

The Role of Social Support in Overcoming Entrepreneurial Failure: Evidence from Moroccan Entrepreneurs

Ali SFALI, (PhD student)

LRSO, ENCGK, Ibn Tofail University, Kenitra, Morocco

Rhita SABRI, (Full Professor)

LRSO, ENCGK, Ibn Tofail University, Kenitra, Morocco

Correspondence address :	National School of Business and Management ENCG Kenitra, B.P. 1420, 14000, Ibn Tofail University of Kenitra, Morocco.
Disclosure Statement :	The authors declare that they have not received any financial support that could have influenced the objectivity of this study. They take full responsibility for any potential plagiarism, the use of artificial intelligence in the writing process, as well as for the results presented in this article.
Conflict of Interest :	The authors report no conflicts of interest.
Cite this article :	SFALI, A., & SABRI, R. (2026). The Role of Social Support in Overcoming Entrepreneurial Failure: Evidence from Moroccan Entrepreneurs. <i>International Journal of Accounting, Finance, Auditing, Management and Economics</i> , 7(4), 314–329. https://doi.org/10.5281/zenodo.19285565
License	This is an open access article under the CC BY-NC-ND license

Received: 16/02/2026

Accepted: 03/04/2026

International Journal of Accounting, Finance, Auditing, Management and Economics - IJAFAME

ISSN: 2658-8455

Volume 6, Issue 04 (2025)

The Role of Social Support in Overcoming Entrepreneurial Failure: Evidence from Moroccan Entrepreneurs.

Abstract

This paper focuses on analyzing how social support can be used to help entrepreneurs develop resilience after the failure of a business, and in this case, it is based on Moroccan entrepreneurs. It relies on a literature review in drawing the multidimensional psychological effects of failure and the possibility of social networks alleviating those effects. The aim is to theorize the processes by which various kinds of social support (emotional, instrumental, informational) can facilitate resilience and post-failure reconstruction in the context of the developing economy, such as Morocco. The qualitative narrative research design, as such, was used, meaning that nine Moroccan entrepreneurs, who had failed in their business, were interviewed in depth. The key results are that emotional support by family and friends can be used to redefine entrepreneurial identity and minimize self-blame; instrumental support can be used to re-strategic and re-mobilize resources; peer support can be used to normalize failure and lead to vicarious learning, which can help psychological recovery and renewed engagement by an entrepreneur. The contributions are triangular in nature, in theory, a fine-grained typology of post-failure support mechanisms in an emerging economy setting; in-depth, first-time qualitative analysis in Morocco; and policy-wise, advice on how to implement second-chance programs by the government and the business community to improve recovery of businesses.

Keywords : Entrepreneurial failure, social support, resilience, recovery, entrepreneurship.

Classification JEL: L26 ; M13; Z13

Papier type : Recherche empirique

1. Introduction

Entrepreneurial failure represents a critical challenge encountered by a vast majority of entrepreneurs throughout their professional journey (Ucbasaran et al., 2012). Long perceived solely through a negative lens, this subject has garnered increasing academic attention over the last decade, transitioning from a peripheral topic to a central pillar of entrepreneurship research (Philippart, 2017). Current scholarship identifies failure as a multidimensional phenomenon often resulting from strategic missteps, managerial deficiencies, flawed business models, or an inability to navigate dynamic competitive environments (Khelil et al., 2012). Beyond immediate financial losses, researchers have explored the profound consequences of a venture's collapse, particularly the psychological distress and social stigma it triggers, while simultaneously highlighting its paradoxical role in stimulating entrepreneurial learning and human capital development (Cope, 2011). Within this framework, the field of entrepreneurial psychology has identified adaptability and resilience as pivotal traits that enable individuals to bounce back from such severe setbacks (Corner et al., 2017; SFALI Ali & SABRI Rhita, 2025). However, the recovery process is not solely dependent on intrinsic personality traits; it is deeply embedded in the relational resources mobilized by the entrepreneur. Social support plays a crucial role in shaping resilience by acting in synergy with individual factors such as psychological capital (Duchek, 2017; Hong & Wibowo, 2021). Previous studies emphasize the value of social support in facilitating both cognitive learning and emotional healing following a business collapse (Byrne, 2021). During periods of intense crisis and stress, social networks act as an essential buffer (Hadjielias et al., 2022), helping to overcome operational hurdles (Klyver et al., 2017; SFALI Ali & SABRI Rhita, 2025), mitigating the fear of failure (Murdafasmi et al., 2020), and protecting the entrepreneur from depression and permanent withdrawal intentions (POLLACK et al., 2012). The efficacy of this support relies on a tight alignment between the entrepreneur's specific needs and the type of assistance provided be it emotional, informational, or instrumental (Kim et al., 2013).

Although these developments are very important, we still have a research gap in the dynamics of these. We, however, have little clue as to how exactly the different kinds of social support enable resilience and reconstruction through the successive stages of the recovery process, especially in stigmatizing institutional frameworks. No previous qualitative study has to our awareness seriously delved into these trends in emergent economies like Morocco in which the force of culture and the institutionalization of failure to a large degree increases the psychological and social cost to the failure (Klimas et al., 2020; Ucbasaran et al., 2012). While existing literature covers failure and social support in isolation or during the early stages of the entrepreneurial journey (Davidsson & Honig, 2003; Klyver et al., 2017; Seyoum et al., 2021), the fine-grained articulation between the nature of support, the temporal process of "recovery," and specific cultural barriers remains largely under-explored.

To address these limitations, this study adopts multidisciplinary theoretical anchoring. It is primarily situated within the theory of entrepreneurial resilience (Corner et al., 2017; SFALI Ali & SABRI Rhita, 2025), while enriching it with social support approaches derived from psychology and sociology (Beauregard & Desroches, 2005; Schwarzer & Knoll, 2007). Moreover, we incorporate an institutional lens to understand the moderating effects on the help obtained on stigmatization of failure, which is inherent in the Moroccan situation. The declaration of these structures in the beginning shows that this research is not just a collection of life stories, but we are also involved in the theoretical discussions about how one can reconstruct the entrepreneurial identity after a professional trauma. In this line of positioning, our study is structured around the following central question: How does the various forms of social support play a role, in the particular environment of Morocco, in the resilience and reconstruction of entrepreneurs failed in their ventures? In order to overcome this issue, we

follow three operation goals: To determine which are the main sources and types of support (emotional, instrumental and informational) that are mobilized by the Moroccan entrepreneurs after a business failure. Also, to understand how these various forms of support are affected by the institutional and cultural context of Morocco.

