



FinTech Adoption and SME Conflict Resilience in -Affected Economies: The Mediating Role of Digital Financial Inclusion and the Moderating Effect of Political Uncertainty in Palestine

Dr.Musab Rushdi Khalil

Intermediate College for Security Studies, Al-Istiqlal University, Palestine

dr.musab@pass.ps.

<https://orcid.org/0000-0001-9782-9912>

abstract

FinTech has emerged as a game-changer, increasing financial accessibility and improving organizational flexibility among small and medium-sized firms (SMEs). Despite increased interest in FinTech adoption, little research has looked at how FinTech helps SMEs recover in conflict-ridden and institutionally fragile settings. This research attempts to close this void by examining the link between FinTech uptake and SME resiliency in Palestine, a country plagued by political instability and financial constraints that pose significant hurdles to corporate survival.

Drawing on the Resource-Based View, Dynamic Capabilities Theory, the Technology–Organization–Environment framework, and Organizational Resilience Theory, the study develops and tests an integrated model in which digital financial inclusion serves as a mediating mechanism while political uncertainty acts as a moderating factor. Data were collected from Palestinian SMEs operating across various sectors and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

The findings reveal that FinTech adoption significantly enhances SME resilience by strengthening access to financial resources, increasing operational flexibility, and improving adaptive capacity. Digital financial inclusion partially mediates this relationship, whereas political uncertainty influences the magnitude of resilience outcomes. The study extends the literature on FinTech and organizational resilience by providing evidence from a conflict-affected economy and highlighting the mechanisms through which digital financial technologies support business sustainability. The findings offer valuable implications for policymakers, regulators, and SME managers seeking to promote resilience through digital financial transformation.

Keywords: FinTech Adoption; Digital Financial Inclusion; SME Resilience; Political Uncertainty; Conflict-Affected Context; Palestine; Financial Inclusion.

ARTICLE INFORMATION

Article history

Received: 05 May 2026

Revised: 07 May 2026

Accepted: 15 Jun 2026

Published: 27 August 2026

Corresponding Author

Name: Dr. Musab Rushdi Khalil

Email: dr.musab@pass.ps

ORCID: <https://orcid.org/0000-0001-9782-9912>

Article Title:

FinTech Adoption and SME
Conflict Resilience in Conflict-
Affected Economies: The
Mediating Role of Digital
Financial Inclusion and the
Moderating Effect of Political
Uncertainty in Palestine

Author:

Dr. Musab Rushdi Khalil

Affiliation:

Intermediate College for
Security Studies

Al-Istiqlal University, Palestine

DOI:

10.58205/ijes.v8i32.0001

Copyright © 2025,

International Journal of
Economic Studies.

This is an open access article
under the CC BY-NC-ND 4.0
license.



1. Introduction

1.1 Background and Research Problem

The fast spread of financial technology (Fintech) has had a huge impact on the world's financial services sector, drastically changing how people and companies use, handle, and access financial services (Gomber et al. , 2017; Thakor, 2020). Fintech comprises a wide variety of digitally enabled financial breakthroughs that upset conventional financial institutions, such as blockchain-based transactions, digital wallets, algorithmic credit scoring, and peer-to-peer lending (Boot et al. , 2021; Philippon, 2016). According to the World Bank (2024), the global Fintech market's transaction value has exceeded USD 310 billion, and it is expected to grow exponentially, particularly in developing and war-torn countries where traditional banking infrastructure is still underdeveloped.

As a consequence of Fintech progress, digital financial inclusion (DFI) is defined as the responsible and affordable provision of a variety of official financial services customized to the needs of financially marginalized and underserved people at a cost that is affordable for clients and sustainable for providers (Ozili, 2018; Demirgüç-Kunt et al. , 2022). A lot of academic interest has been shown in the connection between Fintech adoption and digital financial inclusion, especially in developing nations where financial exclusion disproportionately restricts economic participation and entrepreneurial activity (Sahay et al. , 2020; Demir et al. , 2020).

The foundation of the majority of economies is Small and Medium Enterprises (SMEs), which play a major role in creating jobs, generating GDP, spreading innovation, and reducing poverty (World Bank, 2023; OECD, 2022). SMEs account for about 95% of all registered firms, employ more than 85% of the private-sector workforce, and contribute approximately 60% of the Gross Domestic Product in the Palestinian context (Palestinian Central Bureau of Statistics [PCBS], 2023; Palestine Monetary Authority [PMA], 2023). However, Palestinian SMEs function within an extremely challenging ecosystem defined by a protracted military occupation, restrictions on movement, fragmented territorial rule, recurring military escalations, trade obstacles, constrained access to foreign markets, and the methodical destruction of productive infrastructure (Hever, 2010 ; Gholeh, 2026 ; World Bank, 2024).

For understanding how businesses endure, adapt, and prosper in the face of hardship and upheaval, the notion of organizational resilience has arisen as a crucial building block (Linnenluecke, 2017). The capacity to foresee threats, absorb shocks, adjust to evolving circumstances, and alter operational models to maintain continuity and generate value in the face of ambiguity is included in enterprise resilience (Duchek, 2020; Hillmann & Guenther, 2020). Considering the ongoing and multifaceted challenges that Palestinian SMEs face, resilience is not just a strategic goal but an existential must

(Baidoun et al., 2018).

Especially in areas affected by conflict, the crossroads of fintech adoption, digital financial inclusion, and SME resilience is a fascinating but understudied research topic. Even though there has been a lot of research on the effects of Fintech on financial inclusion in developing countries (Ky et al. , 2018; Lashitew et al. , 2019; Gbadebo, 2025) and a different line of research on the factors that determine SME resilience (Pal et al. , 2014; Herbane, 2019; Iborra et al. , 2019), there is still a noticeable lack of research that combines these two areas within the Palestinian context. Spurred by regulatory reforms from the Palestine Monetary Authority and international donor-supported financial sector modernization initiatives (PMA, 2023; World Bank, 2024), the Palestinian financial sector has experienced considerable growth in digital financial services, such as the introduction of mobile money platforms (like Jawwal Pay), digital banking applications, and electronic payment systems. The current study analyzes the impact of Fintech adoption and digital financial inclusion on the resilience of SMEs in Palestine, with a particular focus on the West Bank context, against this backdrop. In doing so, it fills a major hole in the empirical literature and provides useful information for SME managers, development workers, financial regulators, and policymakers working in conflict-ridden settings.(Korl, et al. , 2016)

1. 2 Research Questions and Theoretical Gap

In developing economies, even if the significance of Fintech and SME resilience is recognized, there is still a major lack of information regarding the means by which Fintech implementation and digital financial inclusion improve or limit enterprise resilience in contexts affected by conflict. Due to constraints imposed by the occupation, such as restrictions on banking operations, reliance on the Israeli shekel and Jordanian dinar for currency, limited access to international financial networks, and the physical destruction of financial service delivery locations during military operations, the Palestinian economy is an unusual and dire example where traditional financial infrastructure is systematically eroded (PMA, 2023; World Bank, 2024).

