

The Challenges of Asnaf Entrepreneurs in Forming Entrepreneurial Resilience

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Abstract: Resilience plays an important role in entrepreneurship; however, an in-depth study of the factors that affect the resilience of Asnaf entrepreneurs is unknown. This paper aims to fill this knowledge gap by delving deeper into the challenges that affect the resilience of asnaf entrepreneurs thus hindering their business expansion. The study also observed the ability of asnaf entrepreneurs to deal with economic shocks due to the COVID-19 pandemic. In-depth interviews conducted with 2 executive officers of the entrepreneur development sector and 10 LZS enforcers who supervise 901 asnaf entrepreneurs throughout Selangor present an overview of the impediments that hinder the business progress of asnaf entrepreneurs. From 901 asnaf entrepreneurs, a total of 25 asnaf entrepreneurs were selected based on the criteria that have been outlined, namely those who run food-based businesses and have undergone the LZS micro-entrepreneurship program for more than 6 months. Constraints experienced are analyzed. Three essential themes that enlighten challenges in fostering entrepreneurial resilience emerged, namely; the role of family members, non-tech savvy and fear of failure. These themes are discussed based on the methodology used and the findings of previous studies. The findings provide an insight that is useful for LZS in designing entrepreneur development instruments and organizing periodic entrepreneurship modules.

Keywords: *Asnaf entrepreneurs, Entrepreneurial resilience, Micro-entrepreneurs, Qualitative analysis, Zakat micro-financing.*

1. Introduction and Background

The socio-economic shock of the COVID-19 pandemic has overwhelmed global economies. In the year 2020, more than half of the world's population has experienced a lockdown with strong containment measures. Beyond the health and human tragedy, the pandemic triggered the most serious economic crisis since World War II (OECD, 2020). Many governments at all levels have reacted quickly, applying a 'place-based' or territorial approach to policy responses to the COVID-19 crisis, in particular on the socio-economic to protect small and medium enterprises (SMEs), households, and vulnerable populations. Many countries around the world are managing the COVID-19 crisis by adapting and reopening economies. Although Malaysia's economy has begun to be stimulated through various recovery policies, still, until now, the post-COVID-19 pandemic has shown the difficulty of small entrepreneurs to restore business that was interrupted during the pandemic. A study conducted in April 2020 by the Ministry of Entrepreneur Development and Cooperatives (MEDAC) showed a total of 104,785 entrepreneurs went out of business. In June 2021, the number decreased to 37,415 while in November 2022 it decreased at a slower rate to 33,838 (Raman, 2021).

Financial incompetence has led many small businesses, especially micro-entrepreneurs to seek financial support from financial institutions. For the people of Selangor, among the institutions they turn to is the Selangor Zakat Board (LZS). Apart from assisting in terms of finance and necessities, LZS provides capital assistance to asnaf entrepreneurs to conduct business. Not all asnaf have the opportunity to participate in the micro-entrepreneur program. LZS has set certain criteria in the selection process as it is important for LZS to ensure the seriousness of asnaf entrepreneurs so that success can be realized and LZS's objective to improve the socio-economy of asnaf entrepreneurs is accomplished. The selection is based on the background and interests of the asnaf entrepreneurs, while the capital offered depends on the type of business. Asnaf entrepreneurs lack in terms of business knowledge and experience (Muhamat et al., 2013). The passion to get out of poverty is probably a strong impetus to venture into business and indeed that intention is the main factor that determines success (Bahria et al., 2022). Through the micro-entrepreneur program, asnaf is given training and courses related to business management, marketing and financial management, but it is not comprehensive and the programs run are short-term.