In order to fulfill these purposes, the paper will utilize qualitative narrative approach, which is especially appropriate to describe subjective experiences, sense-making and identity changes after failure (Lämsä et al., 2018; Lewis, 2015) . We would like to offer a more subtle insight deeper than simple reporting of facts but rather tapping into emotional and transformative levels of rebounding by engaging in in-depth interviews with Moroccan entrepreneurs who have gone through the process of venture closure (Elsayed & Elshandidy, 2020) . The novelty of this work is in the fact that it offers the first intensive empirical investigation of the social support processes within the framework of a developing market, emphasizing the moral and social aspects, mostly avoided by Western models, and suggests recommendations on the second chances policies on the level of emerging ecosystems. The rest of this paper is structured in the following way. In the following section, a literature synthesis on entrepreneurial failure and social support is given. Then, we outline our phenomenological approach and then show the findings of the narrative analysis. Lastly, we explain the theoretical and practical application of our results to the Moroccan entrepreneurial ecosystem.

2. Literature review

2.1. Entrepreneurship and Social Support

According to the literature, social support plays a crucial role in encouraging entrepreneurial behaviors. Studies have indeed shown that social support has a positive influence on entrepreneurial intentions, entrepreneurial education, and connections with support organizations (Seyoum et al., 2021). Furthermore, perceived social support is associated with better life satisfaction among entrepreneurs transitioning from salaried employment to entrepreneurship (Alshibani & Voléry, 2020). Some works have also highlighted the importance of social support for entrepreneurs during the creation and development of their startups(Xiong & Sun, 2025)). Additionally, entrepreneurs' social networks have been identified as a determining factor in the persistence of new businesses (Klyver et al., 2017). Other studies consider social support a strong predictor of the emergence of entrepreneurs and their progression in the entrepreneurial process (Davidsson & Honig, 2003). The following table sheds light on the definition of the concept.

Table 1. Definition of social support

Auteur	Definition
Klyver et al. (2017)	The degree to which a person's basic needs are satisfied through interaction with others.
Alshibani & Voléry (2020)	An interactive process that can be linked to altruism, the sense of obligation, and the perception of reciprocity between individuals.
Gubbins et al. (2020)	A specific resource exchanged within a social exchange relationship, aimed at improving the recipient's well-being.
Cohen & Wills (1985)	A "buffer" mechanism that intervenes between stressful events and their consequences, by providing esteem, information, or social companionship.
Gubbins et al. (2020)	A fundamental form of human communication that helps reduce uncertainty and strengthen the sense of control over one's own life.

Source: author's own elaboration

These definitions show that social support is not only material aid, but a complex relational process that protects the individual's identity and facilitates their psychological recovery (Gubbins et al., 2020; Klyver et al., 2017).

2.2. Social support and business development

The literature, however, indicates that many factors will influence the performance of the small business when social support is applied, including the stage of development of the company, the industrial sector, and the institutional environment and certain indicators that are applied to measure the network and performance (Stam et al., 2013). Besides, within the academic entrepreneurship, support is understood as a tool of promoting entrepreneurship, but it is not an easy concept as it includes both content and relationships, delivery methods, and outcomes (Gubbins et al., 2020). In this regard, social support is often applied to entrepreneurs in order to reduce challenges and realize their goals (Kim et al., 2013). It is a social support, which may be provided by family (Schwarzer & Knoll, 2007), friends (Munawaroh & Qamari, 2021), and even specialized institutions like coaches (Anis et al., 2018) and support centers (Pachoud & Corbière, 2014). Various forms of assistance may be given by the support providers, which are usually divided into emotional support, informational support and instrumental support (Beauregard & Desroches, 2005). Emotional support encompasses empathy, attention and encouragement of the social network (Burnand, 1969). Informational support accompanies the provision of advice, suggestions, and pertinent information to the entrepreneur (Anis et al., 2018). Conversely, instrumental support can be translated into tangible assistance, i.e. time, effort, or resources (Kim et al., 2013). Such support may come in different forms and have to be based on different sources, relying on the nature of the entrepreneurial setting. As a rule, the efficiency of support is determined by the character of support, the time when it is provided, and the relationship between the entrepreneur and his / her supporters (Gubbins et al., 2020).

2.3. Social support in the context of business failure

The past few years have seen increased interest in the study of entrepreneurial failure among the entrepreneurship community (Klimas et al., 2020). It is a complicated environment that exposes many challenges and has both economic and psychological consequences to entrepreneurs (Ubasaran et al., 2012), so it demands special consideration and corresponding help. The literature highlights the significance of social support in overcoming the challenges in the crisis situation (Hadjielias et al., 2022; Li et al., 2022). Research indicates that social support may cushion entrepreneurs against the disastrous impact of economic stress on depression and abandonment intentions (POLLACK et al., 2012). Studies show that social support can protect entrepreneurs against the harmful effects of economic stress on depression and abandonment intentions (POLLACK et al., 2012). It is also able to decrease the fear of failure (Al-Alawi et al., 2023). Other researchers who studied 440 young Iraqi entrepreneurs indicate that most entrepreneurs have the fear of failing which may negatively affect their business and personal lives. According to these studies, there is a potential mitigating effect of social capital on the negative factors on the fear of failure and, consequently, the persistence of entrepreneurs (Kim et al., 2013). In addition, social support appears to mediate self-efficacy in a manner that enable individuals to be able to manage well with their condition as it is after cardiac surgery (Schwarzer & Knoll, 2007). Articles by (Heinze, 2013) indicate how the social environment of the entrepreneur stimulated intense emotions that might be both short term and long term and affect sense-making process and subsequent decision-making. These results also demonstrate the interplay between social support, entrepreneurial perseverance and psychological effects of business failure, thus indicating the need to provide aspiring and recovering entrepreneurs with a personalized support system. Moreover, the results of (Hamrouni & Ben Salem, 2013) confirm that internal entrepreneurial support positively impacts the decision to restart the business which failed. Nevertheless, there is no detailed picture in the available literature of the mechanisms of how social support can assist entrepreneurs in overcoming failure and salvaging their troubles. However, it also emphasizes the value of social

support in providing a favorable environment to the entrepreneur, especially emotional (Stenholm & Nielsen, 2019) informational, and instrumental support (Kim et al., 2013). The following table highlights the differences between the forms of social support, their definitions, and concrete examples to better understand their applications in the entrepreneurial context.

