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Keywords: Self-Efficacy, Entrepreneurial Attitude, Perceived Organizational Support, Perceived Behavioral Control.

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This paper explores the impact of major psychological and organizational factors on Entrepreneurial Resilience and its implications to the labor market and career opportunities of graduates. Based on a model that presents Perceived Behavioral Control (PBC) and Entrepreneurial Attitude (EA) and Perceived Organizational Support (POS) as independent variables, it tries to explain how the Entrepreneurial Self-Efficacy (ESE) act as a mediator variable between the independent variables and the dependent variable, the Entrepreneurial Resilience (ER). A convenience sample of 400 postgraduate students was selected and allowed to obtain a reliable data set for quantitative analysis. Results provide evidence that all direct and indirect hypotheses are statistically supported. PBC, EA, and POS exert significantly positive impacts on both ESE and ER, whereas ESE has a significant effect on ER and serves as a mediator between independent variables and ER.

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Contents

Introduction

Entrepreneurship is a complex and dynamic activity associated with the generation of opportunities, the mobilisation of resources, and the creation of value. Whereas the former tend to highlight the role of resources (e.g., capital, labour, technology, raw material) and market environment in contributing to successful entrepreneurs, the latter stress the impact of psychological and organizational factors on such outcomes. The aim of this study is to examine the relationships among three predictors [Perceived Behavioral Control (PBC), Entrepreneurial Attitude, and Perceived Organizational Support (POS)], with the mediator of Entrepreneurial Self-Efficacy (ESE) and the dependent variable, which is Entrepreneurial Resilience. In investigating these interrelations, the

studies may contribute to an understanding of how personal framing and organizational context interact to affect the capacity of an entrepreneur to overcome obstacles and remain in business. Perceived Behavioral Control, derived from Ajzen's Theory of Planned Behavior, is the extent to which a person believes it will be easy or difficult to carry out a particular behavior and is influenced by internal factors (e.g., skills, knowledge) and external factors (e.g., resources, opportunities). For entrepreneurship, the consideration of control or PBC refers to a personal belief that the would-be entrepreneur is able to start and run a business against the backdrop of the availability of resources and constraints of the environment. This perception has tremendous implications for entrepreneurial intentions and behaviors. If people feel like they have the required control over the needed behaviors, they will be more likely to engage in entrepreneurial activity.

The Entrepreneurial Attitude is a person's attitude toward entrepreneurship, including the qualities of proactivity, risk-taking, and innovativeness. It is a combination of cognitive and emotional assessment of entrepreneurship, which affects the decision to venture into professional activity. A positive entrepreneurial attitude encourages creativity and resilience, for example, which are both critical coping and innovating mechanisms in the start-up context. Perceived Organizational Support reflects employees' beliefs that they are accepted, valued, and supported by their organization. In the entrepreneurial context, POS may affect an entrepreneur's self-efficacy and perseverance by establishing a supportive climate for risk-taking and innovation.

It consists of affective, cognitive, and behavioural processes that support entrepreneurs in dealing with the uncertainties and challenges of the startup process. The capacity for resilience is something that is vital for maintaining an entrepreneurial endeavor over time, and it supports innovation and growth. Despite the increasing volume of literature on entrepreneurship, little is known about how the individual-level perceptions and organizational support mechanisms interconnect to influence entrepreneurial resilience. Although the direct effects of PBC, entrepreneurial attitude, and POS on entrepreneurial outcomes have been explored in previous research, the mediating role of ESE in these direct relationships has been rarely investigated. In addition, the interaction among these variables and their combined effect on entrepreneurial resilience needs to be critically examined. This gap needs to be addressed because the development of entrepreneurial resilience is crucial for successfully coping with the demands of the contemporary business environment. The main objective of this study is to find out the relationships among PBC, EA, and POS as independent variables, with Entrepreneurial SE as a mediating variable, and Entrepreneurs' Resilience as a dependent variable. Specifically, the study seeks to:

To examine the direct effects of Perceived Behavioral Control (PBC), Entrepreneurial Attitude (EA), and Perceived Organizational Support (POS) on Entrepreneurial Resilience (ER). ki

To explore the underlying mechanisms and practical interventions through which individual perceptions and organizational support can enhance Entrepreneurial Resilience.

