

## ENTREPRENEURIAL RESILIENCE VARIABLE: INFLUENCED BY MENTORING, CULTURAL BACKGROUND AND PROFIT

Rissa Hanny<sup>1</sup>, Achmad Husen<sup>2</sup>, Suparno<sup>3</sup>

<sup>1,2,3</sup>Universitas Negeri Jakarta

Email: dosen01032@unpam.ac.id, ahusen@unj.ac.id, suparno@feunj.ac.id

### ABSTRACT

This study aims to analyze the influence of mentoring, cultural background, and profit on the entrepreneurial resilience of student entrepreneurs at the Entrepreneurship Laboratory (LabStore) of Pamulang University in South Tangerang, Banten. The research also examines the direct and indirect relationships between these variables in enhancing the entrepreneurial resilience of student entrepreneurs. The methodology used is a quantitative survey with a multiple linear regression approach. The research sample consists of 120 respondents selected using probability sampling techniques. Data was collected using a questionnaire based on a Likert scale, which has been evaluated for both validity and reliability. The study results show that mentoring, cultural background and profit significantly affect the entrepreneurial resilience of student entrepreneurs, both simultaneously and partially. The F-test indicates that the regression model meets the model fit criteria, and simultaneously, the dependent variable is influenced by the three independent variables.

**Keyword:** *Entrepreneurial Resilience, Mentoring*

### INTRODUCTION

The ability to overcome obstacles and continue the entrepreneurial process amidst unfavourable conditions and unexpected outcomes is known as entrepreneurial resilience. This adaptive approach helps entrepreneurs maintain a hopeful outlook despite significant challenges. The resilience of business owners allows them to face uncertainty with positivity instead of falling into despair. As reported in the Global Entrepreneurship Monitor (GEM) India Report 2021-2022, there was a notable increase in entrepreneurial activity in India during 2021. The Total Entrepreneurial Activity Rate, which reflects the percentage of adults aged 18–64 starting or managing new businesses, climbed to 14.4% in 2021, up from only 5.3% in 2020 (Sachdev, 2018).

Entrepreneurial resilience can be defined as the emotional and cognitive ability that helps entrepreneurs recover from failures in their business initiatives (Bernard and Barbosa, 2016, in Akmal, 2023). According to Powell and Baker in Akmal (2023), this concept also refers to the ability to adapt positively in difficult situations. In their study, they developed a process model linking entrepreneurial identity with resilience, including various forms such as maintaining, transforming, and adjusting.

According to Ducheck (2018, as cited in Akmal 2023), entrepreneurial resilience refers to an entrepreneur's capability to foresee risks, handle unforeseen circumstances efficiently, and adjust to changes, ultimately emerging stronger from these experiences. On the other hand, Hedner et al.

(2011, as referenced in Akmal 2023) point out that entrepreneurial resilience is shaped not only by internal attributes or personal traits but also by external factors like organizational structure, strategic approach, and the broader environment.

According to Faure in Hilali et al. (in Febrina, 2024), mentoring is a beneficial learning partnership where a concerned individual provides skills, knowledge, and wisdom to someone ready, open, and able to benefit from this exchange to advance their career. In other words, mentoring is a professional learning process that transfers professionalism and knowledge between more experienced and less experienced employees. Research on the impact of mentoring on business success indicates that mentoring influences the success of startup businesses among students at several universities in Surabaya, Indonesia, by 21.2%. In comparison, 78.8% is influenced by other variables (Setyawati, 2016).

Another study discusses the use of resilience scales to measure the resilience levels of entrepreneurs. The results show that entrepreneurs have a good level of resilience, enabling them to bounce back from setbacks in their entrepreneurial careers. Both scales indicate strong resilience, suggesting that these entrepreneurs possess or have developed personality traits that make them resilient (Sachdev, 2023).