Table 2. The main dimensions of social support

Dimension	Description and Characteristics
Emotional Support	Manifestations of empathy, trust, love, and active listening. It helps to reduce feelings of isolation, soothe the trauma related to failure, and rebuild identity (Stenholm & Nielsen, 2019).
Instrumental Support	Concrete assistance in the form of financial resources, materials, services, or time dedicated to helping the individual solve operational problems. (Klyver et al., 2017)
Informational Support	Provision of advice, suggestions, expertise, and relevant information to help with decision-making or understanding a complex situation (Cohen & Wills, 1985; Gubbins et al., 2020).

Source: author's own elaboration

2.4. Social support: a factor promoting entrepreneurial resilience in the context of failure

The concept of resilience was theorized in psychology during the 1970s by Mary Ainsworth, building upon John Bowlby's foundational work from the 1940s, referring to individuals' capacity to adapt positively to adversity (Southwick et al., 2014). This notion was later transposed to management and entrepreneurship domains, where it denotes an organization's ability to surmount crises. The literature offers diverse definitions of resilience in the context of failure, as illustrated in the table below.

Table 3. Definitions of Entrepreneurial Resilience

Author	Definitions
Williams et al. 2011	The ability to adapt positively in the face of adversity, uncertainty, or undesirable events (Aaouid et al., 2025).
Shamieh & Bastian (2025)	The action of "bouncing back", jumping back or recovering quickly after a shock or trauma through the use of personal resources.
Shamieh & Bastian (2025)	The specific process of recovery and restoration after a major crisis.
Corner et al. (2017)	defined as the stability of psychological functioning over time, despite the experience of a traumatic event

Source: author's own elaboration

These definitions introduce resilience as per two aspects: as a process or a personal attribute with the focus on adjusting and the ability to recover after entrepreneurial failures (Pan et al., 2022). Resilience to failures is an important attribute in entrepreneurship, as it helps an entrepreneur to overcome the volatility of the entrepreneurial environment and come out stronger in the face of misfortunes (Cusin, 2017). Social support networks known to be very strong enhance this inherent resilience capacity many folds and offer the necessary emotional, informational, and instrumental resources (Muñoz et al., 2025).

According to literature, effectiveness of social support is determined by how well it coincides with the role of the support providers. An example is that family has a tendency of offering instrumental support whereas friends offer informational support to a greater level (Edelman et al., 2016). The support timing is also essential, and emotional support is more effective in the initial phases of firm development and positively related to the entrepreneurial passion (Stenholm & Nielsen, 2019), whereas instrumental support is more suitable when a young entrepreneur is involved (Klyver et al., 2017). With the external crises, the family businesses restructured their social networks to increase survival capacity, aligning the structural and relationship aspects with the circumstances of a crisis (Hadjielias et al., 2022). Literature

describes the issues surrounding the failure in entrepreneurship as issues that can be handled by personalized training programs, networks, mentoring, and role models that can help the entrepreneur to survive following a crisis (Byrne, 2021). The resources would be useful in dealing with the many challenges that entrepreneurs may be experiencing after their business fails. Moreover, the findings of the research by (Munawaroh & Qamari, 2021) indicate that economic recovery of businesspeople following a business failure can take various forms of support that include family loans, bank loans, friend donations and taking up of jobs in other firms. However, beyond instrumental support, literature also highlights the importance of emotional support from family in the psychological recovery of entrepreneurs after failure (Murdafasmi et al., 2020). This emotional support can help them maintain their self-confidence and stay motivated. This perspective is corroborated by the findings of (Anis et al., 2018), which show that psychological coaching helps to mitigate the emotional shock of a buyer in the context of an unprogrammed takeover, while social coaching facilitates their integration in the case of a programmed takeover. Finally, the work of (Powell & Eddleston, 2016) suggests that family involvement in companies indirectly improves entrepreneurial outcomes through family support for the company, highlighting the importance of family anchoring in small and medium-sized enterprises.

Outside the conceptual clarification, the literature is abundant in terms of the role of social support on the entrepreneurial intention or life satisfaction (Edelman et al., 2016; Stenholm & Nielsen, 2019), but scant and scattered in terms of the role of social support in the perspective of bankruptcy, social stigmatization, and second chances, particularly, in emerging economies such as Morocco (Anis et al., 2018; Hamrouni & Ben Salem, 2013). This theoretical gap is evident: the usefulness of social support is evident, however, its mechanisms of interaction with the failure pathways and resilience have not been studied in detail (Byrne, 2021; Kim et al., 2013). Lastly, we end this part with the synthesis that will be closely related to our empirical investigation. According to the literature, we perceive social support as a multi-dimensional relational resource, which is applicable at different times through different mechanisms (Hadjielias et al., 2022; Klyver et al., 2017; Stenholm & Nielsen, 2019). Our research offers a close-up view of the processes by which these support forms do encourage the resilience and reconstruction of post-failure entrepreneurs, within the cultural and institutional setting of Morocco.

