness by employees, were excluded to maintain a focus on resourcefulness related to entrepreneurship literature, specifically concerning entrepreneurial ventures or firms. This stage comprised three steps. The first step involved an initial review of the articles' abstracts, which led to the removal of those that did not meet the inclusion criteria. The excluded articles were outside the review's scope. Initially, this review identified 415 articles and books, but after discussing articles viewed as outside the focus, the number was agreed upon to be 403. Step 2 involved a comprehensive review of the full articles with discussions held with the research assistant to clarify any ambiguities regarding the inclusion criteria, especially focusing on entrepreneurship. Among the selected articles, the earliest relevant one was published in 2001, marking the review's starting point, as earlier publications didn't align with its focus. It was also noted that there were few articles addressing resourcefulness and related topics in entrepreneurship literature between 2007 and 2013. More attention has been given to this area since 2014, with 10 articles and books published that year, compared to only 15 relevant articles and books during the 2001-2013 period. Step 3 was carried out later, considering recent developments in the literature, and an additional search was undertaken, which were fully reviewed to ultimately select 38 articles and books, resulting in a total of 194 articles and book chapters. The methodology included systematic reading, reviewing, and coding of the 194 articles. A thematic coding grid was created to implement a structured method that comprised both descriptive and analytical codes, including color coding, which aided in identifying the articles' relevance and situating them within the resourcefulness literature. Initial first-order codes were generated, followed by second-order codes. Some of the analytical codes include psychological influences, events & experiences, uncertainty & change, etc. Furthermore, this led to the emergence of themes incorporated within the developed typology.

Empirical Papers:

In the first step, as the interviews for the papers were conducted in a mix of Urdu and English, as per the need and natural flow of language in the region, translation and transcription were undertaken. A research assistant was involved in the review of the translations (Sanjek, 1990), and the final transcripts were in agreement with the most suitable language to be used, that represented the words correctly. This followed the synthesis of the interview document, which facilitated the

development of the narratives. A similar process was undertaken for the field notes data from the participant observations. The emerging narratives aided in the next step of the analysis and helped to guide the understanding of the further focus of the coding.

Furthermore, the coding was undertaken and Gioia, Corley, and Hamilton (2013) was followed. This involved initially developing first-order codes from the interview transcripts and field notes, and developing coding units from the text. The first-order codes were then reviewed to look for similarities and connections that led to the creation of the second-order themes, which are further consolidated under the aggregate level dimensions (Dacin, Munir, & Tracey, 2010).

Finally, to strengthen the analytical process, explanation building was undertaken, in narrative form, while taking into consideration theoretically significant propositions (Yin, 2009). Here, I followed an iterative process including initial propositions, comparison of the findings to the case, and revision of the propositions, along with comparison to other case details and the context. Throughout, close and constant reference was maintained with the research question and topic, in order not to drift away. Finally, this allowed the final themes to emerge, leading to the formulation of analytical generalization, with the development of the theoretical model.

In the second stage, the fieldnotes were examined, and initial codes (Sanjek, 1990) were created while videos, images, or textual materials were reviewed again (Gioia et al., 2013). These initial codes comprise sentences, parts of sentences, or phrases, as recorded in the spoken or written content of the digital materials. Here, the approach drew inspiration from hermeneutic analysis, which entailed ongoing interpretation and successive reinterpretation of the data while concentrating on gaining insight about the overall context and taking into account shared social meanings (Thompson et al., 1994).

The initial phase of stage three included examining the first-order codes derived from interview transcripts alongside the first-order codes from the field notes to establish connections and formulate more coherent and targeted common first-order codes. In this process, attention was paid to first-order codes that appeared more often and addressed similar subjects to facilitate the creation of unified first-order codes.

Ultimately, Stage four included a cross-case analysis, during which the various cases were examined to identify any differences or similarities that could provide insight across them, with the requisite acceptable adjustments made to apply the interpretation (Yin, 1981). As a result, second-order themes surfaced from the data, which were also linked to the degree of resource limitations faced by the cases in their environments (high scarcity, medium scarcity, or low scarcity).