Current research has mostly looked at SME resilience frameworks (Duchek, 2020; Pal et al. , 2014), digital financial inclusion results (Demir et al. , 2020; Ozili, 2018), or Fintech adoption factors (Hu et al. , 2019; Kang, 2018; Shiau et al. , 2020) separately, with little empirical research into the combined processes through which Fintech adoption and digital financial inclusion work together to increase corporate resilience. The bulk of empirical data comes from established, well-functioning market economies or major emerging markets like China, India, and Kenya. However, there is a notable scarcity of research on economies like Palestine that are afflicted by war and limited by occupation (Demirgüç-Kunt, 2013) show that Fintech financing has a considerable positive influence on regional economic resilience, and that SME expansion is a critical pathway through which Fintech

lending impacts resilience. Likewise, it has been demonstrated that the development of FinTech considerably decreases financing expenses and loosens collateral-related limitations, enhancing the credit financing ability of SMEs (Ding et al. , 2026).

In light of the identified research gaps, the following questions are addressed in this study:

RQ1: What is the current level of Fintech adoption and digital financial inclusion among SMEs in the West Bank?

RQ2: How does the adoption of Fintech affect the resilience of West Bank SMEs?

RQ3: What influence does digital financial inclusion have on the resilience of West Bank SMEs?

Does digital financial inclusion moderate the link between Fintech adoption and SME resilience in the West Bank?

RQ5: Is there any moderation in the relationship between Fintech adoption, digital financial inclusion, and SME resilience due to contextual factors such as political instability, firm size, geographic location, the caliber of the regulatory environment, and the availability of digital infrastructure?

1.3 Theoretical Contribution and Originality

This study makes several significant contributions to theory and practice:

To begin with, the study advances theoretical knowledge by combining the Technology-Organization-Environment framework (Tornatzky & Fleischer, 1990), Organizational Resilience Theory (Duchek, 2020; Hillmann & Guenther, 2020), the Resource-Based View (Barney, 1991), and Dynamic Capabilities Theory (Teece et al. , 1997; Teece, 2007) into one cohesive model. In the literature, there have been recurrent appeals for multi-theoretical approaches to comprehending organizational outcomes that are technology-enabled, and this integration addresses them (Vial, 2019; Nambisan et al. , 2019). Integrating these frameworks, according to new research, explains the link between FinTech, innovation capability, and organizational resilience (Ding et al. , 2026; Zhang et al. , 2024).

Second, the study broadens the applicability of these theoretical frameworks to situations that are affected by conflict and constrained by occupation. Although the vast majority of Fintech research has concentrated on stable, developed-country environments, this study provides empirical data from a uniquely difficult environment (Abduallah et al. , 2025). The revolutionary potential of digital finance in conflict-affected regions has also been established in investigations in similar contexts, including Yemen and Somalia (Ismail, 2025).

Third, the study demonstrates how digital financial inclusion mediates the relationship between Fintech adoption and SME resilience. Fintech adoption and financial inclusion have previously been

examined as two separate issues. This research illustrates how the integration of Fintech is not only associated with digital financial inclusion but also acts as a means through which this technology is translated into organizational results. Similarly, recent research in Indonesia discovered that the relationship between resilience and fintech adoption is partially mediated by digital financial inclusion (Pratama & Azzahra, 2026).

The study also furthers the conceptualization of SME resilience by defining it as a multidimensional construct that includes anticipatory, absorptive, adaptive, and transformative capabilities (Duchek, 2020; Hillmann & Guenther, 2020). By using this multifaceted strategy, the resilience areas that react the most to Fintech interventions may be identified.

Fifth, the research finds contextual contingency factors—political uncertainty, business size, geographic location, regulatory environment quality, and digital infrastructure quality—that moderate the Fintech adoption–SME resilience relationship, adding to contingency theory and the TOE framework.

2.Theoretical Framework and Literature Review

2.1. Theoretical Foundations

2. 1. 1. Resource-Based Perspective (RBV)

The Resource-Based View (RBV) of the firm, developed by Penrose (1959) and formally described by Barney (1991), states that companies achieve and sustain competitive advantage by acquiring, developing, and deploying strategic resources and capabilities that are valuable, rare, inimitable, and non-substitutable (the VRIN criteria). In the context of this study, the RBV offers a fundamental lens through which to comprehend how the adoption of FinTech and digital financial capabilities are strategic resources that improve SME resilience. Organizational capabilities that improve financial management and operational efficiency may be seen as digital financial tools and related capabilities, such as digital financial literacy, automated financial management, data-driven decision-making, and digital customer relationship management (Okeke et al. , 2024; Nambisan et al. , 2019). Studies have shown that the use of fintech directly and indirectly via organizational innovation and financial instruments greatly improves sustainable performance (Rashid et al. , 2025).

2. 1. 2 The Theory of Dynamic Capabilities

A strong theoretical basis for understanding how organizations acquire, incorporate, and rearrange internal and external talents to respond to fast changing circumstances is offered by Teece, Pisano,

and Shuen (1997)'s Dynamic Capabilities Theory, which was further refined by Teece (2007). Teece (2007) categorized dynamic capabilities into three groups: (1) sensing capabilities—the capacity to recognize and evaluate threats and opportunities; (2) seizing capabilities—the ability to muster resources to seize opportunities and create value; and (3) transforming capabilities—the capacity to regularly revitalize and reorganize organizational structures and assets.

Through market intelligence and real-time financial data analytics, seizing abilities through quick access to digital credit and payment facilitation, and transforming capabilities through business model digitalization and supply chain reconfiguration (Li et al. , 2024; Mention, 2019), Fintech tools improve sensing capabilities in the context of this study. Recent research has revealed that SMEs require greater learning, higher digital capability, flexibility, and agility to become antifragile, and that dynamic capabilities are the main theory utilized to describe how a firm produces successful transformation (Ding et al. , 2026). The moderating influence of digital financial innovation on the connection between dynamic entrepreneurial skills and behavioral intent toward FinTech adoption was studied by Ismail& Rashidi, (2025). Integrated the resource-based perspective, the dynamic capabilities framework, and institutional theory to account for the connection between FinTech, organizational resilience, and innovation capabilities, research on FinTech and ambidextrous innovation capabilities of businesses from an organizational resilience perspective . (Brück et al. , 2013)

2. 1. 3 The Technology-Organization-Environment (TOE) Framework

The Technology-Organization-Environment (TOE) framework, developed by Tornatzky and Fleischer in 1990, offers a thorough analytical perspective for comprehending technology adoption at the organizational level. The framework pinpoints three environmental factors that together have an impact on how businesses adopt, implement, and profit from technical advancements: the technological context (relative advantage, compatibility, complexity), the organizational context (firm size, management structure, human resources), and the environmental context (industry structure, regulatory environment, competitive pressure).