3. Methodology

The studies of entrepreneurial failure pose difficulties concerning the availability and readiness of entrepreneurs to disclose their experiences, as a number of past studies have already identified ((Cope, 2011); (Singh et al., 2016); (Shepherd et al., 2016)). The techniques of qualitative research, and specifically narrative research, are suitable means of studying those phenomena in depth. Narrative research uncovers the intricacies of the response and dedication of entrepreneurs in changing conditions (Lewis, 2015), and it is centered on the experience of the life of the entrepreneurs themselves. This approach offers the conceptual framework to understand the complexity of ethical realities within the business environment and to learn how people make sense of these encounters (Lämsä et al., 2018). Moreover, narrative data found in company reports have shown a considerable predictor of company failure. Since they provide more detailed visions than conventional quantitative methods, narrative approaches are especially applicable to the study of entrepreneurship (Elsayed & Elshandidy, 2020). They enable us to study in detail the processual and contextual issues that surround entrepreneurship. Thus, to address the research question, a qualitative study with narrative case studies as the methodology is suited to investigate in more detail the role of social support in the recovery of entrepreneurs in situations of failure. In this framework, our study defines entrepreneurial

failure as the closure or cessation of business activity due to the non-achievement of a minimum economic viability threshold, in line with the definition used by (Ucbasaran et al., 2012).

Our study model was the qualitative research that included the investigation of the Moroccan business people who had failed in their businesses, especially those that were placed in the judicial liquidation. These entrepreneurs were identified through a purposive sampling approach which involved cooperation with court-appointed liquidators (*syndiques des tribunaux*) to gain access to this particular group. A sample of nine entrepreneurs was used as the sample size because of the natural challenges of reaching or contacting the people in the judicial liquidation process who are entrepreneurs and the sensitivity of the research subject since people who have failed are usually hesitant to speak about their failures. Nonetheless, the sample was represented by different profiles as per business sectors and previous entrepreneurial experience before failure; Table 4 gives a description of the failed businesses. Such heterogeneity is in line with the principles of qualitative case study methodology that attempts to find variation to explain cross-contextual mechanisms. It is more concerned with the process of resilience, but not industry peculiarities. This sectoral diversity allowed observing the patterns of transversal resilience regardless of the particular features of this industry.

The face-to-face in-depth semi-structured interviews were carried out through an interview guide, which enabled the entrepreneurs to speak openly on their experience of failure and how social support enabled them to get through the experience. The sample of the interviewed entrepreneurs was established according to the following criteria: he/she has established his/her business, he/she has experienced failure (including being liquidated in courts) in running business, and he/she is ready to share his/her experience. The interviews, which took between 1.5 and 2.5 hours, were transcribed word for word. They started by posing an open-ended question that asked the entrepreneurs to tell their experience of failure and the various forms of social support they gathered to help them through the failure and how this support impacted them to bounce back.

In order to do the research methodological rigor, credibility was achieved by conducting multiple interviews and coding data in NVivo. The transferability was supported by the in-depth description of the research situation and the cases under consideration. Lastly, the reliability was tested by having an audit journal to record all the coding decisions.

4. Data Analysis

This study will analyze data based on the strict systematic approaches which attempt to extract the pertinent information out of the rich textual data which is received. The qualitative analysis method developed in the QUAGOL manual (Casterlé et al., 2012). Was applied, and it is based on repetitive functions and intuition of the researcher. Additionally, the central techniques of analyzing the complicated narrative data involved in the case-oriented analysis, constant comparison, and emergent coding (Casterlé et al., 2020). These methodological recommendations were applied by the data analysis methods unique to narrative research models (Casterlé et al., 2020). This involved in-depth analysis of information where data coding was pursued to the end involving the determination of individual units of meaning. The units of meaning were further processed on the condition of maintaining the language of participants which made it possible to formulate categories to facilitate the organization of results and the development of analysis codes (Borbolla-Albores & Reyes-Mercado, 2022) that ultimately led to the interpretation of data.

Table 4. Description of the defaulting companies studied

Case	Age / Sex	Sector	Creation Date	Business Age
Case 1	Male / 20	Printing agent and digital marketing	2016	8 years
Case 2	Female / 38	Cosmetics	2021	4 years
Case 3	Male / 37	E-commerce services	2017	3 years
Case 4	Female / 35	Cosmetics	2022	1 year
Case 5	Male / 36	Construction: design and decoration	2019	2 years
Case 6	Male / 64	Restaurant / Food services	2021	2 years
Case 7	Male / 38	Jewelry	2020	4 years
Case 8	Female / 64	Trade / Commerce	2017	5 years
Case 9	Male / 36	Construction (BTP)	2017	1 year

Source: author's own elaboration

In this research paper, the sample consists of 9 cases of failed business people. They are diverse in terms of age, gender, and sectors of business that make their features. The age of the participants is 20-64 years old, and such a choice allows including younger entrepreneurs who have only started their careers and more experienced representatives. The gender mix is male dominated as it constituted three women and six men.

The industries represented include the different activities including retailing trade to catering including digital marketing, e-commerce, cosmetics, jewelry, and the construction industry. This sectoral multiplicity shows the multiplicity of conditions through which entrepreneurial failure may take place.

The duration of the lifespan of the companies until failure is also not homogenous. Other projects did not last beyond twelve months showing short-term weakness, whereas others lasted a few years before falling into trouble. This inconsistency shows that failure is not only associated with the youthfulness of the company, but also with comparatively mature projects.

5. Results and Discussion

The three key themes of our interview guide formed the basis of the analysis. These themes encompassed the entrepreneurs' perceptions of the nature of their failure and their experience, the sources and types of support they received, and the effects of this support on them. This structure enabled a deeper exploration of the dynamic aspects of entrepreneurial failure and the role of social support as a recovery mechanism, as demonstrated by the works of Li et al. (2022) and Xiong & Sun (2025), which highlight the importance of social support in crisis contexts. This study verifies these findings in the specific context of entrepreneurial failure. The interviews with business owners will indicate that entrepreneur failure is perceived as highly traumatic experience, which leaves a significant emotional impact and has serious economic effects. Entrepreneurs complain that they face significant losses of finance, debts, uncertainty, and social stigma. The psychological effects, particularly those that are hard to overcome, seem to be stress, loneliness, and the feeling of disappointment. These conclusions help to validate and support the results of (Corner et al., 2017; Klimas et al., 2020; Ucbasaran et al., 2012), who also found the strong emotional aspect of entrepreneurial failure and the psychological consequences that it implies. The impact of failure and its influence on entrepreneurs was the focus of (Corner et al., 2017; Ucbasaran et al., 2012). Also examined the effects of failure on entrepreneurs, both psychologically and financially, but did not leave out the factors that may impact on the level of such costs. Moreover (Klimas et al., 2020) investigated the outcomes of entrepreneurial failure that can result in painful and harmful consequences in their career and personal life.