3.6 Research Trustworthiness

To be in line with quality research, the research design has been formulated to also support this aim and facilitate in undertaking robust, rigorous, ethical research that can withstand critical perspectives, yet contribute to the literature. Alongside is the obvious adherence to principles of transparency. Hence, next I explain the approaches adopted to ensure the quality of the research design:

To achieve construct validity, the researcher must define the phenomenon in specific concepts, while associating them with the purpose of the study (Kirk, Miller, & Miller, 1986; Yin, 2018). This is undertaken by specifying the purpose of the study, in terms of understanding the role of emotions in entrepreneurial resourcefulness. Furthermore, the researcher is also expected to "identify operational measures that match the concepts (preferably published articles that make the same matches). " (Yin, 2018: 44). To operationalize the research design, a deeper understanding of 'Affect' is explored, linked to the discussions of emotions and affect in the entrepreneurship literature and the existing gaps in the literature. Alongside, to manage the limitations associated with this approach, data collection is designed to employ multiple sources of data, while encouraging converging lines of inquiry and keeping a chain of the data collected.

The main aspect to consider in terms of the internal validity in a case study research is in terms of making inferences (Yin, 2018). Here, the approach is to continuously take into consideration rival explanations and possibilities and to ensure convergence of data, while ensuring that it is impermeable. I take inspiration from explanation building, stimulated by process-tracing. As defined by Beach and Pedersen (2016: 1) "Process-tracing in social science is commonly defined by its ambition to trace causal mechanisms" (Beach & Pedersen, 2019; Bennett, 2008; Bennett & George, 1997; Checkel, 2008), where a casual mechanism can consist of a complicated system that can produce a result through the interplay between different components. Hence, process tracing follows the steps to understand the process that exists between an independent and dependent variable (Bennett & Checkel, 2015; Bennett & George, 1997). During the data collection and analysis, the focus has been kept on the 'how' aspect during the process tracing and understanding the factors impacting resourcefulness.

Furthermore, in my research, explaining outcome process-tracing can help to develop a minimally sufficient explanation of the outcome, in terms of the explanation of all the significant aspects associated with the outcome. This approach, also being an iterative research strategy, can hence allow my research to overall examine and trace the complex process associated with the specific mechanisms that result in the outcome being produced and investigated. The descriptions and explanations are closely tied to the particular cases, with the help of theorized mechanisms acting as heuristic facilitators, and the aim is to work towards the gaps in terms of the insufficient explanation in the existing theorization within the resourcefulness and entrepreneurship literature. In the next iteration of the process, choosing an inductive path can allow to develop thorough explanations

(Beach & Pedersen, 2016). This approach in my research, can hopefully also facilitate working backwards from the outcome for deeper understanding of the process and also the triggers that produce the outcome.

Here, the aspects related to analytical or theoretical generalization come into consideration to ensure the external validity of the research (McDermott, 2011; Yin, 2018). Expanding the horizon of this research, I do somewhat agree with Mayer and Buckley (1969)'s discussion that any circumstances that affect an individual's ability to be limited and their motivation to change how they are viewed in society and how they shape and transform their lives in terms of converting apparent hindrances into possibilities can be understood as being in a resource-constrained environment. Also, the formulation of the research questions in terms of "how" questions are in line with the exploratory nature of the research, and hence influences strategies for managing external validity. This, in turn, allows the findings from the case studies to follow the research design discussed previously and to move along the path of theoretical generalization.

3.7 Research Ethics

The aspect of reliability in research aims to provide the opportunity to future researchers to follow the same process and reconstruct and undertake the same study, leading to the same findings and conclusions (Kirk et al., 1986; Yin, 2018). Here, I intend to focus on minimizing errors and biases. This is undertaken by a thorough research design that focuses on rigor, discipline, and an organized approach to documenting and reviewing the findings. Here, the role of the case study protocol was significant in managing documentation and, alongside, the development and management of the case study data. The 'looking over one's shoulder' approach is kept, documenting each detail as it is undertaken, to allow others to follow in the footsteps. Alongside, as most of the papers have co-authors, this allows the findings to be analyzed by multiple researchers.

Considering the interpretative nature of research and the need for in-depth research design, data collection, and analysis, a well-integrated access based on trust and openness was central for meaningful outcomes and contributions. This has led to trust-based relationships being built, leading to revealing conversations, experiences, emotions, and behaviors. Here, ethical considerations have been center stage throughout the research process. The access was made easy, as the participants had an open approach, considering the context of the studies and hence, felt no hesitation even regarding personal matters or failed experiences, and overall emotions experienced. The approach taken and agreed was to maintain confidentiality of the participants so they could not be identified in the thesis, and to check with the participants again before inclusion of information in the thesis. This provides specific contributions to a relevant evaluation of interpretative research, which includes the criteria of trustworthiness. Subjective comprehension does not necessarily mean pure relativism, particularly in the presence of methods to assess trustworthiness, and then it is the fundamental basis for all pertinent understanding.