This study aims to reveal the challenges of asnaf entrepreneurs under the Zakat micro-entrepreneur program in forming resilience in the current challenging economic environment to empower their family's economy. Entrepreneurial resilience refers to the entrepreneur's ability to withstand disruptions in his enterprise. These disruptions are crises, challenges and obstacles caused by external and internal factors such as disease outbreaks, economic shocks and domestic problems (Iloanya, 2021). Studies related to the distribution of zakat funds and assistance for micro-entrepreneurs have been widely discussed. However, studies related to the challenges that affect the resilience of asnaf entrepreneurs who are known for their weaknesses and deficiencies in terms of business knowledge in ensuring that their businesses continue to be competitive and grow are very lacking. Hence, it is important to identify obstacles that restrict the endurance and business expansion of asnaf entrepreneurs involved in entrepreneurship programs. In Malaysia, micro-enterprises are not only contributors to the informal industry, but they can open job opportunities and stimulate downstream economic growth in rural areas in particular. Thus, this study can add value to the micro-business literature by contributing new insights into the challenges that hinder the business expansion of asnaf entrepreneurs. The qualitative analysis presented is important for future research in evaluating the effectiveness of LZS training and monitoring programs in the socio-economic improvement of asnaf entrepreneurs.

2. Literature Review

Zakat Micro-financing: LZS is the pioneer of the asnaf entrepreneur program that offers five types of capital assistance for businesses i.e., general business, fishing, agriculture, animal husbandry and working capital. The asnaf entrepreneur program implemented by LZS aims to help asnaf who are interested in doing business to become independent. In addition to allowing the asnaf an opportunity to generate their income, it is an incentive for the asnaf to leave the Mustahiq status and turn into a Muzakki. Zakat funds in the form of capital financing are given to asnaf to run and develop their businesses. In addition to protecting asnaf entrepreneurs from getting caught in usury, the advantage of micro-financing in the form of business capital assistance on a 'one off' basis does not require the asnaf to make repayments. In addition to meeting Maqasid Shariah, this micro-financing aims to avoid mafsadah (Adnan et al., 2021). According to Adnan et al. (2021), micro-financing from zakat funds as a zakat distribution tool greatly helps asnaf to strengthen its economic position. It is supported by Mawardi et al. (2022) who prove that business financing assistance through the zakat empowerment program has a positive impact on asnaf business growth. The role of zakat institutions is particularly vital in supporting the economy of the people affected by the COVID-19 pandemic (Akhsan & Ryandono, 2021).

The COVID-19 pandemic harmed the business ecosystem. Many businesses are temporarily or permanently closed due to slow domestic demand during movement control orders. The slow movement of the business sector affects the amount of zakat collection. The 2020 LZS report shows that LZS has collected a total of RM912.9 million in zakat payments of which RM603.7 million has been channeled to various categories of assistance, and of that amount, a total of 25,544 people have received special COVID-19 assistance amounting to 12.1 million. This assistance covers the group of hawkers, traders and B40 workers of Selangor whose sources of income are affected (eBuletin LZS, 2021). Musa (2020) asserts that this type of financial assistance is permissible as mentioned in Surah Al-Taubah verse 103 which is interpreted as "Take zakat from their wealth, to cleanse and purify them, and pray for them. Indeed, your prayer (causes) peace of mind for them. Allah is All-Hearing and All-Knowing".

Conceptualize Asnaf Entrepreneurs: Asnaf entrepreneurs are a group of asnaf who want to change from an unproductive asnaf to a productive asnaf through an entrepreneurial platform (Abang Abai et al., 2020). They are identified as asnaf who have the mental and physical strength that reflects the ability to be an entrepreneur (Rahman & Ahmad, 2011; Shiyuti et al., 2021). However, to realize their dreams of becoming entrepreneurs, they need financial assistance from zakat institutions (Raudha et al., 2011) because their life status and financial condition normally become the distress that put them under the asnaf category. Under this category, asnaf is considered non-bankable and excluded from mainstream financial services (Al-Mubarak, 2016).

The asnaf entrepreneur program is aimed at productive efforts to deal with the poor and improve their living