These failures tend to be marked with a profound self-doubt and a doubting outlook of one's capacities and talents as a prerequisite to recover (Bernard, 2019), and a search of external

sources of support to fight. The sources of support and forms of support that the entrepreneurs identified will be included in a summary in the following table 5.

Table 5. Forms and types of support provided

Interviewee	Psychological/Emotional Support	Instrumental Support (material/financial)	Informational Support (advice, guidance)
1	Support from spouse and father. <i>"My family gave me their support and energy to keep going."</i>	Loans from friends; sale of machinery; payment extensions granted by suppliers. <i>"I was able to borrow occasionally from a few close friends..."</i>	Advice from suppliers and clients. Inspirational quote from a local trader.
2	Social circle perceived as an intangible resource.	Limited access to bank financing.	Motivation drawn from the entrepreneurial dream; learning humility. <i>"It is essential to recognize one's own limits and to actively seek support from others."</i>
3	Friends and family as emotional support. <i>"They listened to me and encouraged me to move on."</i>	Debt from relatives; search for new business partners.	Attempts at professional collaborations (unsuccessful).
4	Moral and psychological support from relatives.	Financial support from family; sale of assets.	Advice from support structures and experts. <i>"Personalized support can help you through advice and guidance."</i>
5	Support sought from friends but little sharing with the family.	Bank credit refused (due to required guarantees).	Advice from a banker friend. <i>"Psychological support represents both total and informational support."</i>
6	Family solidarity, listening, and sharing of the trauma.	Financial support from family	Discussions with the family to analyze mistakes and find solutions. <i>"We analyze the project in order to identify its shortcomings."</i>
7	Moral support from family. <i>"They help you morally and psychologically, more than materially."</i>	Financial support from the father and family; limited use of networks (unpaid debt).	Coaching and personal development training. Use of legal action and an association.
8	Psychological support from training in coaching and development. <i>"They help you morally and psychologically, more than materially."</i>	None reported directly; suffered financial exhaustion and "economic violence."	Legal support via prosecutors and association; training from NAMSA and coaching professional for women entrepreneurs.
9	Minimal: stressed by debts but state's support is not essential. <i>"Social support is not necessarily essential; it depends on the personality."</i>	Attempt to cover debts by selling machines; request for a bank overdraft (refused).	None: rejected advice from friends; limited to own strategies.

Source: author's own elaboration

In the framework of the analysis, the results show that entrepreneurs who have failed to utilize different types of social support, such as psychological, instrumental, and informational. The contribution of each of these forms towards the recovery process is specific. The provision of emotional and psychological support, which is mainly by family and friends, will provide an atmosphere of reassurance and confirmation, therefore, reducing the sense of isolation and shame that come with entrepreneurial failure, thereby enabling one to overcome the experience. However, there are entrepreneurs who do not want to share their experience with their relatives, who offer affective resources to eliminate psychological traumas, renewing self-confidence and avoiding premature giving up of entrepreneurial activity. The observation also supports the study conducted by (Hadjielias et al., 2022), that emphasized the importance of restructuring

family relationships in the sustainability of business and their adjustment to the limitations associated with the COVID-19 pandemic.

In terms of instrumental and financial assistance, entrepreneurs have a tendency to borrow money or other material help out of their relatives and friends, thereby offsetting the lack of trust of financial institutions and suppliers in the event of a failure. The results partly validate the literature, as certain entrepreneurs have taken advantage of the informal loans provided by their close ones to resolve liquidity challenges (POLLACK et al., 2012). The problem is, however, paradoxical in our interviews we can find that family financial support exists, but the bank support can be considered not to be sufficient, or even non-existing, because of guarantee requirements. That brings up concerns of the effectiveness of formal support systems to address the needs of post-failure entrepreneurs to drive them into informal networks more (Uriarte et al., 2023). Banks are more of a hindrance in our case, and serve to enhance reliance on family and personal connections.

Speaking of the informational support, entrepreneurs consult different sources in order to study the previous errors and create new strategies, which is needed to be redirected after a failure. This recommendation can be provided by professionals or even deep consultations with the family members as the examples of family conversations to examine project failures and find the ways out. The findings support the claim that advised practical advice, training, and coaching among peers or special arrangements are involved in failure learning (Berger-Douce, 2010). Our survey, however, puts more color on these conclusions by demonstrating that such support is still piecemeal and at times, it is seen as inadequate. There is a complaint among some entrepreneurs of inappropriate professional support that makes questions of the efficiency of formal entrepreneurial support regimes, which are becoming sold as sources of resilience (Xiong & Sun, 2025).

Lastly, our results have an original contribution of the implicit prioritization of support. As opposed to other studies that present emotional, informational and instrumental support as equals, our data show that the psychological support is a priority among entrepreneurs since it preconditions the mobilization of other resources. This result is somewhat consistent with the recent studies by (Fang et al., 2020) that stress the role of emotional coping as a precondition to learning failure, though it questions the notion that material support is the primary factor in the process of recovering.

Using these aggregate observations, we can suggest a three-stage recovery framework, which organizes the role of social support in entrepreneurial resilience. Emotional stabilization is the first stage directly connected to the implicit prioritization of psychological assistance that we have mentioned, as family members and friends are what can bring the required comfort to reduce the effects of the trauma and regain confidence (Fang et al., 2020; Hadjielias et al., 2022). After attaining this emotional stability, the process of cognitive reframing commences which is supported by informational support through expert counseling or family consultation to examine failure and devise new strategies (Berger-Douce, 2010; Xiong & Sun, 2025). Lastly, behavioral re-engagement is achievable with the help of reinstated confidence and mobilization of instrumental and financial resources that make entrepreneurs plan and take new actions (POLLACK et al., 2012; Uriarte et al., 2023).