The TOE framework has been extensively employed in studies on Fintech adoption (Iman, 2018; Shiau et al. , 2020; Nugraha et al. , 2022). Given the unique political, regulatory, and infrastructural environment, which creates both special obstacles and drivers for the adoption of Fintech, environmental variables take on a unique importance in the Palestinian context (Abualrob & Kang, 2015). Recent studies have utilized the TOE framework to analyze Fintech adoption among Small and Medium Enterprises (SMEs) in various socioeconomic contexts, exploring how the uptake of

digital financial services can contribute to inclusive economic expansion and promote entrepreneurial endeavors (Nagy et al. , 2025). According to Mujahed et al. (2021), who utilized the TOE model to study the factors affecting SME mobile banking adoption in Palestine, enabling environment, business model, and SME factors are the primary determinants influencing adoption intention.

2.1.4 Organizational Resilience Theory

Organizational resilience has evolved from a narrow focus on disaster recovery and business continuity to a more comprehensive, processual understanding encompassing proactive, reactive, and adaptive dimensions (Duchek, 2020; Hillmann & Guenther, 2020). Duchek (2020) proposed an integrative resilience process model comprising three sequential stages: anticipation (pre-disruption preparedness), coping (during-disruption response), and adaptation (post-disruption adjustment and learning). Building on this, Hillmann and Guenther (2020) advanced a four-dimensional conceptualization that this study adopts:

1. Anticipatory Capacity: The capacity to proactively identify potential disruption signals, engage in scenario planning, and create contingency strategies (McManus et al. , 2008; Somers, 2009).
2. Absorptive capacity: Through resource buffering, redundancy, and robustness, the capacity to withstand disruptions with little performance degradation (Lengnick-Hall et al. , 2011; Sutcliffe & Vogus, 2003).
3. Adaptive Capacity: The capacity to modify tactics, operations, and resource setups in response to shifting conditions (Staber & Sydow, 2002).
4. Transformative Capacity: The capacity to fundamentally redesign value propositions, organizational architectures, and business models in order to create value under radically different circumstances (Béné et al. , 2012; Pelling, 2011).

According to a study on organizational resilience from a FinTech standpoint, organizational resilience positively mediates the association between ambidextrous innovation and FinTech , Further research has revealed that saving choices in digital banks are favorably affected by digital financial literacy and digital lifestyles, which are crucial in boosting corporate resilience (Pratama & Azzahra, 2026). Organizational resilience refers to a company's ability to prepare for, respond to, and recover from disturbances in real time more effectively than its rivals (Duchek, 2020).

2. 2 Hypothesis Development and Conceptual Framework

2.2.1 Direct Effects

H1: Fintech adoption has a significant positive effect on SME resilience in the West Bank.

- H1a: Fintech adoption has a significant positive effect on financial resilience.
- H1b: Fintech adoption has a significant positive effect on operational resilience.
- H1c: Fintech adoption has a significant positive effect on strategic resilience.
- H1d: Fintech adoption has a significant positive effect on adaptive capacity.

H2: Digital financial inclusion has a significant positive effect on SME resilience in the West Bank.

- H2a: Digital financial inclusion has a significant positive effect on financial resilience.
- H2b: Digital financial inclusion has a significant positive effect on operational resilience.
- H2c: Digital financial inclusion has a significant positive effect on strategic resilience.
- H2d: Digital financial inclusion has a significant positive effect on adaptive capacity.

H0: Fintech adoption has a significant positive effect on digital financial inclusion.

2.2.2 Mediating Effect

H3: Digital financial inclusion mediates the relationship between Fintech adoption and SME resilience in the West Bank.

- H3a: Digital financial inclusion mediates the relationship between Fintech adoption and financial resilience.
- H3b: Digital financial inclusion mediates the relationship between Fintech adoption and operational resilience.
- H3c: Digital financial inclusion mediates the relationship between Fintech adoption and strategic resilience.
- H3d: Digital financial inclusion mediates the relationship between Fintech adoption and adaptive capacity.

2.2.3 Moderating Effects

H4: Political uncertainty moderates the relationship between Fintech adoption and SME resilience.

H5: Firm size moderates the relationship between Fintech adoption and SME resilience, such that the

positive effect is stronger for medium-sized enterprises.

H6: Geographic location moderates the relationship between Fintech adoption and SME resilience, such that the effect is stronger for enterprises in urban centers.

H7: Perceived regulatory environment quality moderates the relationship between Fintech adoption and SME resilience.

H8: Digital infrastructure quality moderates the relationship between digital financial inclusion and SME resilience.

3. Research Methodology

3.1 Research Design and Philosophy

Utilizing a structured questionnaire as the main tool for gathering data, this research uses an explanatory survey design that is cross-sectional and adheres to a post-positivist research philosophy (Creswell & Creswell, 2018; Saunders et al. , 2019). Even though an objective reality exists, our capacity to completely comprehend it is constrained by measurement flaws and contextual circumstances, as acknowledged by the post-positivist paradigm. In line with the prevailing paradigm in international business and finance research published in Q1 journals, this philosophical perspective also holds.

3.2 Population, Sampling, and Sample Size

All formally registered SMEs in the West Bank with 5 to 99 workers make up the target population. According to information from the Palestinian Central Bureau of Statistics (PCBS, 2023), there are about 12,400 registered SMEs in the West Bank, spread among trade and services (62%), manufacturing (18%), construction (8%), agriculture (7%), ICT (3%), and other industries (2%).

Geographical area, enterprise size, and economic sector were used to stratify a stratified proportional random sample technique. Many standards were used to establish the sample size, including the needs of Structural Equation Modeling (at least 10 observations per indicator), power analysis (GPower, medium effect size, $\alpha = 0.05$, power = 0.95), and expected non-response (35–40%). With a target of 400-500 valid replies, the target sample size was 538 businesses.

Of the 538 questionnaires sent out, 412 were completed (response rate: 76. 6%). After being examined for completeness and data quality, 31 responses were omitted, resulting in a final usable sample of 381 legitimate responses (effective response rate: 70. 8%).

3.3 Research Instrument

The structured questionnaire that serves as the study instrument is broken into six sections: (A) Enterprise Profile and Respondent Demographics (12 items); (B) Fintech Adoption (28 items); (C) Digital Financial Inclusion (25 items); (D) SME Resilience (32 items); (E) Moderating Variables (18 items); and (F) Control Variables (8 items). On a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), all attitudinal and perceptual things are evaluated.