standards. Through the asnaf entrepreneurship program, zakat management entities can help asnaf get involved in the business (Muhamat et al., 2013). This program is expected to empower asnaf entrepreneurs and end their asnaf status, thus freeing them from the shackles of poverty (Zakaria & Harun, 2019). LZS has successfully produced many successful asnaf entrepreneurs. The success of asnaf entrepreneurs is based on a willingness to take risks in growing their business and a unique, creative and optimistic marketing strategy to see their business succeed (Halim, et al., 2012). Capital assistance, training and entrepreneurship programs as well as knowledge are factors that influence the success of asnaf entrepreneurs (Muhamat et al., 2013). According to Arif et al. (2020) in addition to a positive attitude, management skills and financial knowledge as well as a conducive environment also play an important role in increasing the performance of an asnaf entrepreneur. This is because a more efficient environment allows them to channel their high potential to achieve their goals. Support for product distribution likewise opens up opportunities for asnaf entrepreneurs to apprehend a larger business market size in addition to increasing entrepreneurial spirit, forming skills and providing valuable experience in pioneering real business activities (Shiyuti et al., 2022). Bahria et al. (2022) explain that life improvement, financial performance, non-financial performance, and maqasid sharia are factors that can be used to measure the success of asnaf entrepreneurs.

Defining the Entrepreneurial Resilience: The importance of resilience in entrepreneurship is never disputed. However, related studies on asnaf entrepreneurs in the existing literature are still under-researched. Many studies have proven that the challenges ahead are very bitter to start a business or recover from a business failure, especially in economic uncertainty. Hence, resilience is important because, in addition to being the basis for strengthening entrepreneurial intentions (Krueger, 2000), it shows the ability to master coping styles and possesses the courage to strategize for business continuity during difficult situations. Past studies prove that resilience is significant in facilitating entrepreneurs' recovery from failure (Corner et al., 2017; Monllor & Murphy, 2017) and subsequently predicts success (Fisher et al., 2016). Personal characteristics, motivation, human capital, belief, formal and informal support, teamwork, resources, culture and rules and regulations are among the factors that influence entrepreneurial resilience (Qalati et al., 2023). Earlier, Korber and McNaughton (2018) revealed that psychological attributes, organizational characteristics and macro-level factors also influence the resilience of entrepreneurs. According to Peregrino de et al. (2022), by considering human capital and social capital, small businesses are synonymous with static resilience responses while larger businesses are associated with dynamic resilience responses.

Resilience can be built through training and learning. It is evident when the Malaysian government through the Majlis Amanah Rakyat (MARA) actively organizes development programs for Bumiputera entrepreneurs intending to improve the quality and competitiveness of entrepreneurs (Mohamad, 2022). Besides, the European Commission also emphasizes that entrepreneurial competence needs to be developed to form quality and resilience in entrepreneurs (European Commission, 2020). Earlier, Ayala and Manzano (2014) revealed that failure was a critical factor that shaped the resilience of 11 entrepreneurs who displayed strength and determination in rebuilding their businesses. As well, a study by Ciptono et al. (2023) shows that the entrepreneurship program can have a positive effect on increasing self-efficacy and entrepreneurial resilience.

3. Methodology

To approach and interview asnaf entrepreneurs, permission from the LZS is required because all the details of asnaf entrepreneurs are confidential and cannot be disclosed even for research purposes. An application to obtain details of Selangor asnaf entrepreneurs has been made and an appeal has also been sent but rejected. However, LZS agreed to cooperate in sharing the information required for this study since they indeed have special officers who are responsible for supervising and providing advisory services to asnaf entrepreneurs according to the region.

Sample: Through purposive sampling, informants are two (2) executive officers of the entrepreneur development sector and ten (10) LZS officers who are responsible for supervising and advising asnaf entrepreneurs who receive training and capital from LZS. An invitation was issued and the informant's confidentiality guarantee was approved by the Ethics Committee, Universiti Teknologi Mara (UiTM) which ensured that the study could only be conducted with the informant's consent. Selecting them as informants is

appropriate as they are responsible for closely following the development of these asnaf entrepreneurs from as early as these entrepreneurs get financial assistance to run their businesses. Each informant had several asnaf entrepreneurs under their supervision. The financial reports, problems, challenges and business developments of each asnaf entrepreneur will be observed, recorded and submitted to LZS for further action. The 10 LZS officers who were interviewed in-depth provided the information needed for this study to delve into the challenges faced by 25 asnaf entrepreneurs around Selangor. The interview with 2 executive officers aimed to strengthen the data obtained based on the periodic reports reported by 10 LZS officers. The asnaf entrepreneurs supervised by these 10 LZS officers on average run a food business. Business locations in urban and rural areas throughout Selangor have successfully produced data enrichment in qualitative analysis.