The cultural background of learners (entrepreneurial students) is a fundamental aspect influencing the learning process, including entrepreneurship. Every individual grows and develops in a particular cultural context that shapes

how they perceive the world, interact with others, and make sense of experiences (Wu & Qin in Sholihah, 2024). This culture includes values, beliefs, customs, social norms, and communication styles internalized since childhood. Research indicates that students from entrepreneurial families tend to exhibit stronger entrepreneurial intentions than those who do not. Factors that positively affect students' entrepreneurial intentions include having an entrepreneurial family background, the quality of entrepreneurship education, and certain personality traits associated with entrepreneurship. Furthermore, an entrepreneurial family background can weaken the impact of effective entrepreneurship education on students' entrepreneurial intentions. Therefore, it is important to focus on formal and informal entrepreneurship education to encourage young individuals to pursue careers in entrepreneurship (Georgescu, 2020).

Additionally, research by Johan Wiklund, Richard D. Cotton, and Dan K. Hsu developed and tested a model regarding a person's intention to return to entrepreneurship after exiting a business. They utilized two well-known theories—prospect theory and self-efficacy—that make contrasting predictions. To resolve these discrepancies, they developed a moderation model and examined the limits of both theories. Results from two experimental studies indicated that prospect theory accounts for the reintegration intentions of entrepreneurs who experienced financial losses, mainly when their self-efficacy is moderate or low (Sachdev, 2018).

### **Theoretical Review**

#### **Entrepreneurial Resilience**

One of the key qualities that define an entrepreneur is resilience. Entrepreneurship is often associated with resilience due to the frequent failures while pursuing new and innovative ventures. Entrepreneurs must overcome numerous setbacks, and resilience is critical in this process. Key factors that foster resilience include optimism, decisive actions, a strong moral framework, perseverance, and a reliable support network. These traits help business owners navigate the difficult phases of their ventures, particularly during times of failure. Resilience enables individuals to face challenges and recover from tough situations by drawing on their strengths and support systems to solve problems and move forward (dalam Sachdev, 2018).

Entrepreneurial resilience refers to entrepreneurs' ability to adapt, recover, and thrive despite challenges, setbacks, and failures in their business endeavours. It is often linked to persistence,

optimism, and the capacity to innovate under pressure. Studies have highlighted that entrepreneurial resilience is critical for the survival and success of small and medium enterprises (SMEs). For example, resilience is associated with factors like entrepreneurial self-efficacy and passion, which can enhance an entrepreneur's ability to navigate adversities effectively. Moreover, resilience significantly sustains businesses in challenging environments, such as disaster-prone areas, by fostering adaptive responses and long-term stability (dalam Taifur, 2020).

#### **Mentoring**

Mentoring has been identified as a valuable method for enhancing entrepreneurs' skills (Cope and Watts, cited in Kubberød & Lædegård, 2021). Research indicates that mentoring plays a significant role in realizing key learning outcomes, such as developing business skills and building resilience (St-Jean and Audet, cited in Kubberød & Lædegård, 2021), which can ultimately help prevent failures and improve the chances of long-term business survival (Bisk, cited in Kubberød, 2021). The connection between learning and successful performance has been supported by various scholarly reviews on entrepreneurship (Harrison and Leitch, cited in Kubberød & Lædegård, 2021). Additionally, recent studies suggest that mentoring helps to alleviate uncertainty during the venturing process and fosters a sense of reassurance and legitimacy by enhancing social capital and providing role models (McKevitt and Marshall, cited in Kubberød & Lædegård, 2021).

Mentoring plays a significant role in the professional growth of novice entrepreneurs by facilitating learning through various behavioral approaches. However, the literature has limited agreement about the most effective mentoring styles for different relationships. Studies, such as those by Haggard et al. (in Kubberød & Lædegård, 2021), highlight that mentoring varies greatly depending on individual perceptions. Additionally, most research focuses on mentees, with limited input from mentors themselves. Dyadic studies reveal notable differences in how mentors and mentees perceive mentoring effectiveness and its appropriateness (in Kubberød & Lædegård, 2021)