Within the context of the analysis, the findings indicate the systematic dependence on psychological support of the family and friends, which is consistent with other research such as by Fang et al. (2020) and Hadjielias et al. (2022) on the concept of emotional stabilization as a precondition of resilience; but the findings of the researchers are limited to a systematic dependency, without emphasizing the dual effects, which include isolation and shame, but also economical violence or monetary drain on people, as some enterprise. This hegemonic but contradictory role of family support undermines the idealistic perspective in the previous body of literature, which triggers a shift towards the informal to the formal networks (Uriarte et al.,

2023) . Similarly, peer and coaching staff support, such as that provided by NAMSA training, is especially well-suited to normalizing failure and enhancing vicarious learning, as well as in agreement with (Berger-Douce, 2010) emphasis on accompaniment in post-failure recovery though our results also note that it is piecemeal and tends to be less effective than promised formal regimes (Xiong & Sun, 2025)

This study makes it possible to come up with two significant contributions to the failure of the developing economies. At the theoretical level, we propose first, and on the basis of a proposal that failure resilience is not a state, but a course, whose efficacy depends on a successive hierarchy of support: emotional support is necessary to stabilize the subject immediately in order to be able to engage strategically with instrumental support (Fang et al., 2020; SFALI Ali & SABRI Rhita, 2025) . Then, on the contextual level, our findings show a strong Moroccan peculiarity: informal support is not constituted by giving resources, it is a way of neutralizing cultural stigmatization connected with bankruptcy (Hadjielias et al., 2022; Uriarte et al., 2023). That is, aid effectiveness does not lie in its quality, but rather in its time, consistency with the psychological conditions of an entrepreneur (Cusin, 2017; SFALI Ali & SABRI Rhita, 2025). Such conclusions contribute to the discussions on entrepreneurship in the developing nations by indicating that the fragility of the formal mechanisms of rebound is structurally covered by the social network (Hadjielias et al., 2022).

6. Conclusion

The paper explored the purpose of social support in entrepreneurial resilience in business failure in the particular context of Morocco. Using a qualitative narrative design, it relied on detailed narratives of those entrepreneurs, who had personally encountered such failures, and thus provided an opportunity to discuss their recovery processes in greater detail.

The key mechanisms are also identified in the main results: the centrality of emotional support of the family and friends, which is important to repair the entrepreneurial identity and decrease the associated shame (Fang et al., 2020; Hadjielias et al., 2022); the instrumental support that facilitates the reconfiguration of the entrepreneurial paths by availing tangible resources and opportunities (POLLACK et al., 2012; Uriarte et al., 2023) ; and peer support, which contributes to the normalization of business failure and allows bypasses. These mechanisms also provide a sequenced and holistic answer to the main research question concerning the role of social support in resilience to failure.

Along with personal psychological resilience, the core aspect of entrepreneurial resilience is the process of relations that occurs in three successive stages of recovery, namely emotional stabilization, cognitive rework, and behavioral re-engagement. The first phase is about maintaining stability, which requires emotional support reducing the trauma of failure and rebuilding shattered confidence, therefore, implicitly placing it in the first place (Fang et al., 2020; Hadjielias et al., 2022). At this point, informational support becomes the center of attention of the cognitive reframing stage, which helps entrepreneurs by providing specific guidance, special consultations, and in-depth failure analysis to promote valuable learning and strategic adaptation (Berger-Douce, 2010; Xiong & Sun, 2025). Lastly, the behavioral re-engagement stage is catalyzed by instrumental assistance that allows mobilizing the required resources, including financial and logistic ones, thereby allowing entrepreneurs to design and implement new activities or initiatives (POLLACK et al., 2012; Uriarte et al., 2023) .

Practically, this means that institutional programs and policies need to be made much more consistent with this phased model of recovery: specific psychological support programs to ensure initial stabilization, intensive mentoring and coaching programs to help with cognitive reframing, and available mechanisms of financial assistance to help with behavioral re-engagement. These custom-designed second-chance programs would serve as a very powerful supplement to the overall role of family networks hence- empowering the overall policy

frameworks and providing more solid answers to the practitioners in similar situations of entrepreneurial crises.

This research theoretically contributes to the current body of resilience research by providing a processual and highly context-sensitive view of post-failure assistance, especially in the context of emerging economy (Xiong & Sun, 2025). It creates explicit paths between emotional coping mechanisms and later cognitive and behavioral healing phases, which are problematic to more conservative perceptions of resilience.

Although the research has a high possibility of analytical generalization to other similar situations, the research has some limitations that include the small sample used, which was only limited to the Moroccan environment and a limitation of the narrative approach in drawing conclusive causal conclusions.

Future directions of research would be quantitative validation in a larger-scale surveys or experiments, cross-country comparative analysis to test generalizability, longitudinal research on recovery over longer periods, or mixed-method research that would explore subgroups, including those based on gender, age, or within a narrow economic sector.

References

- (1). Aaouid, B., Elboussadi, A., & Boubker, O. (2025). Entrepreneurial resilience in times of crisis: A bibliometric analysis. *Entrepreneurial Business and Economics Review*, 13(3), 55. <https://doi.org/10.15678/eber.2025.130303>
- (2). Al-Alawi, A. N., Amjed, S., Elbaz, A. M., & Alkathiri, N. A. (2023). The anatomy of entrepreneurial failure: Antecedents of the Performance Failure Appraisal Inventory and the role of social support. *Sustainability*, 15(9), 7505. <https://doi.org/10.3390/su15097505>
- (3). Alshibani, S. M., & Voléry, T. (2020). Social support and life satisfaction among entrepreneurs: A latent growth curve modelling approach. *International Journal of Manpower*, 42(2), 219–234. <https://doi.org/10.1108/ijm-02-2019-0107>
- (4). Anis, B. S., Lakhal, L., Mbarek, R., & Carrera-Jiménez, J. A. (2018). The role of entrepreneurial coaching in the restarting process after business failure. *Journal of Enterprising Culture*, 26(4), 379–401. <https://doi.org/10.1142/s0218495818500140>
- (5). Beauregard, L., & Desroches, S. (2005). La mesure du soutien social. *Service Social*, 45(3), 55–84. <https://doi.org/10.7202/706737ar>
- (6). Berger-Douce, S. (2010). Le rôle de l'accompagnement dans l'échec entrepreneurial. HAL Open Science. <https://hal.archives-ouvertes.fr/hal-00695761>
- (7). Bernard, M.-J. (2019). Le retour sur soi, condition du rebond après un échec entrepreneurial. *Entreprendre & Innover*, (4), 54–65. <https://doi.org/10.3917/entin.039.0054>
- (8). Borbolla-Albores, A., & Reyes-Mercado, P. (2022). Entrepreneurial failure and resilience: A continuous interplay between rigidity and flexibility. *Jurnal Manajemen dan Kewirausahaan*, 24(1), 1–14. <https://doi.org/10.9744/jmk.24.1.1-14>
- (9). Burnand, G. (1969). The nature of emotional support. *The British Journal of Psychiatry*, 115(519), 139–147. <https://doi.org/10.1192/bjp.115.519.139>
- (10). Byrne, O. (2021). The rites of passage of business failure: A socialized sensemaking approach. Dans Emerald Publishing Limited eBooks (p. 59–82). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-83867-519-620211005>
- (11). Casterlé, B. D. de, Gastmans, C., Bryon, E., & Denier, Y. (2012). QUAGOL: A guide for qualitative data analysis. *International Journal of Nursing Studies*, 49(3), 360–371. <https://doi.org/10.1016/j.ijnurstu.2011.09.012>