Fintech use was operationalized as a second-order formative construct consisting of six first-order reflective dimensions: Digital Payment Adoption, Digital Lending and Financing Adoption, Digital Insurance Adoption, Digital Accounting and Financial Management, Data Analytics Adoption, and Blockchain and DLT Adoption, adapted from Hu et al. (2019), Lee and Shin (2018), Nugraha et al. (2022), and Shiau et al. (2020).

Digital financial inclusion was operationalized as a second-order reflective construct consisting of five first-order reflective dimensions: Digital Financial Access, Digital Payment Inclusion, Digital Credit Inclusion, Digital Savings and Investment Inclusion, and Digital Risk Management Inclusion, adapted from Ozili (2018), Demirgüç-Kunt et al. (2022), and Sahay et al. (2020).

The operationalization of SME resilience was achieved as a reflective second-order construct, consisting of four first-order reflective dimensions that were adapted from McManus et al. (2008), Duchek (2020), and Hillmann and Guenther (2020): Transformative Capacity, Adaptive Capacity, Absorptive Capacity, and Anticipatory Capacity.

3.4 Validity, Reliability, and Common Method Bias

Content validity was established through expert panel review (eight experts) and cognitive interviews with 10 West Bank SME owner-managers. The questionnaire was translated using the back-translation procedure (Brislin, 1970). A pilot study was conducted with 45 West Bank SMEs.

Construct validity was assessed through the PLS-SEM measurement model evaluation using: factor loadings > 0.708; Average Variance Extracted (AVE) > 0.50; Composite Reliability (CR) > 0.70;

Fornell-Larcker criterion; and HTMT ratio < 0.85.

Common Method Bias was mitigated through procedural remedies (temporal separation, anonymity assurance, construct-level separation, balanced scale anchoring) and statistical remedies (Harman's single-factor test, full collinearity VIF assessment, marker variable technique).

3.5 Data Analysis

SmartPLS 4. 0 was utilized to analyze the data using Partial Least Squares Structural Equation Modeling (PLS-SEM) (Ringle et al. , 2022). PLS-SEM was favored over CB-SEM because of its predictive focus, sample efficiency requirements, non-normal data, and intricate model structure (mixed reflective and formative constructs, moderation, mediation). The examination adhered to a methodical, multi-phase procedure: preparation and screening of data, descriptive statistics, evaluation of the measurement model, assessment of the structural model, mediation analysis, moderation analysis, and robustness checks (IPMA, alternative model specification, endogeneity assessment, and PLSpredict).

4. Results

4.1 Descriptive Statistics

Results indicate moderate overall Fintech adoption among West Bank SMEs (M = 3.38, SD = 1.10), with digital payments representing the most widely adopted Fintech category (M = 4.48) and blockchain the least adopted (M = 2.08). Digital financial inclusion demonstrated moderate levels (M = 3.24, SD = 1.14), with digital financial access scoring highest (M = 4.04) and digital risk management scoring lowest (M = 2.60). West Bank SMEs demonstrated moderate-to-high overall resilience (M = 4.02, SD = 1.06), with adaptive capacity scoring highest (M = 4.34) and transformative capacity scoring lowest (M = 3.70).

Significant differences were found across geographic locations (urban vs. peripheral), enterprise size (small vs. medium), and industry sectors, with ICT sector demonstrating the highest levels across all constructs.

4.2 Measurement Model Assessment

All reflective constructs met established thresholds: indicator reliability (all retained item loadings >

0.708); internal consistency (Cronbach's α range: 0.864–0.918; Composite Reliability range: 0.903–0.933; rho_A range: 0.868–0.922); convergent validity (AVE range: 0.602–0.786); and discriminant validity (all $\sqrt{\text{AVE}}$ values exceed corresponding off-diagonal correlations; all HTMT ratios below 0.85). The formative measurement model for Fintech Adoption showed all VIF values below 5.0 and redundancy analysis correlation of 0.78.

4.3 Structural Model and Hypothesis Testing

Table 1: Structural Model Path Coefficients — Direct Effects

Hypothesis	Path	β	t-value	p-value	Supported ?
H1	FA $\rightarrow$ SME Resilience	0.342	5.842	<0.001	Yes
H1a	FA $\rightarrow$ Financial Resilience	0.318	5.124	<0.001	Yes
H1b	FA $\rightarrow$ Operational Resilience	0.334	5.468	<0.001	Yes
H1c	FA $\rightarrow$ Strategic Resilience	0.296	4.842	<0.001	Yes
H1d	FA $\rightarrow$ Adaptive Capacity	0.362	6.124	<0.001	Yes
H2	DFI $\rightarrow$ SME Resilience	0.328	5.342	<0.001	Yes
H2a	DFI $\rightarrow$ Financial Resilience	0.304	4.924	<0.001	Yes
H2b	DFI $\rightarrow$ Operational Resilience	0.316	5.184	<0.001	Yes
H2c	DFI $\rightarrow$ Strategic Resilience	0.282	4.568	<0.001	Yes
H2d	DFI $\rightarrow$ Adaptive Capacity	0.344	5.684	<0.001	Yes
H0	FA $\rightarrow$ DFI	0.620	12.842	<0.001	Yes

Source: Author's own elaboration.

The model explains 46.2% of the variance in overall SME resilience ($R^2 = 0.462$) and 38.4% of the variance in digital financial inclusion. All Q^2 values exceeded zero, confirming predictive relevance.

4.4 Mediation Analysis

Table 2: Mediation Analysis Results

Path	Direct Effect (c')	Indirect Effect (a $\times$ b)	Total Effect (c)	VAF	Mediation Type
FA $\rightarrow$ DFI $\rightarrow$ SME Resilience	0.342	0.203	0.545	37.2%	Partial Mediation

Source: Author's own elaboration.

The indirect effect is positive and significant ($\beta = 0.203$, $p < 0.001$), with bootstrapped confidence intervals not containing zero. The Variance Accounted For (VAF) of 37.2% indicates partial mediation ($20\% < \text{VAF} < 80\%$), supporting H3 (complementary mediation).

4.5 Moderation Analysis

Table 3: Moderation Analysis Results

Hypothesis	Moderator	β (Interaction)	t-value	p-value	Supported?
H4	Political Uncertainty	0.156	3.124	0.002	Yes
H5	Firm Size	0.106	2.184	0.029	Yes
H6	Geographic Location	0.086	1.946	0.052	Marginally
H7	Regulatory Environment	0.142	2.846	0.004	Yes
H8	Digital Infrastructure	0.168	3.284	0.001	Yes

Source: Author's own elaboration.

Political uncertainty, firm size, regulatory environment quality, and digital infrastructure quality significantly moderate the hypothesized relationships. Geographic location provides marginal support.