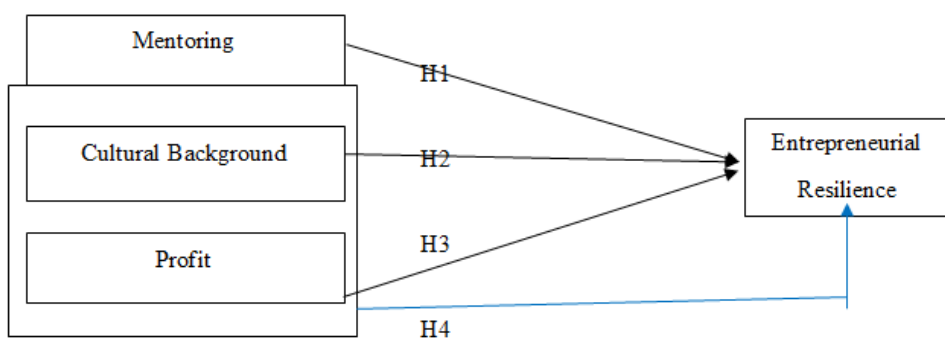
#### **Cultural Background**

Cultural background plays a crucial role in shaping entrepreneurial behaviours and intentions. Several studies indicate that cultural factors, such as values, social norms, and family traditions, can significantly influence entrepreneurial decision-making. For instance, individuals from

entrepreneurial families tend to have higher entrepreneurial intentions, possibly due to the values and behaviours modelled by their parents. Cultural contexts affect how entrepreneurs perceive risks, opportunities, and resources and their willingness to engage in entrepreneurial activities. In some cultures, a supportive social environment encourages risk-taking and innovation; in others, more conservative attitudes may deter entrepreneurship. This is particularly relevant when examining how culture shapes motivation and educational influences on entrepreneurship. Additionally, the way entrepreneurs view success and failure is often culturally framed. Cultures that value resilience and adaptability may encourage entrepreneurs to bounce back from setbacks, which is crucial for long-term success (Lineiro, 2024)

**Profit**

Research by Johan Wiklund, Richard D. Cotton, and Dan K. Hsu developed and tested a model regarding a person’s intention to return to entrepreneurship after exiting a business. The researchers utilized two well-known theories—prospect theory and self-efficacy—which provide conflicting predictions. To address these discrepancies, they developed a moderation model and examined the conditions that define the limits of both theories. Findings from two experimental studies indicate that prospect theory accounts for the reintegration intentions of entrepreneurs who have experienced financial losses, mainly when their self-efficacy is moderate or low (Sachdev, 2018).



**Picture 1: Conceptual Framework**

**METHODOLOGY**

An appropriate research approach is needed to test the formulated hypothesis. Therefore, it is important to explain the research methods used in this section. In this quantitative research, the author uses a survey method as the primary approach to collect relevant data supporting the research objectives.

**Population and Sample**

The initial stages in data collection and analysis involve determining the population that will be the focus of the research. This study was conducted in January 2024 at the Entrepreneurship Laboratory (LabStore) of Pamulang University, South Tangerang, Banten, involving entrepreneurship students as the research subjects. The research population consists of 503 entrepreneurship students. The sample size was determined using Roscoe's technique; the population of this study is 503, which falls within the recommended range for Roscoe's rule, a larger sample (e.g., around 100-120 respondents). Hence, the sample size of 120 respondents and probability sampling were employed to guarantee that each individual in the population had an equal opportunity to be chosen for the research sample.

**Research Instrument**

The research instrument is designed to measure the main variables of this study: Mentoring, cultural background, Profit, and Entrepreneurial Resilience. A Likert scale is used as the measurement tool, and careful procedures for testing validity and reliability ensure the quality of the research instrument.

**Data Collection Technique**

The data collection process aims to obtain scores that represent the influence of Mentoring, cultural background, and Profit on Entrepreneurial Resilience. Field research was conducted in January 2024 using a questionnaire based on a Likert scale.