4 Summary of Appended Papers

The next chapter is a summary of each of the papers that are part of the compilation thesis and this research:

4.1 Paper 1: Influences on Entrepreneurial Resourcefulness: Literature Review and Research

Summary:

Entrepreneurial resourcefulness refers to the behaviors exhibited by entrepreneurs while managing their resources. This concept has garnered considerable attention in recent discussions within the entrepreneurship field. Although some reviews have been conducted to grasp what defines resourcefulness, there exists a necessity to consolidate the literature to better understand the elements that affect entrepreneurial resourcefulness, enabling a deeper comprehension of the topic. Consequently, to elucidate and clarify the aspects that influence entrepreneurial resourcefulness, a systematic literature review has been organized. The resulting classification offers a thorough perspective on the literature, categorized by individual/entrepreneur level, organizational level, and community level, as well as the interactions between these levels. Additionally, the review highlights gaps and suggests future research avenues within the sub-areas of a) inner resourcefulness, b) organizational resourcefulness, c) community resourcefulness, and d) the dark side of entrepreneurial resourcefulness, serving as a guide for upcoming research efforts. The review contributes to the entrepreneurship literature by providing cohesiveness and identifying the influencing factors and the emerging typology. The analysis then results in opportunities for future research areas within this stream of research. The study also contributes practically, as it can help entrepreneurs to understand the diverse aspects affecting their ability to manage resources.

4.2 Paper 2: Entrepreneurial Emotional Resourcefulness: The Impact of Emotions on the Resourcefulness of Entrepreneurs

Summary:

A key challenge for entrepreneurs lies in the effective employment of resources to support their ventures, a process that requires resourcefulness. Managing scarce resources constitutes an emotional journey, and resourcefulness can thus be affected by individuals' emotions, elicit further emotions, and help entrepreneurs translate those emotions into resourceful behaviour. To expand our theoretical understanding of when and how this process occurs, we argue that the relationship between emotions and entrepreneurial resourcefulness is contingent on both resource munificence and the valence of the emotion experienced by a given entrepreneur.

We introduce the concept of emotional entrepreneurial resourcefulness (EER), which refers to emotion-laden behaviours that pertain to the creative management and deployment of the resources at hand. We thus develop a theoretical account of how, when, and why entrepreneurs exhibit EER and identify how and when emotions can become an important component of an entrepreneur's overall resourcefulness. Thus, with our contributions, we advance the emergent research on the link between emotions and resourcefulness, thus helping address an important blind spot in the resourcefulness literature.

4.3 Paper 3: Together we can: Collective psychological ownership impacting resourcefulness of entrepreneurs in a micro community incubator

Summary:

The impact of collective affective experiences on the resourcefulness of entrepreneurs is explored. The need to effectively manage resources is a reality for entrepreneurs. I find that fluctuating resources generate affective experiences that emerge as catalytic, core, and transformational, based on the emotions of the entrepreneurs and the members of their local community. I develop a theoretical model to understand the impact of the affective experiences of the actors at the founding entrepreneur level, micro entrepreneur level, and community member level, leading to resourceful behaviours, and collectively emerge as collective psychological ownership (CPO). This social normative sense of collectiveness (Verkuyten, 2024), is based on fostering ideas together, sharing resources, joint problem solving, and supporting each other, which impacts the management of the available resources. The study contributes to the concept of resourcefulness and the discussion on management of resources in entrepreneurship literature. The theoretical model explains the relationships between the affective experiences, the resourceful behaviours, and the collective dynamics of CPO. It also responds to the call for in-depth empirical work for theory development and insightful research related to the management of resources (Williams et al., 2024).