Design: An inductive approach with in-depth interview instruments was used in examining the perseverance and resilience of asnaf entrepreneurs in their efforts to improve their standard of living. Inductive reasoning can adjust the study according to progress so that the answers to specific questions can be unearthed. It allows trends in a data set to be identified and logical conclusions can be drawn as to the cause of the pattern. Besides, the inductive approach is particularly popular among qualitative researchers (Yin, 2014) because studies conducted on several individuals will lead to hypotheses and ultimately to generalizations (Cohen et al., 2018). Hence, the interrelated challenges and obstacles of several asnaf entrepreneurs in the same business can provide an in-depth interpretation of Asnaf's resilience and determination to run the business.

Research Procedures: Open-ended questions are used to retrieve as detailed information as possible (Friborg & Rosenvinge, 2013). It helps informants to answer questions freely without guidance from the researcher. The interview began by giving freedom to the informants to share their experience of supervising asnaf entrepreneurs. It is followed by 5 main questions which are then followed by some follow-up questions to ensure that the answers given meet the research questions. Among the key questions asked include business development of asnaf entrepreneurs, business and financial management methods, the length of time taken by asnaf entrepreneurs to complete the program, successes and constraints shared by asnaf entrepreneurs as well as supervisors' views on asnaf entrepreneurs under their supervision. Data were analyzed thematically using N-Vivo 12 based on the five phases suggested by Yin (2014).

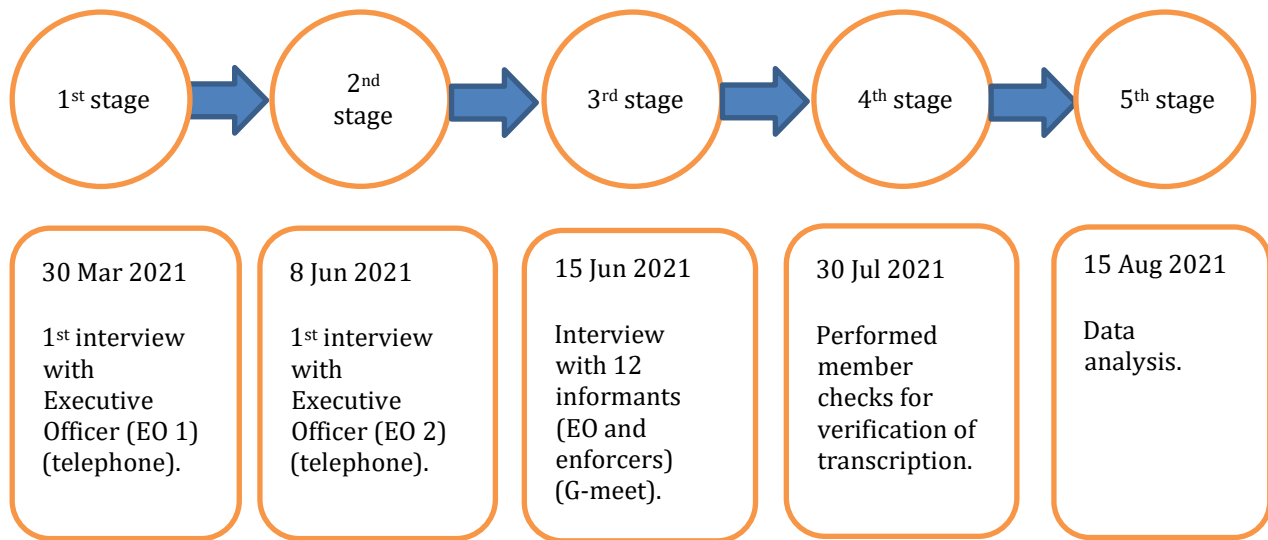
Table 1: Informant profiles

Informant	Designation	Districts	Number of asnaf supervised	The number of asnaf studied/ represented
1	Executive officer	Nil	Nil	Nil
2	Executive officer	Nil	Nil	Nil
3	Enforcer	Ampang	74	1
4	Enforcer	Gombak	86	3
5	Enforcer	Hulu Langat	77	2
6	Enforcer	Hulu Selangor	95	4
7	Enforcer	Klang	78	2
8	Enforcer	Kuala Langat	85	3
9	Enforcer	Kuala Selangor	185	4
10	Enforcer	Petaling	87	2
11	Enforcer	Sabak Bernam	93	3
12	Enforcer	Sepang	41	1
N	12		901	25