- (12). Casterlé, B. D. de, Vlieghe, K. D., Gastmans, C., & Mertens, E. (2020). Complex qualitative data analysis: Lessons learned from the experiences with the qualitative analysis guide of Leuven. *Qualitative Health Research*, 31(6), 1083–1093. <https://doi.org/10.1177/1049732320966981>
- (13). Cohen, S., & Wills, T. A. (1985). Stress, social support, and the buffering hypothesis. *Psychological Bulletin*, 98(2), 310–357. <https://doi.org/10.1037/0033-2909.98.2.310>
- (14). Cope, J. (2011). Entrepreneurial learning from failure: An interpretative phenomenological analysis. *Journal of Business Venturing*, 26(6), 604–623. <https://doi.org/10.1016/j.jbusvent.2010.06.002>
- (15). Corner, P. D., Singh, S., & Pavlovich, K. (2017). Entrepreneurial resilience and venture failure. *International Small Business Journal: Researching Entrepreneurship*, 35(6), 687–708. <https://doi.org/10.1177/0266242616685604>
- (16). Cusin, J. (2017). The role of the tutor in the resilience of the post-bankruptcy entrepreneur: The case of the 60.000 Rebonds Association. *Revue de l'Entrepreneuriat*, (2), 91–123. <https://doi.org/10.3917/entre.162.0091>
- (17). Davidsson, P., & Honig, B. (2003). The role of social and human capital among nascent entrepreneurs. *Journal of Business Venturing*, 18(3), 301–331. [https://doi.org/10.1016/s0883-9026\(02\)00097-6](https://doi.org/10.1016/s0883-9026(02)00097-6)
- (18). Duchek, S. (2017). Entrepreneurial resilience: A biographical analysis of successful entrepreneurs. *International Entrepreneurship and Management Journal*, 14(2), 429–455. <https://doi.org/10.1007/s11365-017-0467-2>
- (19). Edelman, L. F., Manolova, T. S., Shirokova, G., & Tsukanova, T. (2016). The impact of family support on young entrepreneurs' start-up activities. *Journal of Business Venturing*, 31(4), 428–448. <https://doi.org/10.1016/j.jbusvent.2016.04.003>
- (20). Elsayed, M., & Elshandidy, T. (2020). Do narrative-related disclosures predict corporate failure? Evidence from UK non-financial publicly quoted firms. *International Review of Financial Analysis*, 71, 101555. <https://doi.org/10.1016/j.irfa.2020.101555>
- (21). Fang, S., Prayag, G., Ozanne, L. K., & Vries, H. P. de. (2020). Psychological capital, coping mechanisms and organizational resilience: Insights from the 2016 Kaikoura earthquake, New Zealand. *Tourism Management Perspectives*, 34, 100637. <https://doi.org/10.1016/j.tmp.2020.100637>
- (22). Gubbins, M., Harrington, D., & Hines, P. (2020). Social support for academic entrepreneurship: Definition and conceptual framework. *Journal of Management Development*, 39(5), 619–638. <https://doi.org/10.1108/jmd-11-2019-0456>
- (23). Hadjielias, E., Christofi, M., & Tarba, S. Y. (2022). Contextualizing small business resilience during the COVID-19 pandemic: Evidence from small business owner-managers. *Small Business Economics*, 59(4), 1351–1380. <https://doi.org/10.1007/s11187-021-00588-0>
- (24). Hadjielias, E., Hughes, M., & Scholes, L. (2022). External crises and family social capital reconfiguration: Insights from the European debt crisis and the COVID-19 pandemic. *Family Business Review*, 35(3), 275–301. <https://doi.org/10.1177/08944865221113136>
- (25). Hamrouni, A. D., & Ben Salem, A. (2013). Restarting after business failure: Evidence from Tunisia. [Indiquer le type de document si disponible, ex: Working Paper].
- (26). Heinze, I. (2013). Entrepreneur sense-making of business failure. *Small Enterprise Research*, 20(1), 21–39. <https://doi.org/10.5172/ser.2013.20.1.21>
- (27). Hong, Z., & Wibowo, A. (2021). Entrepreneurship resilience: Can psychological traits of entrepreneurial intention support overcoming entrepreneurial failure? *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.707803>