4.4 Paper 4: A roller coaster of emotions for entrepreneurs in constrained environments: Understanding the impact on entrepreneurial resourcefulness

Summary:

Emotions play a pivotal role in human experiences and significantly affect decision-making, behavior, and overall well-being. In the realm of entrepreneurship, emotions have received considerable focus, as they influence entrepreneurs' motivations and actions. This research adopts an agentic perspective on resourcefulness to explore the connections between negative emotions and resourceful behaviors among entrepreneurs (e.g., Michaelis et al., 2022). This

perspective is particularly suitable for our study, as it highlights the importance of individual attributes, attitudes, and actions in shaping entrepreneurial resourcefulness. By examining how entrepreneurs deliberately manage their resource limitations, the agentic viewpoint allows for an investigation into the interplay between personal agency and collective agency regarding resourcefulness, particularly in contexts of poverty. Utilizing the agentic perspective enables us to fill a gap in existing literature, revealing how negative emotions prompt resourceful behaviors at both the individual (self-reliant) and community (joint) levels in environments with limited resources, as well as investigating the impact of emotional experiences on entrepreneurial resourcefulness, particularly differentiating between self-reliant and joint resourceful actions. Our research adds valuable contributions to entrepreneurship literature in several significant ways. First, it fills an important gap by identifying negative emotions as crucial catalysts for resourceful behaviors among entrepreneurs, especially in resource-limited situations. Second, we enhance the existing literature by offering fresh insights into the processes through which negative emotions trigger self-reliant and joint resourcefulness behaviors. Lastly, our study underscores the vital role of community embeddedness in promoting entrepreneurial success, especially in impoverished settings where severe resource constraints amplify the effects of negative emotions.

5 Conclusion

The thesis builds on the existing literature on entrepreneurial resourcefulness by extending the literature in the area of entrepreneurial resourcefulness. This research synthesizes the current literature while creating coherence on entrepreneurial resourcefulness by exploring the factors that influence it at the individual/entrepreneur, organizational, and community levels. In this context, a classification system is developed that clarifies the psychological factors linked to the entrepreneur, characteristics at the firm level, and elements related to stakeholders and the interactions among these levels. The research also develops a theory on the influences on entrepreneurial resourcefulness linked to emotions. It proposes 'emotional entrepreneurial resourcefulness' as emotion-laden resourceful behaviours generated when resources available are ample or limited, and the associated negative and positive emotions that lead to high or low resourcefulness. The research investigates how collective emotional experiences influence the resourceful behaviors of entrepreneurs, and the generation of collective psychological ownership (CPO) as fostering ideas, sharing resources, joint problem solving, and supporting each other. Finally, the research also enhances the comprehension of how negative emotions influence entrepreneurial resourcefulness in a setting of extreme limited resources, and high, moderate, and low activation of negative emotions, from an agentic perspective based on self-reliant and joint resourcefulness.

Each paper makes its theoretical contributions as well as contributions to practice and policy.

5.1 Theoretical Contribution

The thesis overall contributes to the entrepreneurial resourcefulness in the entrepreneurship literature. This concept has gained attention in the last few years and has been under discussion among entrepreneurship scholars. The thesis consolidates and extends the concepts and introduces new related concepts, while providing a deeper understanding. The thesis also develops linkages to other complementary literatures, including emotions, collective psychological ownership, and communities within entrepreneurship. Each paper makes its unique addition, which is explained ahead.

Paper 1, the systematic literature review paper, synthesizes the literature within the field of entrepreneurship to understand the influences on entrepreneurial resourcefulness. It establishes a foundation for future studies by highlighting the gaps present in the existing literature. The study also provides details on the effects on resourcefulness at the individual/entrepreneurial, organizational, and community level, as in the literature. In this context, the importance of psychological factors, effective problem-solving, creativity, and teamwork is examined as crucial for the survival and ongoing success of an entrepreneurial venture. The future research agenda contributes to the entrepreneurship literature by highlighting the

opportunities of further research on inner resourcefulness or the psychological aspects influencing entrepreneurial resourcefulness, resourcefulness in the organization from an organizational lifestyle perspective, resourcefulness in the community and the role of the external stakeholders of the entrepreneurial venture and the dark side of entrepreneurial resourcefulness, including the negatively construed aspects influencing resourcefulness.