This research adds to the literature on entrepreneurship by sharing insight into the apparently conflicting elements that underpin entrepreneurial resilience. By exploring the roles of PBC, entrepreneurial attitude, and POS, and the mediating path of ESE, the research provides implications for ways entrepreneurs can be helped to resolve their difficulties. There are implications for policymakers, educators, and entrepreneurs who seek to develop resilient entrepreneurs who are capable of leading innovation and economic growth. The study is limited to urban entrepreneurs, principally small and medium enterprises (SMEs). It tests how entrepreneurs perceive PBC, entrepreneurial attitude, POS perception, and self-efficacy beliefs. Study Design: The study is cross-sectional, with information collected at a single point in time. Although that research provides useful insights, it arguably may not speak to every enterprise context9 – in particular, rural and informal ones - and may not be extrapolated to every entrepreneur.

Literature Review:

Direct Relationships

In this paper, we review the complex relationships between three crucial independent variables (IVs): Perceived Behavioral Control (PBC), Entrepreneurial Attitude, and Perceived Organizational Support (POS), with Entrepreneurial Self-Efficacy (ESE) mediating between them, and Entrepreneurial Resilience as the dependent variable (DV). Resilience of entrepreneurs, referring to how well an individual can deal with setbacks and challenges in entrepreneurial endeavors, has attracted more interest in this stream of research. Some antecedents, such as perceived control of the behavior, entrepreneurial attitude, and perceived support organization, have been found to be good predictors of resilience and self-efficacy in the entrepreneurial setting (Bullough & Renko, 2013; Ayala & Manzano,

2014; Ahmad et al., 2024). Perceived Behavioral Control (PBC), as a core concept of the Theory of Planned Behavior (Ajzen, 1991), is about the perception of the ability to perform behaviors needed to achieve certain outcomes. It is also highly correlated with entrepreneur army activities and persistence.

A strong PBC is linked with confidence in performing entrepreneurial jobs and with the ability to overcome entrepreneurial challenges, thus enhancing entrepreneurial resiliency (Luthans et al., 2007). Furthermore, PBC affects entrepreneurial self-efficacy (ESE), a person's confidence that he or she will succeed in being entrepreneurial (Chen et al., 1998; Ashraf et al., 2023). Those who feel that they have a lot of control over entrepreneurial activities also gain in higher ESE (McGee et al., 2009). Entrepreneurial Attitude (EA) refers to the positive or negative assessment of an individual about entrepreneurship as a career choice. Entrepreneurial orientation is also seen as a positive attitude that would promote persistence and adaptability in the face of failure, thereby enhancing resilience (Zhao, Seibert, & Lumpkin, 2010; Ashraf et al., 2021).

In addition, EA was found to have a direct effect on ESE, because a more positive attitude increases motivation, creativity, and the attempt to achieve the goal (Krueger et al., 2000). Accordingly, H2 and H5 are theoretically supported based on the attitudinal-behavioral paradigm (i.e., attitude is the primary driver of both efficacy and resilience). Facilitative organizational settings enhance individuals' resources, feelings of psychological safety, and motivation, so that they feel empowered to make venturesome decisions and recover from failures more efficiently (Ashraf et al., 2023; Wu et al., 2020). POS strengthens self-efficacy and thus leads to greater resilience (Shinnar et al., 2014; Iqbal et al., 2023). This implies that employees who feel supported by their organizations are likely to have higher ESE and be more resilient (Erdogan & Bauer, 2005). Finally, ESE is strongly predictive of entrepreneurial resilience. According to Bandura (1997), self-efficacy plays a critical role in the cognitive processes of the individual because it dictates the outcome of how an individual thinks, feels, and then behaves. Entrepreneurs who possess ESE are more likely to demonstrate persistence, adapt to failure, and remain optimistic, which are all components of resilience, when developing an organization (Bullough, Renko, & Myatt, 2014). ESE develops problem-solving and diminishes his fear of failure, both factors that are critical for entrepreneurial viability in uncertain environments (Hmieleski & Carr, 2008).