- (28). Khelil, N., Smida, A., & Zouaoui, M. (2012). Contribution à la compréhension de l'échec des nouvelles entreprises : Exploration qualitative des multiples dimensions du phénomène. [Type de document, ex: Communication présentée à...].
- (29). Kim, P. H., Longest, K. C., & Aldrich, H. E. (2013). Can you lend me a hand? Task-role alignment of social support for aspiring business owners. *Work and Occupations*, 40(3), 213–251. <https://doi.org/10.1177/0730888413481365>
- (30). Klimas, P., Czakon, W., Kraus, S., Kailer, N., & Maâlaoui, A. (2020). Entrepreneurial failure: A synthesis and conceptual framework of its effects. *European Management Review*, 18(1), 167–183. <https://doi.org/10.1111/emre.12426>
- (31). Klyver, K., Honig, B., & Steffens, P. (2017). Social support timing and persistence in nascent entrepreneurship: Exploring when instrumental and emotional support is most effective. *Small Business Economics*, 51(3), 709–728. <https://doi.org/10.1007/s11187-017-9964-5>
- (32). Lämsä, A., Auvinen, T., Heikkinen, S., & Sintonen, T. (2018). Narrativity and its application in business ethics research. *Baltic Journal of Management*, 13(2), 279–296. <https://doi.org/10.1108/bjm-06-2017-0196>
- (33). Lewis, S. (2015). Qualitative inquiry and research design: Choosing among five approaches. *Health Promotion Practice*, 16(4), 473–475. <https://books.google.co.ma/books?id=Ykruxor10cYC>
- (34). Li, S., Liao, W., Kim, C., Feng, B., & Pan, W. (2022). Understanding the association between online social support obtainment and coping during a public crisis. *Journal of Health Communication*, 27(5), 343–353. <https://doi.org/10.1080/10810730.2022.2107738>
- (35). Munawaroh, M., & Qamari, I. N. (2021). Loss recovery for entrepreneurs re-entering from business failure. *Advances in Economics, Business and Management Research*. <https://doi.org/10.2991/aer.k.210121.014>
- (36). Muñoz, P., Kimmitt, J., & Williams, N. (2025). Relational entrepreneurial perseverance in extreme contexts. *Entrepreneurship Theory and Practice*, 49(6), 1669–1702. <https://doi.org/10.1177/10422587251362898>
- (37). Murdafasmi, Y., Rachmatan, R., Nisa, H., & Riamanda, I. (2020). [Titre de l'article manquant]. [Nom de la revue].
- (38). Pachoud, B., & Corbière, M. (2014). Pratiques et interventions de soutien à l'insertion professionnelle des personnes présentant des troubles mentaux graves : Résultats et pistes de recherche. *L'Encéphale*, 40, S105–S112. <https://doi.org/10.1016/j.encep.2014.04.001>
- (39). Pan, L., Tsai, I.-C., Popan, S.-H., & Chang, S.-C. (2022). Entrepreneurial business start-ups and entrepreneurial failure: How to stand up after a fall? *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.943328>
- (40). Philippart, P. (2017). L'accompagnement de l'entrepreneur en difficulté : Questions autour d'un phénomène complexe. *Projectics / Proyética / Projectique*, (1), 11–24. <https://doi.org/10.3917/proj.016.0011>
- (41). Pollack, J. M., Vanepps, E. M., & Hayes, A. F. (2012). The moderating role of social ties on entrepreneurs' depressed affect and withdrawal intentions in response to economic stress. *Journal of Organizational Behavior*, 33(6), 789–810.
- (42). Powell, G. N., & Eddleston, K. A. (2016). Family involvement in the firm, family-to-business support, and entrepreneurial outcomes: An exploration. *Journal of Small Business Management*, 55(4), 614–631. <https://doi.org/10.1111/jsbm.12252>
- (43). Schwarzer, R., & Knoll, N. (2007). Functional roles of social support within the stress and coping process: A theoretical and empirical overview. *International Journal of Psychology*, 42(4), 243–252. <https://doi.org/10.1080/00207590701396641>

- (44). Seyoum, B., Chinta, R., & Mujtaba, B. G. (2021). Social support as a driver of social entrepreneurial intentions: The moderating roles of entrepreneurial education and proximity to the US small business administration. *Journal of Small Business and Enterprise Development*, 28(3), 337–358. <https://doi.org/10.1108/jsbed-08-2020-0306>
- (45). Sfali, A., & Sabri, R. (2025). Entrepreneurial resilience in the face of failure: A narrative literature review. *Zenodo*. <https://doi.org/10.5281/ZENODO.16994791>
- (46). Shamieh, S., & Bastian, B. L. (2025). Resilience reimaged: Advancing a gender-sensitive framework in entrepreneurship studies. *Journal of Small Business Strategy*, 35(3). <https://doi.org/10.53703/001c.142292>
- (47). Shepherd, D. A., Williams, T., Wolfe, M., & Patzelt, H. (2016). *Learning from entrepreneurial failure: Emotions, cognitions and actions*. Cambridge University Press.
- (48). Singh, S., Corner, P. D., & Pavlovich, K. (2016). Spirituality and entrepreneurial failure. *Journal of Management, Spirituality & Religion*, 13(1), 24–48. <https://doi.org/10.1080/14766086.2015.1029961>
- (49). Southwick, S. M., Bonanno, G. A., Masten, A. S., Panter-Brick, C., & Yehuda, R. (2014). Resilience definitions, theory, and challenges: Interdisciplinary perspectives. *European Journal of Psychotraumatology*, 5(1). <https://doi.org/10.3402/ejpt.v5.25338>
- (50). Stam, W., Arzlanian, S., & Elfring, T. (2013). Social capital of entrepreneurs and small firm performance: A meta-analysis of contextual and methodological moderators. *Journal of Business Venturing*, 29(1), 152–173.
- (51). Stenholm, P., & Nielsen, M. S. (2019). [Titre de l'article manquant]. [Nom de la revue].
- (52). Ucbasaran, D., Shepherd, D. A., Lockett, A., & Lyon, J. (2012). Life after business failure: The process and consequences of business failure for entrepreneurs. *Journal of Management*, 39(1), 163–202.
- (53). Uriarte, S., Benavides, J. E., & Soriano, D. R. (2023). Engagement in entrepreneurship after business failure. Do formal institutions and culture matter? *International Entrepreneurship and Management Journal*, 19(2), 941–974. <https://doi.org/10.1007/s11365-023-00829-6>
- (54). Xiong, R., & Sun, H. (2025). Impact of entrepreneurship support on entrepreneurship performance: A sequential exploratory study. *Administrative Sciences*, 15(1), 16. <https://doi.org/10.3390/admsci15010016>