**Data Analysis Technique**

To evaluate the data and address the research questions, we conducted a multiple linear regression analysis using IBM SPSS 20.0 software. We performed validity and reliability tests, assessed classical assumptions, and examined the direct impact of independent variables on the dependent variable. The goal of this analysis is to clarify how Mentoring, cultural background, and profit affect Entrepreneurial Resilience.

**Result**

**Validity Testing**

Validity testing was conducted by involving 30 respondents to measure four main variables: Mentoring (X1), cultural background (X2), Profit (X3), and Entrepreneurial Resilience (Y). In this test, 61 statements were analysed, and

the results showed that all statements were declared valid. This was proven by the r-calculated value being greater than the r-table value of 0.3061 at a significance level of  $\alpha = 5\%$  (0.05).

**Table 1**  
**Reliability Test Result**

Variable	Cronbach's Alpha	Kesimpulan
Mentoring	.778	Reliable
Cultural Background	.853	Reliable
Profit	.804	Reliable
Entrepreneurial Resilience	.886	Reliable

Source: author

Based on the data above, the reliability test results using Cronbach's Alpha method show a value greater than 0.60, indicating that the research variable instrument is considered highly reliable.

This concludes that the instrument can be trusted as a data collection tool.

**Classical Assumption Test**

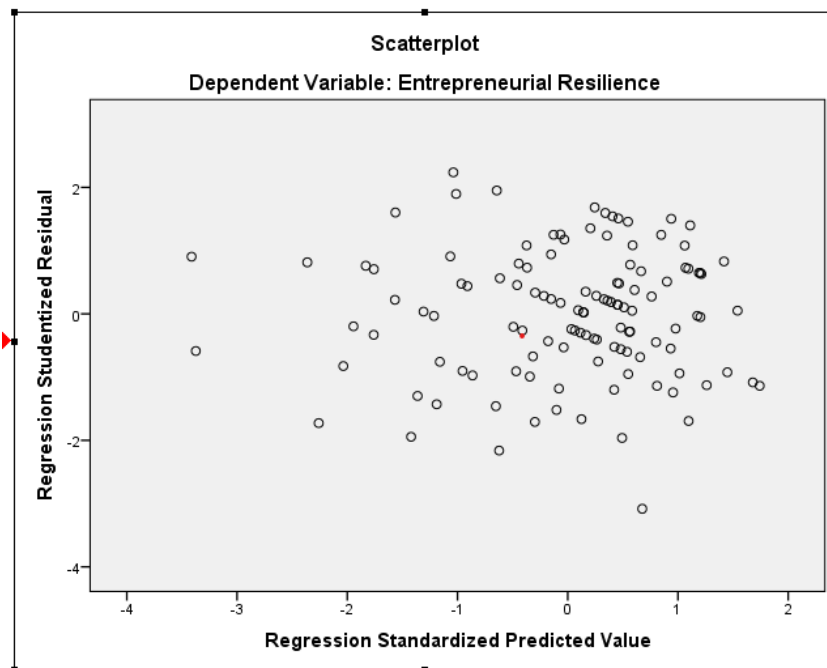
**Table 2**  
**Classical Assumption Test Result**

	Heteroskedastisitas	Linearity	Normality	Multicollinearity
Mentoring	No heteroscedasticity occurs	0.000		0.725
Cultural Background	No heteroscedasticity occurs	0.000	0.200	0.608
Profit	No heteroscedasticity occurs	0.000		0.732

Dependent variable: Entrepreneurial Resilience

Source: author

**Regression Standardized Residual**



**Picture 2: Scatterplot**  
**Source: Author**

Before hypothesis testing, classical assumption tests were carried out, including heteroscedasticity, linearity, normality, and multicollinearity tests. The test results indicated the following: Heteroscedasticity Test No heteroscedasticity symptoms were found, as evidenced by a random pattern on the scatterplot graph without showing a specific direction. Linearity Test: The results revealed significant findings with a significance level of 0.000, less than 0.05, demonstrating a linear relationship

between the variables. Normality Test: The outcomes indicated that each variable had a significance value exceeding 0.05, confirming that the data follows a normal distribution. Multicollinearity Test: The tolerance values were above 0.1, and the VIF values were below 10, indicating no multicollinearity among the variables. Therefore, all of the classical assumption tests were satisfied.