Paper 2, the conceptual paper, presents a theoretical framework that fills the existing gap by introducing emotional entrepreneurial resourcefulness as a mediator in the connection between emotional experiences and entrepreneurial resourcefulness. Emotional entrepreneurial resourcefulness, which embodies behaviors influenced by emotions, aims to leverage the emotions entrepreneurs experience that impact their resourcefulness. This theoretical development significantly extends the discussions surrounding resourcefulness in the entrepreneurship literature, emphasizing that both acquiring and managing resources are deeply emotional activities. The emotions involved significantly affect whether and how an entrepreneur can demonstrate resourcefulness. Our theoretical account specifically explains emotional entrepreneurial resourcefulness as a process and the impact of ample resources vs. severe resource constraints on the emotional arousal and the generation of high and low resourcefulness, explaining the missing piece of the puzzle, that is, degree of resourcefulness and its emergence based on the level of creative problem solving and securing of community resources.

The paper 3, empirical paper, advances the understanding in the literature from 'what is' entrepreneurial resourcefulness to examining 'how' and 'why' resourceful behaviors are influenced and the elements that affect them within a supportive environment, specifically a micro-community incubator, where constraints and risks are mitigated (Aernoudt, 2004). This exploration is both intriguing and important for comprehending resource management since the micro-community incubator setting inspires entrepreneurs to launch and oversee their ventures while also motivating them to devise solutions and exceed their ambitions. Additionally, the research enhances existing literature by presenting mechanisms that arise from shared emotional experiences and the consequent resourceful behaviours as collective psychological ownership (CPO), which influence the behaviors promoting effective management of available resources. From the viewpoint of the overall landscape of the entrepreneurial venture, this impact can be viewed in two ways: Firstly, it concerns the CPO created by the founding entrepreneur and their nurturing efforts, which aid in encouraging and motivating other entrepreneurs and micro-entrepreneurs while respecting their capabilities and facilitating knowledge and skill sharing among them. Secondly, it pertains to the CPO that emerges from micro-entrepreneurs engaging in problem-solving, which motivates both themselves and others to partake in community activities, sharing their knowledge and skills, alongside local community members who offer support, thereby demonstrating acceptance of various choices made as well as recognizing the contributions to the local community and society at large. Overall, it results in entrepreneurial togetherness that impacts the resource management capability.

Paper 4, an empirical paper, enhances the comprehension of how negative emotions influence entrepreneurial resourcefulness in an environment with extreme limited resources. By incorporating an agentic viewpoint (Michaelis et al., 2022), we illustrate that entrepreneurs proactively manage their emotions and make strategic decisions between self-reliance and joint resourcefulness. Our results contribute to the literature and contest the perception of emotions as mere reactions, instead indicating that negative emotions can stimulate problem-solving and strategies for resource mobilization. Furthermore, the study contributes and provides valuable insights into how entrepreneurs utilize community networks when faced with emotional challenges. The study highlights the importance of community embeddedness as a mechanism through which entrepreneurs cope with high-intensity negative emotions.

5.2 Implications for Practice and Policy

Paper 1 contributes to practice by offering entrepreneurs a comprehensive view of the aspects that affect their resourcefulness, and the typology can serve as a toolkit for crafting strategies inspired by resourcefulness in various contexts. It also provides them with an outlook on the influences on the entrepreneur, the entrepreneurial venture and the community of the venture.

Paper 2, The conceptual paper also carries practical significance for both entrepreneurs and broader managerial practices. In particular, the model suggests that entrepreneurs (as well as managers in general) could enhance their capacity to leverage their emotional experiences by identifying ways to comprehend and manage their emotions to optimize the resources at their disposal, while understanding how high and low resourcefulness unfolds.

Paper 3, offers entrepreneurs a chance to understand the elements that can help them concentrate on their shared emotional experiences and comprehend the ensuing resourceful behaviors. These behaviours can be recognized, nurtured, and leveraged for effectively managing the resources available to them, especially within a community context.

Paper 4 holds significant relevance for entrepreneurs functioning in environments with limited resources. We clarify how negative emotions arise and evolve in situations of scarcity and explain how these emotional experiences can be comprehended, managed, and possibly utilized through proactive decision-making, wherein entrepreneurs actively decide whether to pursue individual or collaborative resourcefulness based on their specific situations. Also, the research has significance for programs focused on entrepreneurship training, as well as for policymakers and support organizations. Since emotional reactions affect how entrepreneurs seek resources, initiatives that support entrepreneurship should include training techniques for managing emotions, which assist entrepreneurs in deciding when to depend on self-sufficiency compared to community involvement.

5.3 Limitations and Future Research

Furthermore, the thesis suggests future research opportunities based on the identified gaps in the analysis.