The Attributes of Selected Asnaf Entrepreneurs: Briefly, 10 districts in Selangor are supervised by field officers (enforcers). We interviewed 12 informants, 2 of whom were executive officers responsible for managing Asnaf's needs in terms of capital and training. 10 informants are officials responsible for supervising and giving guidance to asnaf in the district that has been determined by LZS. Important information related to the performance and needs of asnaf will be channeled by the field officer to the executive officer. The field officer has the responsibility to visit the asnaf under his supervision every month to evaluate the performance and development of the business. The 25 asnafs that were selected are based on the criteria that have been set, namely running a food-based business and having been in the asnaf entrepreneur program for at least 6 months. Table 1 presents a summary of informant profiles.

Online interviews are conducted in stages. The survey timeline for the study is as in Table 2.

Table 2: Summary of timeline survey



4. Results

Poverty is the impetus for efforts to improve lives. Micro-finance for asnaf entrepreneurs offered by LZS is a golden opportunity for this group who are limited in terms of experience, entrepreneurial knowledge and financial access. Guidance, training and supervision by officers from LZS conducted regularly enable the asnaf under the zakat micro-entrepreneur program to develop their business in a more organized and systematic manner. Unfortunately, only a few have completed the program and the improvement of their socio-economic status now allows them to become Muzakki. We identified 21 codes in the data. The emergence of the most prominent code is grouped into themes. A more detailed analysis allows us to identify the three best themes; the role of family members, non-tech savvy and fear of failure. We describe the themes according to the main categories using sample quotes. Taking into account the majority of asnaf entrepreneurs who are supervised and run a food business, therefore the findings presented are focused on food asnaf entrepreneurs.

The Role of Family Members: Entrepreneurial determination is influenced by the support of family and relatives which gives strength to overcome any challenges (Musa et al., 2016). Asnaf entrepreneurs need the support of their spouses in terms of business advice, help in running a business and encouragement to grow the business, especially in the early stages. However, various problems in the household that need to be addressed make asnaf entrepreneurs discouraged. An LZS official stated:

"Her husband is ill and needs special attention. The children are too young they can't take care of their father or help with the business. So, the business that is conducted is often interrupted, there are times when she does business and sometimes she cannot do business because she has to take care of her sick husband". (LZS 5).

As described by Raman (2021), in addition to finance, familial responsibilities influence the failure of

entrepreneurs. For asnaf entrepreneurs who are experiencing divorce, they lose the will to continue the business.

"They started ignoring the business they were running because their minds were disturbed due to the divorce". (LZS 3).

The investigation carried out by LZS officers found that the divorce that occurred was largely caused by her partner's drug addiction, gambling and debt problems.

"When a husband is sent to a rehabilitation center it weakens the wife's morale as she finds it difficult to divide her time into the business and taking care of young children". (LZS 1).

The small businesses run by asnaf entrepreneurs mostly only involve family members. Only a handful hired workers. When the asnaf entrepreneur who leads the business suffers from health problems, it disrupts the smooth running of the business because the treatment process takes time. In addition to disrupting business activities, it also involves financial implications where financial resources that should be used as working capital have to be used for treatment.

"Health problems are also a critical factor for them because a lot of money and time is spent for treatment purposes". (LZS 6).

These data are in line with the study of Hatak and Zhou (2021) who concluded that spousal health condition influences entrepreneurial success. In addition, the age factor also limits business development as there is no support from children. Most children are more comfortable working in the city and are reluctant to pursue a parent's business.

"As they get older, their strength diminishes, and business activities are no longer as active as they used to be. Children rarely return home and show no interest in continuing the legacy of the business." (LZS 2).