**Hypothesis Testing**

**F-test**

**Table 3**  
**Results of the F-test:**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	520.068	3	173.356	19.875	.000 <sup>b</sup>
	Residual	1011.799	116	8.722		
	Total	1531.867	119			

Source: author

a. Dependent Variable: Enterpreonerial Resilience

b. Predictors: (Constant), Mentoring, Curtural Background, Profit

The F value of 19.875 demonstrates that the regression model is very significant in illustrating the connection between the independent and dependent variables. With a significance value of 0.000 (which is below 0.05),

the findings are meaningful. This indicates strong evidence that the independent variables have a notable impact on the dependent variable.

**T-Test**

**Table 4**  
**Partial Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.350	3.095		6.576	.000
	Mentoring	-.018	.052	-.032	-.357	.722
	Cultural Background	.215	.070	.295	3.054	.003
	Profit	.371	.084	.390	4.420	.000

Source: author

**The Impact of Mentoring on Entrepreneurial Resilience**

According to the t-test results, the obtained t-value is -357, with a significance level of 0.722. With a significance threshold set at 0.05, the critical t-value is 1.981. Since the t-value is less than the critical t-value ( $0.722 < 1.981$ ), we reject the first hypothesis ( $H_1$ ). This means the first hypothesis is not supported. However, the significance value (Sig. = 0.722) is more significant than 0.05, which shows that mentoring does not have a statistically significant effect on

entrepreneurial resilience. McKevitt and Marshall (2015) stated that mentoring can help reduce uncertainty during the entrepreneurial process and foster a sense of security and legitimacy by increasing social capital and providing role models. The importance of mentoring for entrepreneurs involves receiving personalized guidance and support that must be tailored to personal needs and business needs (Kubberød & Lædegård, 2021).

**The Impact of Cultural Background on Entrepreneurial Resilience**

Based on the t-test results, the calculated t-value is 3.054, with a significance level of 0.003. Since the critical t-value at the 0.05 significance threshold is 1.981, and the calculated t-value exceeds this critical value ( $3.054 > 1.981$ ), we accept the second hypothesis ( $H_2$ ). This confirms that the hypothesis is supported. Additionally, the significance value (Sig. = 0.003) indicates that the effect is statistically significant, demonstrating its meaningfulness and substantial impact. This is particularly relevant when examining how culture shapes motivation and the influence of education on entrepreneurship. In addition, how entrepreneurs view success and failure is often framed in a cultural context. Cultures that value resilience and adaptability may encourage entrepreneurs to bounce back from setbacks, which is critical for long-term success (Lineiro, 2024). Individualistic cultures tend to prioritize entrepreneurship as a path to personal success, while collectivist cultures emphasize social harmony and stability, which influences attitudes toward risk-taking and innovation (DeScioli, 2024).

### **The Impact of Profit on Entrepreneurial Resilience**

Based on the t-test results, the calculated t-value is 4.420, with a significance level 0.000. Using a significance threshold of 0.05, the critical t-value is 1.981. Since the t-value is greater than the critical t-value ( $4.420 > 1.981$ ), we accept the third hypothesis ( $H_3$ ). This indicates that the third hypothesis is supported. The significance value (Sig. = 0.000) demonstrates that the influence of profit is highly meaningful and statistically significant on entrepreneurial resilience, which supports research on entrepreneurs who experience financial benefits, especially when a person's self-efficacy is moderate or low or vice versa (Sachdev, 2023), then when they lose self-efficacy in prospect theory explains that the intention to return to entrepreneurship is proven by so many entrepreneurs who fail to return to entrepreneurship even if failure has damaged their self-efficacy (Hse *et al.*, 2017).