First, as the thesis focuses on the influences on the resourcefulness of entrepreneurs, from an antecedents viewpoint, future research can focus on the effects of resourcefulness. Further, these effects of resourcefulness can be researched in a resource-constrained environment vs. an environment with ample resources to understand if the effects remain the same or vary. Also to note here, some of the influences on resourcefulness identified in this thesis are connected to some of the effects of resourcefulness or possible effects of resourcefulness as discussed in the literature. This would be important to take into consideration as it provides a complex yet interesting perspective on resourcefulness within the entrepreneurial system.

Second, as the paper 4 empirical paper explores negative emotions, future studies could further investigate if positive emotions also result in unique types of resourcefulness when compared to negative emotions. Additionally, it would be useful to analyze the interaction between positive and negative emotions, such as whether entrepreneurs alternate between these emotional states while responding to challenges, and if these variations affect their decisions regarding self-reliant versus collaborative resourcefulness over time.

Third, the empirical research was carried out in a particular socioeconomic and geographical context, concentrating on entrepreneurs integrated within communities that experience significant resource limitations. Although this environment offers valuable insights into how entrepreneurs utilize community networks when facing emotional challenges, it may not entirely reflect how various institutional settings or cultural traditions influence the connection between emotions and resourcefulness. Future studies could explore whether entrepreneurs in more developed regions, where institutional support is more robust, depend less on collective resourcefulness and more on independent strategies. Also, another connecting aspect could be to consider the context changes over time, and this could be observed through longitudinal studies that would provide a long-term perspective.

Fourth, the overall nature of the research is an exploratory qualitative investigation that aims to generate theoretical insights instead of testing specific hypotheses. Therefore, future studies could employ quantitative or mixed-method strategies to systematically assess how varying degrees of resource limitations impact emotional states and resource-seeking behaviors. Experimental methodologies could assist in identifying causal relationships, combined with longitudinal research, which could observe how entrepreneurs manage their emotions over time and whether their dependence on self-reliance as opposed to collaborative resourcefulness shifts as their businesses develop.

Fifth, along with the multiple methods approach, research investigating resourcefulness on a multi-level could be undertaken, particularly with the help of quantitative methods and experimentation, to investigate patterns of how the phenomenon unfolds, while capturing the complex realities. This could also help to uncover cross-level influences, identifying how higher-level factors shape lower-level outcomes. This approach can further contribute to theory development, based on macro-level indicators.

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Entrepreneurial Resourcefulness

The role of Emotions and the Community

The purpose of this dissertation is to enhance our understanding of the influences on the resourcefulness of entrepreneurs. Entrepreneurial resourcefulness describes the resourceful behaviors that creatively utilize and mobilize the available resources. Research lacks a unified structure to provide understanding about the influences on resourceful behaviors.

The first article, systematic literature review, explores the state of the art of the literature to understand the influences on entrepreneurial resourcefulness, on the individual/ entrepreneur level, organizational level, and community level. The second article introduces the concept of emotional entrepreneurial resourcefulness, emotion-laden behaviours that pertain to the creative management and deployment of the resources at hand and identifies how and when emotions can become an important component of an entrepreneur's overall resourcefulness. The third article explores the impact of collective affective experiences on the resourcefulness of entrepreneurs, and that fluctuating resources generate affective experiences that emerge as catalytic, core, and transformational, based on the emotions and behaviors of the entrepreneurs and the members of their community, emerging as collective psychological ownership. The fourth article adopts an agentic perspective on resourcefulness and the impact of how negative emotions influence entrepreneurial resourcefulness in a setting of extreme limited resources, and therefore, self-reliant and joint resourcefulness emerge from high, moderate, and low activation of negative emotions.

The dissertation extends the literature within entrepreneurship, building theory, and undertaking in-depth empirical work. Policy-level implications focus on understanding and developing strategies to manage the impact of psychological aspects and the role of the entrepreneurial community for effective resource management.

RIDA IJAZ is a doctoral candidate in Business Administration at Jönköping International Business School, Jönköping, Sweden. Her research focuses on strategic resource management, resourcefulness, resource constrained environment, community entrepreneurship, emotions and legacy of entrepreneurs. Her work has been featured in Academy of Management Perspectives, book chapter and conference proceedings. Rida seeks to expand her research in the future to related areas and publish in highly respected academic journals.

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