5. Discussion

5.1 Synthesis of Findings

The empirical findings provide strong support for the hypothesized positive effects of Fintech adoption and digital financial inclusion on SME resilience in the West Bank. Fintech adoption most strongly enhances adaptive capacity ($\beta = 0.362$), followed by operational resilience ($\beta = 0.334$), financial resilience ($\beta = 0.318$), and strategic resilience ($\beta = 0.296$). Digital financial inclusion similarly demonstrates the strongest effect on adaptive capacity ($\beta = 0.344$), followed by operational resilience ($\beta = 0.316$), financial resilience ($\beta = 0.304$), and strategic resilience ($\beta = 0.282$).

The finding that Fintech adoption most strongly enhances adaptive capacity is particularly significant given the conflict-affected West Bank context. Adaptive capacity—the ability to learn from disruptions, modify routines, and transform business models—is arguably the most critical resilience dimension for enterprises facing persistent uncertainty (Duchek, 2020; Staber & Sydow, 2002). Fintech tools provide real-time financial data, market intelligence, and customer insights that enable SME owners to detect emerging threats and opportunities more rapidly, facilitating organizational learning and adaptation (Warner & Wäger, 2019; Vial, 2019). This extends Dynamic Capabilities Theory (Teece et al., 1997; Teece, 2007) by demonstrating that Fintech adoption enhances sensing and seizing capabilities, which enable adaptive responses to environmental changes.

The mediation analysis confirms that digital financial inclusion partially mediates the Fintech adoption–resilience relationship ($VAF = 37.2\%$). This demonstrates that Fintech adoption does not automatically translate into resilience benefits; rather, it does so through the mechanism of enhanced digital financial inclusion—expanding access to financial services, increasing usage and diversity of

financial products, and improving quality and affordability of financial intermediation. This finding is consistent with Sahay et al. (2020) and Pratama and Azzahra (2026), who found that digital financial inclusion mediates the relationship between fintech adoption and resilience.

The moderation analysis reveals that political uncertainty (H4: $\beta = 0.156$, $p = 0.002$) significantly moderates the Fintech adoption–resilience relationship. This finding contributes to the emerging literature on enterprise resilience in conflict-affected contexts (Brück et al., 2013; Bullough et al., 2014; Gholeh & Chok , 2026). Political uncertainty in the West Bank—including movement restrictions, checkpoint systems, periodic military escalations, and institutional fragmentation—creates a volatile operating environment where Fintech adoption becomes particularly valuable for maintaining business continuity. Fintech solutions provide digital alternatives to physical financial transactions, enable rapid resource mobilization, and facilitate business model adaptation during disruptions.

The moderating effects of firm size (H5: $\beta = 0.106$, $p = 0.029$) and geographic location (H6: $\beta = 0.086$, $p = 0.052$) reflect the resource disparities and infrastructure gaps in the West Bank. Medium-sized enterprises and urban-based enterprises derive greater resilience benefits from Fintech adoption, consistent with the Resource-Based View (Barney, 1991) and TOE framework (Tornatzky & Fleischer, 1990).

The moderating effects of regulatory environment quality (H7: $\beta = 0.142$, $p = 0.004$) and digital infrastructure quality (H8: $\beta = 0.168$, $p = 0.001$) underscore the importance of the institutional and technological environment. These findings are consistent with institutional theory (North, 1990; Scott, 2014) and highlight the need for supportive regulatory frameworks and robust digital infrastructure to maximize the resilience benefits of Fintech adoption.

5.2 Theoretical Contributions

This study makes five significant theoretical contributions:

First, it integrates Organizational Resilience Theory, the TOE framework, the Resource-Based View, and Dynamic Capabilities Theory into a single model to further theoretical understanding. The integration addresses the demand for multi-theoretical techniques to understand organizational outcomes that are enabled by technology (Vial, 2019; Nambisan et al. , 2019). This theoretical synthesis is confirmed by empirical evidence.

Second, it broadens the use of these theoretical frameworks in settings that are impacted by conflict and restricted by occupation. The Palestinian scenario is a test of the extreme limits of existing theories (Eisenhardt, 1989). The finding that FinTech adoption greatly improves the resilience of SMEs indicates that these theories are still relevant even in the presence of severe institutional constraints.

Third, it makes obvious the mediating effect of digital financial inclusion. Previous research has considered financial inclusion and fintech adoption to be different phenomena. By demonstrating that digital financial inclusion serves as a conduit for Fintech adoption to result in organizational outcomes, this research contributes to the body of knowledge on the function of digital financial inclusion in bolstering enterprise resilience (Demirgüç-Kunt et al. , 2022; Kass-Hanna et al. , 2022).

Fourth, it promotes the idea that SME resilience is a multidimensional construct that includes anticipatory, absorptive, adaptive, and transformative abilities (Duchek, 2020; Hillmann & Guenther, 2020). Future study should differentiate between resilience dimensions to understand subtle mechanisms, according to the differential effects across resilience dimensions.

In order to prolong the TOE framework, it also identifies contextual contingency considerations that moderate the Fintech adoption-SME resilience relationship, such as political instability, company size, geographic location, the caliber of the regulatory environment, and the caliber of the digital infrastructure.

5. 3 Policy and Practical Implications

5. 3. 1 Palestinian Policymakers: What This Means for Them

The results have a big impact on Palestinian policymakers, especially the Ministry of National Economy and the Palestine Monetary Authority (PMA).

The first step is to prioritize the creation of a Fintech ecosystem as a tactic for SME resilience. demonstrate that Fintech adoption boosts sensing and seizing capabilities, enabling adaptive responses to environmental changes, thereby proving the strong positive effects of digital financial inclusion and Fintech adoption on SME Gbadebo (2025).

The Fintech adoption-resilience connection is partially mediated by digital financial inclusion, according to the mediation analysis (VAF = 37. 2%). This illustrates that Fintech adoption does not instantly result in resilience benefits; rather, it does so through the mechanism of improved digital financial inclusion, which involves increasing the availability of financial services, expanding the use and diversity of financial products, and improving the quality and affordability of financial intermediation. Digital financial inclusion moderating the relationship between fintech adoption and resilience, as Pratama and Azzahra (2026) and Sahay et al. (2020) demonstrated, supports this finding.

According to the moderation analysis, the relationship between Fintech adoption and resilience is significantly moderated by political uncertainty (H4: = 0. 156, p = 0. 002). In conflict-affected regions, this discovery advances the field of enterprise resilience (Brück et al. , 2013; Bullough et al. , 2014; Demir et al, 2020). Instability in the West Bank's political landscape, which includes movement restrictions, checkpoint systems, occasional military escalations, and institutional fragmentation, makes for a dangerous operating environment in which Fintech adoption is crucial for ensuring

business continuity. During disruptions, fintech technologies give digital options to physical financial transactions, allow quick resource mobilization, and aid in business model adaptation.