An LZS official stated that many asnaf entrepreneurs are middle-aged people whose business is more for survival and daily income. This statement is supported by other LZS officers who see the spirit of developing business as not in the soul of this aged entrepreneur. Nevertheless, some asnaf entrepreneurs are successful businessmen but have suffered losses as a result of the COVID-19 pandemic. Due to the high financial burden that has not yet been paid off, they try to start a new business on a small scale by applying for assistance from Zakat funds. For this group, the entrepreneurial spirit is very high and usually, these people are among the successful asnaf entrepreneurs.

Non-tech Savvy: Implementing digital technology in business can accelerate the success of entrepreneurs (Golob & Babic, 2018). Many entrepreneurs in developing countries have successfully expanded their business potential through social media platforms (Ukpere et al., 2014). However, this is not the case for most asnaf entrepreneurs. Probably due to age factors, they are not savvy in the use of information technology and social media. They don't see the importance of digital knowledge that can help grow their business. They also don't take into account dynamic business trends. Technology illiterate limits the marketing of their business to a wider market and restricts its growth.

"Many asnaf entrepreneurs under my supervision are not good at using social media because they lack exposure to gadgets. So, their business depends a lot on regular customers and locals. Business growth is slowing down as it is more into word-of-mouth marketing among locals and nearby areas". (LZS 1).

In addition, Asnaf entrepreneurs feel burdened by the presence of innovative technology making it an obstacle to their entrepreneurial resilience. Learning technology is considered time-consuming and results in mental and emotional fatigue. This supports Prikhidko et al. (2020) who reveal the existence of extreme fatigue from the use of technology.

"It's not easy to keep up with the (development) of technology, it requires a lot of energy and I feel tired not only physically but also mentally stressed. I think there are many other things (I can do) instead of wasting time focusing on things that are difficult for me to understand". (LZS 7).

Communication devices are also seen to play an important role in adapting technology. For them, being able to connect with customers who are limited to local community groups formed through digital platforms is contenting. So, it is not surprising when this study found that the average asnaf entrepreneur owns a

smartphone in the low and medium range only. They are also not very interested in finding out about the advantages that smartphones provide other than socializing purposes. Overall, it reveals that asnaf entrepreneurs fail to see the capabilities of digital technology as a support system in entrepreneurship. This study is in line with Serben (2014) who found a significant relationship between the factors of age and gender with the use of social media.

"Everyone has a smartphone but the use for most is limited to calling children, socializing on WhatsApp chat groups and Facebook. Only a handful use smartphones to promote and market their sales". (LZS 10).

The business of running a business, managing a household and children who are still in school and only using regular smartphones without being equipped with certain specifications are strong reasons for no opportunity to learn the use of technology. Not to mention, internet access problems and speed disruptions are corresponding explanations for inefficiency in the mastery of digital technology.

"They are busy doing business every day, and the children are not around to teach, so they don't have time to learn about the use of technology. The use of a smartphone is to contact people and to socialize only". (LZS 4).

Fear of Failure: Many asnaf entrepreneurs do business not for the sake of getting rich but more for survival. They just want to live in peace without wanting to think about the hassle of running a business if it is growing rapidly. They want a better life and do not want to be recipients of zakat forever. Yet, at the same time, most of them have no desire to be great entrepreneurs with the belief that success comes with heavy responsibilities and they don't dare to face them.

"They are in a comfort zone. They told me that they have no intention of expanding the business because they are worried it will be difficult to manage. The most worrying thing is if the business fails in the middle of the road". (LZS 3).

Competition in business is also an issue that they try to avoid because they are not confident in their abilities and are not far-sighted. They are horrified to imagine that if a business thrives, there will be many challenges to be faced in terms of additional capital, additional employees, business product development, marketing methods and the diversity of customer needs which if not handled well can result in a painful downfall.

"Many are less educated, even though we have given courses and continue to mentor, but they still have no desire to expand the market. They prefer to focus the market on a small and manageable scope". (LZS 9).

This asnaf entrepreneurial behavior is closely related to the study of Ahmadi and Soga (2022) where there is indeed fear in the course of entrepreneurship. Starting a business does have to go through various phases in decision-making. This process results in either the effort being realized and successful in the marketplace or it may fail and just have to be buried (Caiazza et al., 2019). Thus, after being in their comfort zone for so long, asnaf entrepreneurs are reluctant to explore new methods and markets. More worrying if the intensified efforts fail.