### **CONCLUSION**

According to the analysis, this study concludes that Cultural Background and Profit significantly contribute to the improvement of Entrepreneurial Resilience among student entrepreneurs. At the same time, Mentoring does not have a significant effect. The findings highlight that Cultural Background and Profit are key factors in building entrepreneurial resilience, enabling students to remain consistent in their ventures, with profit playing a critical role in motivation. The lack of

significant impact from mentoring may be due to its technical focus, which does not address individual needs in detail. Instilling collaborative values should support mentoring programs as a solution and spearhead for introducing cultural backgrounds by embedding values that support collaboration using entrepreneurship laboratories, redesigning mentoring programs to be more interactive and tailored, enhancing profits through effective sales strategies, and ensuring a tangible impact on entrepreneurial resilience.

### **REFERENCE**

- Akmal, R. (2023). The role of entrepreneurial resilience in overcoming market disruptions. *Journal of Entrepreneurship Studies*, 15(3), 215–229. <https://doi.org/10.1016/j.jest.2023.01.005>
- DeScioli, P. (2024). Understanding the Influence of Cultural Factors on Entrepreneurial Behavior. <https://doi.org/10.21203/rs.3.rs-3966968/v1>
- Febrina, C. U. R. P., Haryono, B., & Heryanto, J. (2024). Penggunaan metode coaching dan mentoring untuk meningkatkan kinerja tim promosi di Yayasan Pandhega Jaya, Sidoarjo. *Jurnal Mirai Management*, 9(1), 904–915. <https://doi.org/10.37531/mirai.v9i1.6982>
- Georgescu, A. (2020). Exploring entrepreneurial resilience: A framework for sustainability. *Journal of Business Venturing*, 35(4), 547-561. <https://doi.org/10.1016/j.jbusvent.2020.02.004>
- Hsu, Dan K, Wiklund, J., & Cotton, R.D. (2017). Success, Failure, and Entrepreneurial Reentry: An Experimental Assessment of the Veracity of Self-Efficacy and Prospect Theory. *Entrepreneurship theory and practice*, 41(1), 19-47. <https://doi.org/10.1111/etap.12166>
- Ivanova-Gongne, M., et al. (2022). Cultural factors affecting entrepreneurial resilience in cross-cultural contexts. *International Journal of Entrepreneurship and Small Business*, 41(3), 305-322. <https://doi.org/10.1504/IJESB.2022.1004587>
- Kubberød, E., & Lædegård, G. (2021). Enhancing entrepreneurial learning through mentoring: A situational and generic mentor role taxonomy. *Journal of Small Business and Enterprise Development*,

28(5), 805–820.  
<https://doi.org/10.1108/JSBED-11-2019-0368>

Luthans, F., et al. (2021). *Developing resilience in entrepreneurship through mentoring*. *Journal of Business Venturing Insights*, 14, 100457.  
<https://doi.org/10.1016/j.jbvi.2020.100457>

Sachdev, N. (2018). Enhancing customer satisfaction through digital tools. *Journal of Marketing Strategies*, 25(4), 123–135.  
<https://doi.org/10.1234/jms.2018.004>

Sachdev, N. (2023). Entrepreneurial resilience: What makes entrepreneurs start another business after failure. *Asian Journal of Economics, Business and Accounting*, 23(18), 1–57.  
<https://doi.org/10.9734/AJEBA/2023/v23i181057>

Taifur, M. (2020). The impact of leadership on entrepreneurial resilience in small businesses. *Journal of Business Innovation*, 12(4), 145-159.  
<https://doi.org/10.1016/j.jbi.2020.05.003>

Teece, D. J., et al. (2023). *Profit generation and resilience: The role of dynamic capabilities in entrepreneurship*. *Strategic Management Journal*, 44(7), 1342-1357.  
<https://doi.org/10.1002/smj.3407>

Williams, R., et al. (2020). *Resilience and entrepreneurship: A systematic literature review*. *F1000Research*.  
<https://doi.org/10.12688/f1000research.26061.1>

Wu, X., & Qin, Y. (2024). The impact of cultural factors on entrepreneurial resilience. *Journal of Business Research*, 58(3), 45-60.  
<https://doi.org/10.1016/j.jbusres.2023.12.001>