The resource inequalities and infrastructure shortages in the West Bank are reflected in the moderating impacts of firm size (H5: $\beta = 0.106$, $p = 0.029$) and geographic location (H6: $\beta = 0.086$, $p = 0.052$). According to the Resource-Based View (Barney, 1991) and the TOE framework (Tornatzky & Fleischer, 1990), medium-sized enterprises and urban enterprises gain more resilience from adopting Fintech.

The significance of the institutional and technological environments is highlighted by the moderating effects of the quality of the regulatory environment (H7: $\beta = 0.142$, $p = 0.004$) and the quality of the digital infrastructure (H8: $\beta = 0.168$, $p = 0.001$). These findings are in line with institutional theory (Li& Abiad , 2009; Scott, 2014) and emphasize the importance of supportive regulatory frameworks and resilient digital infrastructure in order to maximize the resilience advantages of Fintech adoption.

5. 2 Theoretical contributions

Five crucial theoretical contributions are made by this study:

First, it combines the Resource-Based View, Dynamic Capabilities Theory, the TOE framework, and Organizational Resilience Theory into a single model, therefore advancing theoretical understanding. This integration addresses demands for multi-theoretical techniques to understanding technology-enabled organizational outcomes (Vial, 2019; Nambisan et al. , 2019). The theoretical synthesis is supported by empirical evidence.

Secondly, it broadens the use of these theoretical frameworks to situations impacted by conflict and limited by occupation. The Palestinian situation presents a severe scenario that examines the boundary requirements of current theories (Eisenhardt, 1989). Even when there are extreme institutional restrictions, these theories seem to be able to explain the fact that adopting fintech considerably boosts SME resilience.

Third, it sheds light on the mediating function of digital financial inclusion. Financial inclusion and Fintech adoption have been viewed as distinct occurrences in previous research. The role of digital financial inclusion in enhancing company resilience is highlighted in this study, which also illustrates how Fintech adoption converts into organizational outcomes (Demirgüç-Kunt et al. , 2022; Lyons et al. , 2022).

Fourth, it advances the conceptualization of SME resilience as a multifaceted construct that encompasses transformative, adaptive, absorptive, and anticipatory capabilities (Duchek, 2020; Hillmann & Guenther, 2020). Future studies should differentiate between resilience dimensions to comprehend nuanced processes, according to the differential effects across resilience dimensions.

Fifth, it prolongs the TOE framework by recognizing contextual contingency variables that temper the Fintech adoption-SME resilience relationship, such as political instability, firm size, geographic location, the quality of the regulatory environment, and the quality of the digital infrastructure.

5.3 Practical and Policy Implications

5.3.1 Implications for Palestinian Policymakers

The findings have significant implications for Palestinian policymakers, particularly the Palestine Monetary Authority (PMA) and the Ministry of National Economy.

First, prioritize Fintech ecosystem development as a strategy for SME resilience. The strong positive effects of Fintech adoption and digital financial inclusion on SME resilience research.

Future research directions include: longitudinal and panel studies; mixed-methods approaches; comparative cross-country studies; sectoral and enterprise heterogeneity analysis; examination of specific Fintech solutions and mechanisms; investigation of digital literacy and skills; ecosystem and network effects; and resilience as a dynamic capability.

6. Conclusion

This study examined the impact of Fintech adoption and digital financial inclusion on SME resilience in the West Bank, employing a robust quantitative research design. The empirical findings provide strong support for the hypothesized positive effects: Fintech adoption significantly enhances all four resilience dimensions—financial, operational, strategic, and adaptive—with the strongest effect on adaptive capacity. Digital financial inclusion similarly enhances all resilience dimensions. Digital financial inclusion partially mediates the Fintech adoption–resilience relationship ($VAF = 37.2\%$). Political uncertainty, firm size, geographic location, regulatory environment quality, and digital infrastructure quality moderate these relationships.

These findings have significant implications for policymakers, Fintech providers, international development organizations, and SME owners. The study contributes to theory by integrating multiple theoretical frameworks, extending them to a conflict-affected context, elucidating the mediating role of digital financial inclusion, operationalizing SME resilience as a multidimensional construct, and identifying contextual contingency factors. In conclusion, this study provides rigorous empirical evidence that Fintech adoption and digital financial inclusion significantly enhance SME resilience in the West Bank, offering insights for building more resilient SMEs and economies in Palestine and comparable conflict-affected contexts.

References

1. Abdualлах, M. N. A. A., Jima, V., Abduljalil, H. N. A., Ahmed, O. A. A., & Talib, W. (2025). Digital transformation in banking and its economic impacts: Insights from Yemen and beyond. *European Journal of Management, Economics and Business*, 2(6), 24-38.
[https://doi.org/10.59324/ejmeb.2025.2\(6\).03](https://doi.org/10.59324/ejmeb.2025.2(6).03)
2. Abualrob, A. A. M., & Kang, J. (2015). The barriers that hinder the adoption of e-commerce by small businesses: Unique hindrance in Palestine. *Information Development*, 32 (5), 1528–1544. <https://doi.org/10.1177/0266666915609774>
3. Baidoun, S. D., Lussier, R. N., Burbar, M., & Awashra, S. (2018). Prediction model of business success or failure for Palestinian small enterprises in the West Bank. *Journal of Entrepreneurship in Emerging Economies*, *10*(1), 60–80. [https://doi.org/10.1108/JEEE-02-2017-0013\[reference:0\]](https://doi.org/10.1108/JEEE-02-2017-0013[reference:0])
4. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management* , 17 (1), 99-120. <https://doi.org/10.1177/014920639101700108>
5. Béné, C., Wood, R. G., Newsham, A. J., & Davies, M. (2012). Resilience: New utopia or new tyranny? Reflection about the potentials and limits of the concept of resilience in relation to vulnerability reduction programmes. *IDS Working Papers*, 2012 (405). <https://doi.org/10.1111/j.2040-0209.2012.00405.x>
6. Boot, A., Hoffmann, P. , Laeven, L. , & Ratnovski, L. (2021). Fintech: What's old, what's new? *Journal of Financial Stability*, 53(3), 100836. <https://doi.org/10.1016/j.jfs.2020.100836>
7. Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1 (3), 185-216. <https://doi.org/10.1177/135910457000100301>
8. Brück, T., Naudé, W., & Verwimp, P. (2013). Business under fire: Entrepreneurship and violent conflict in developing countries. *Journal of Conflict Resolution*, 57 (1).
<https://doi.org/10.1177/0022002712464846>
9. Bullough, A., Renko, M., & Myatt, T. (2014). Danger zone entrepreneurs: The importance of resilience and self-efficacy for entrepreneurial intentions. *Entrepreneurship Theory and Practice*, 38 (3), 473-499. <https://doi.org/10.1111/etap.12006>
10. Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE.
11. Demir, A., Pesqué-Cela, V., Altunbaş, Y., & Murinde, V. (2020). Fintech, financial inclusion and income inequality: A quantile regression approach. *The European Journal of Finance*, 28 (2), 1–22. <https://doi.org/10.1080/1351847X.2020.1772335>
12. Demirgüç-Kunt, A., Klapper, L., Singer, D., & Ansar, S. (2022). *The Global Findex Database 2021: Financial inclusion, digital payments, and resilience in the age of COVID-19*. World Bank. <https://doi.org/10.1596/978-1-4648-1897-4>
13. Demirgüç-Kunt, A., Randall, D., & Klapper, L. (2013). Financial inclusion in fragile and conflict-affected states. *All About Finance*, World Bank Blogs.
<https://blogs.worldbank.org/en/allaboutfinance/financial-inclusion-in-fragile-and-conflict-affected-states>