"Some are still renting a house; the children are still studying and still have vehicle debts. So, they do not dare to take risks". (LZS 8).

The need to be proactive in responding to market changes as a result of entrepreneurial activities is very uncomfortable for them.

"They don't have much time to keep up with current business developments and are more comfortable sticking with existing business patterns and methods". (LZS 7).

Lack of self-confidence and fear of failure turn out to be the main factors preventing asnaf entrepreneurs from starting something risky and subsequently, choosing to remain in an easy and safe business situation. It is consistent with the study of Deniz et al. (2011) and Ukil and Jenkins (2022) that the fear of failure prevents entrepreneurs from moving quickly toward their goals.

Discussion: This study reveals the factors that influence entrepreneurial resilience. In practice, it is recognized that entrepreneurial resilience is important in ensuring business survival. Our study focuses on asnaf who theoretically has limitations to financial access but has the potential to enroll in the asnaf entrepreneurship program under the guidance of LZS. Unearthing the resilience of asnaf entrepreneurs is valuable based on the lack of business education background and the possibility of facing environmental

pressure from the economic shock caused by COVID-19. Recent research related to asnaf entrepreneurs investigates the development of entrepreneurs (Mohd Khalil & Mohamed Saniff, 2023), the effects of Islamic microfinance (Redzuan et al., 2023) and financial access (Jauhari et al., 2023). There is very little literature discussing the resilience of asnaf entrepreneurs in the face of unforeseen challenges and hardships. Our contribution to the literature addresses this gap by considering the factors that influence the resilience of asnaf entrepreneurs as antecedents that have received little attention thus revealing their impact on business survival.

5. Managerial Implications and Recommendations

The study deliberately focuses on asnaf entrepreneurs who run food-based businesses operating in Selangor to assess their resilience in facing unexpected situations that have a huge impact on small entrepreneurs i.e., COVID-19. Thus, one of the contributions of this research to entrepreneurs is that entrepreneurial resilience exists when entrepreneurs are willing to change and learn new knowledge to increase self-confidence. It is necessary to avoid staying in the comfort zone, business is not just a source of income, but if entrepreneurs formulate a strategy based on technological development with high confidence, it has the potential to survive even in the face of severe economic shocks, further growing rapidly. The support of family members plays an important role in helping form the resilience of entrepreneurs.

Besides, this study offers methodological implications by providing a deeper understanding of the resilience of asnaf entrepreneurs based on first-hand information. Most studies discussed a lot of achievements of asnaf entrepreneurs (Bahri et al., 2023; Abang Abai & Awang, 2023) and analyzed the impact of providing micro-financing to asnaf entrepreneurs (Redzuan et al., 2023; Harun & Rahman, 2023 & Zahri et al., 2023). This study bridges the literature gap by providing added value that focuses on the factors that affect the resilience of asnaf entrepreneurs, more interestingly; the results are based on lived experience. This study successfully proves that the resilience of asnaf entrepreneurs can be formed not only through entrepreneurship programs but also through self-strengthening and mastery of technology. The study suggests that the LZS needs to see the importance of these aspects in the training module for asnaf entrepreneurs.

Conclusion: This study exposes that specific internal factors are imperative in shaping the resilience of asnaf entrepreneurs to manage adversity, especially in the early stages. Our study through an in-depth interview instrument revealed an underexplored aspect of the challenges in building the resilience of asnaf entrepreneurs who are caught between the desire to improve the family economy with a lack of business skills and the fear of failure. If Ukil and Jenkins (2022) found that fear of failure negatively affects entrepreneurial intentions, we add value to the entrepreneurship literature by proving that it is also a factor that weakens entrepreneurship resilience. Additionally, the focus on asnaf entrepreneurs contributes to a different context from non-asnaf entrepreneurs by contextualizing the notion that there is no financial risk involved in the business run by asnaf entrepreneurs. This qualitative-based research also contributes to the formulation of policies that can strengthen the strategy of the Zakat board to help improve the economy of asnaf. In conclusion, to find the best method of shaping entrepreneurial resilience, it is important to understand the elements that influence it, so that a framework that can balance its impact on micro-entrepreneurs can be formed comprehensively.

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