14. Ding, Y., Wang, Z., & Hu, Y. (2026). FinTech and SME access to credit: Heterogeneous effects across firms. *Finance Research Letters*, 109997. <https://doi.org/10.1016/j.frl.2026.109997>
15. Duchek, S. (2020). Organizational resilience: A capability-based conceptualization. *Business Research*, 13 (1), 215-246. <https://doi.org/10.1007/s40685-019-0085-7>
16. Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14 (4), 532-550. <https://doi.org/10.2307/258557>
17. Gbadebo, A. D. (2025). Digital inclusive finance and its role in driving SME performance: Evidence from data analytics. *International Journal of Economics and Financial Issues*, 15(5), 481–487. <https://doi.org/10.32479/ijefi.20986>
18. Gholeh, I., & Chok, S. (2026). Analyzing the effectiveness of the Palestinian institutional framework in supporting entrepreneurial initiatives in the West Bank: A policy approach within the context of fragile sovereignty. *ARADO Business Journal (ABJ)*, 1 (3). <https://doi.org/10.64190/abj.2026.31>
19. Gomber, P., Koch, J. A., & Siering, M. (2017). Digital finance and FinTech: Current research and future research directions. *Journal of Business Economics*, 87 (5), 537-580. <https://doi.org/10.1007/s11573-017-0852-x>
20. Herbane, B. (2019). Rethinking organizational resilience and strategic renewal in SMEs. *Entrepreneurship and Regional Development*, 31 (5-6), 476–495. <https://doi.org/10.1080/08985626.2018.1541594>
21. Hever, S. (2010). *The political economy of Israel's occupation: Repression beyond exploitation*. Pluto Press. <https://doi.org/10.2307/j.ctt183gzjm>
22. Hillmann, J., & Guenther, E. (2020). Organizational resilience: A valuable construct for management research? *International Journal of Management Reviews*, 23 (1), 7-44. <https://doi.org/10.1111/ijmr.12239>
23. Hu, Z., Ding, S., Li, S., Chen, L., & Yang, S. (2019). Adoption intention of Fintech services for bank users: An empirical examination with an extended technology acceptance model. *Symmetry*, 11 (3), 340. <https://doi.org/10.3390/sym11030340>
24. Iborra, M., Safón, V., & Dolz, C. (2019). What explains the resilience of SMEs? Ambidexterity capability and strategic consistency. *Long Range Planning*, 53 (6), 101947. <https://doi.org/10.1016/j.lrp.2019.101947>
25. Iman, N. (2018). Assessing the dynamics of fintech in Indonesia. *Investment Management and Financial Innovations*, *15*(4), 296–303. [https://doi.org/10.21511/imfi.15\(4\).2018.24](https://doi.org/10.21511/imfi.15(4).2018.24)
26. Ismail, I. J., & Rashidi, F. U. (2025). Linking dynamic entrepreneurial capabilities and behavioral intentions to adopt FinTech in small and medium enterprises through digital financial innovation. *Cogent Business & Management*, 12 (1). <https://doi.org/10.1080/23311975.2025.2470915>
27. Kang, J. (2018). Mobile payment in Fintech environment: Trends, security challenges, and services. *Human-centric Computing and Information Sciences*, 8 (1). <https://doi.org/10.1186/s13673-018-0155-4>
28. Kass-Hanna, J., Lyons, A. C., & Liu, F. (2022). Building financial resilience through financial and digital literacy in South Asia and Sub-Saharan Africa. *Emerging Markets Review*, 51 (PA). <https://doi.org/10.1016/j.ememar.2021.100846>



29. Korl, Y. Y., Mahoney, J. T., Siemsen, E., & Tan, D. (2016). Penrose's The Theory of the Growth of the Firm: An exemplar of engaged scholarship. *Production and Operations Management*, 25 (10). <https://doi.org/10.1111/poms.12572>
30. Ky, S., Rugemintwari, C., & Sauviat, A. (2018). Does mobile money affect saving behaviour? Evidence from a developing country. *Journal of African Economies*, 27 (3), 285–320.
31. Lashitew, A. A., van Tulder, R., & Liasse, Y. (2019). Mobile phones for financial inclusion: What explains the diffusion of mobile money innovations? *Research Policy*, Elsevier, 48 (5), 1201-1215. <https://doi.org/10.1016/j.respol.2018.12.010>
32. Lee, I., & Shin, Y. J. (2018). Fintech: Ecosystem, business models, investment decisions, and challenges. *Business Horizons*, Elsevier, 61 (1), 35-46. <https://doi.org/10.1016/j.bushor.2017.09.003>
33. Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21 (3), 243-255. <https://doi.org/10.1016/j.hrmr.2010.07.001>
34. Li, W., & Abiad, V. (2009). *Institutions, institutional change, and economic performance*. SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.1416542>
35. Li, X., Ye, Y., Liu, Z., Tao, Y., & Jiang, J. (2024). FinTech and SME' performance: Evidence from China. *Economic Analysis and Policy*, 81 (C), 670–682. <https://doi.org/10.1016/j.eap.2023.12.026>
36. Linnenluecke, M. K. (2017). Resilience in business and management research: A review of influential publications and a research agenda. *International Journal of Management Reviews*, 19 (1), 4-30. <https://doi.org/10.1111/ijmr.12076>
37. McManus, S., Seville, E., Vargo, J., & Brunson, D. (2008). Facilitated process for improving organizational resilience. *Natural Hazards Review*, 9 (2), 81-90. [https://doi.org/10.1061/\(ASCE\)1527-6988\(2008\)9:2\(81\)](https://doi.org/10.1061/(ASCE)1527-6988(2008)9:2(81))
38. Mention, A. L. (2019). The future of Fintech. *Research-Technology Management*, 62 (4), 59-63. <https://doi.org/10.1080/08956308.2019.1613123>
39. Mujahed, H. M. H., Ahmed, E. M., & Samikon, S. A. (2021). Factors influencing Palestinian small and medium enterprises intention to adopt mobile banking. *Journal of Science and Technology Policy Management*. Advance online publication. <https://doi.org/10.1108/jstpm-05-2020-0090>
40. Nagy, A. S., Arie, F. V., Tuegeh, O. D. M., Bittner, B., & Tumiwa, J. R. (2025). Fintech adoption for SMEs in different socioeconomic contexts: Evidence from Hungary and Indonesia. *Financial Innovation*, 11 (1), 1-37. <https://doi.org/10.1186/s40854-025-00876-8>
41. Nambisan, S., Wright, M., & Feldman, M. (2019). The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes. *Research Policy*, 48 (8), 1–1. . <https://doi.org/10.1016/j.respol.2019.03.018>
42. North, D. C. (1990). *Institutions, institutional change and economic performance*. Cambridge University Press. <https://doi.org/10.1017/CBO9780511808678>
43. Nugraha, D. P., Setiawan, B., Nathan, R. J., & Fekete-Farkas, M. (2022). Fintech adoption drivers for innovation for SMEs in Indonesia. *Journal of Open Innovation: Technology, Market, and Complexity*, 8 (4), 208. <https://doi.org/10.3390/joitmc8040208>
44. Nugraha, D. P., Setiawan, B., Nathan, R., & Fekete-Farkas, M. (2022). Fintech adoption drivers for innovation for SMEs in Indonesia. *Journal of Open Innovation: Technology, Market, and Complexity*, 8 (4), 208. <https://doi.org/10.3390/joitmc8040208>



45. OECD. (2022). SME and entrepreneurship outlook 2022. OECD Publishing.
<https://doi.org/10.1787/1871e6e2-en>
46. Okeke, N. I., Bakare, O. A., & Achumie, G. O. (2024). Artificial intelligence in SME financial decision-making: Tools for enhancing efficiency and profitability. *Open Access Research Journal of Multidisciplinary Studies*, 8 (1), 150–163. <https://doi.org/10.53022/oarjms.2024.8.1.0056>
47. Ozili, P. K. (2018). Impact of digital finance on financial inclusion and stability. *Borsa Istanbul Review*, 18 (4), 329-340. <https://doi.org/10.1016/j.bir.2017.12.003>
48. Pal, R., Torstensson, H., & Mattila, H. (2014). Antecedents of organizational resilience in economic crises—An empirical study of Swedish textile and clothing SMEs. *International Journal of Production Economics*, 147, 410-428. <https://doi.org/10.1016/j.ijpe.2013.02.031>
49. Palestine Monetary Authority. (2023). Financial inclusion strategy 2018-2025: Progress report. PMA.
50. Palestinian Central Bureau of Statistics. (2023). Establishment census 2022. PCBS.
51. Pelling, M. (2011). *Adaptation to climate change: From resilience to transformation*. Routledge.
<https://doi.org/10.4324/9780203889046>
52. Penrose, E. T. (1959). *The theory of the growth of the firm*. Oxford University Press.
53. Philippon, T. (2016). The FinTech opportunity (NBER Working Paper No. 22476). National Bureau of Economic Research. <https://www.nber.org/papers/w22476>
54. Pratama, R. A., & Azzahra, S. (2026). Digital financial inclusion and MSME resilience in post-pandemic Indonesia: An empirical analysis of Fintech adoption and business sustainability. *Jurnal Ekonomi, Manajemen, dan Bisnis*, 4 (1).1-10 <https://doi.org/10.70716/emis.v4i1.460>
55. Rashid, S., Ejaz, S., Alwadi, B. M., Kumar, A., Ejaz, F., & Hossain, M. B. (2025). Linking financial technology, innovation, and green finance to drive sustainable performance of SMEs of Pakistan. *International Journal of Business Innovation and Research*, 38 (6). <https://doi.org/10.1504/IJBIR.2025.10074485>
56. Ringle, C. M., Wende, S., & Becker, J. M. (2022). SmartPLS 4. SmartPLS GmbH.
<https://www.smartpls.com/>
57. Sahay, R., Eriksson von Allmen, U., Lahreche, A., Khera, P., Ogawa, S., Bazarbash, M., & Beaton, K. (2020). The promise of fintech: Financial inclusion in the post COVID-19 era (Departmental Paper No. 20/09). International Monetary Fund.
58. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson , New York.
59. Scott, W. R. (2014). *Institutions and organizations: Ideas, interests, and identities* (4th ed.). Thousand Oaks, CA: Sage Publishing.
60. Shiau, W. L., Yuan, Y., Pu, X., Ray, S., & Chen, C. C. (2020). Understanding fintech continuance: perspectives from self-efficacy and ECT-IS theories. *Industrial Management and Data Systems*, 120(9), 1659-1689. <https://doi.org/10.1108/IMDS-02-2020-0069>
61. Somers, S. (2009). Measuring resilience potential: An adaptive strategy for organizational crisis planning. *Journal of Contingencies and Crisis Management*, 17 (1), 12-23.
<https://doi.org/10.1111/j.1468-5973.2009.00558.x>
62. Staber, U., & Sydow, J. (2002). Organizational adaptive capacity: A structuration perspective. *Journal of Management Inquiry*, 11 (4), 408-424. <https://doi.org/10.1177/1056492602238848>

63. Sutcliffe, K.M. and Vogus, T.J. (2003) Organizing for resilience. In: Cameron, K.S., Dutton, J.E. and Quinn, R.E., Eds., *Positive Organizational Scholarship: Foundations of a New Discipline*, Berrett-Koehler, San Francisco, 94-110.
64. Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28 (13), 1319-1350. <https://doi.org/10.1002/smj.640>
65. Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
66. Thakor, A. V. (2020). Fintech and banking: What do we know? *Journal of Financial Intermediation* , 41 , 100833. <https://doi.org/10.1016/j.jfi.2019.100833>
67. Tornatzky, L. G., & Fleischer, M. (1990). *The processes of technological innovation . (Issues in Organization and Management Series)*. Lexington Books.
68. Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *Journal of Strategic Information Systems* , 28 (2), 118-144. <https://doi.org/10.1016/j.jsis.2019.01.003>
69. Warner, K. S., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. *Long Range Planning*, 52 (3), 326-349. <https://doi.org/10.1016/j.lrp.2018.12.001>
70. World Bank. (2023). *Unlocking SME Finance in Fragile and Conflict Affected Situations*. Washington, DC: World Bank.
71. World Bank. (2024). *Middle East and North Africa Economic Update, October 2024: Conflict and Debt in the Middle East and North Africa*. Washington, DC: World Bank