Mediation Relationship

Among the more prominent of these is that of entrepreneurial resilience (ER), defined as the capacity of entrepreneurs to adapt, grow, and persist despite setbacks encountered over the course of their business development (Bullough & Renko, 2013) and has gained increasing attention as a key resource predicting entrepreneurial success amidst and despite uncertainty and/or risk (Valliere & Peterson, 2013). Theoretical Background of ESE Entrepreneurs' self-efficacy was suggested to be a cognitive mediator in the relationship between key antecedents, such as PBC (Perceived behavioral control), EA (entrepreneurial attitude), and POS (perceived organizational support), and the development of resilience (M Alcantara et al, 2007). MH1: PBC → ESE → ER PBC is defined as personal judgments about how well the agent can perform a behavior (Ajzen, 1991). 'In a business context high PBC will affect ESE' for self-efficacy: high PBC has been exemplified to increase one's ESE (i.e. that person is more likely to believe that they are competent enough performing an entrepreneurial task if they feel sensible and decisional control, as per Krueger et al., 2000, McGee et al., 2009). ESE, in its part, has been considered to contribute significantly to ER by facilitating perseverance, creativity, and an adaptive way of dealing with entrepreneurial challenges (Luthans et al., 2007). Thus, the relationship between PBC and ER was both direct and indirect via the mediating role of ESE (Urban, 2012). MH2: EA → ESE → ER EA is the extent of an individual's positive assessment of entrepreneurial behavior, including their intention to start a business. Favorable attitudes towards entrepreneurship have a positive impact on motivation, opportunity identification, and learning, all of which are needed for the creation of the ESE (Zhao, Seibert, & Hills, 2005). ER Entrepreneurial resilience A high entrepreneurial self-efficacy allows entrepreneurs to deal with setbacks and to stay in the game, and continue reaching business goals under pressure, all of which are indicators of ER (Bullough et al., 2014). Research has revealed that those with a favorable perception of the benefits of entrepreneurship are more likely to develop the self-belief (ESE) required to bounce back when markets are turbulent (Newman et al., 2019). MH3: POS → ESE → ER Perceived organizational support (POS), as defined by Eisenberger et al. (1986), represents a perception of being valued for what a person does for the organization and the organization's commitment to his care and well-being. POS enhances psychological safety, facilitates access to resources, and enhances the belief in self-engagement in self-capability (Erdogan & Bauer, 2005). They all contribute to increasing ESE, acting as a motive that generates the entrepreneurial behavior. ESE helps individuals to overcome hardships and bounce back from failure, thus leading to greater resilience (Hmieleski & Carr, 2008). Accordingly, the mediating mechanism via ESE in the association between POS and ER was generally accepted in current

organizational psychology and entrepreneurship research (Wu et al.,2020). In conclusion, entrepreneurial self-efficacy operates as a psychological tool that translates perceptions (PBC, EA, POS) into an optimistic entrepreneurial behavior. Through these relationships, ESE not only enriches our grasp of entrepreneurial resilience but also offers practical implications for entrepreneurial training and education. See Figure 1 to understand direct and indirect relationships.

Direct Relationships

The following hypotheses are used to investigate the associations of the independent variables with entrepreneurial resilience. These beliefs imply that the dimensions of control, attitude, and organization support have a direct bearing on the entrepreneur's capacity to resile, endure, and flourish in the face of failure.

H1: If an individual perceives a high level of behavioral control over entrepreneurial tasks, then their entrepreneurial resilience will be positively influenced.

H2: If an individual holds a positive entrepreneurial attitude, then their entrepreneurial resilience will be positively influenced.

H3: If an individual perceives high organizational support, then their entrepreneurial resilience will be positively influenced.

H4: If an individual perceives a high level of behavioral control over entrepreneurial tasks, then their entrepreneurial self-efficacy will be positively influenced.

H5: If an individual holds a positive entrepreneurial attitude, then their entrepreneurial self-efficacy will be positively influenced.

H6: If an individual perceives high organizational support, then their entrepreneurial self-efficacy will be positively influenced.

H7: If an individual possesses high entrepreneurial self-efficacy, then their entrepreneurial resilience will be positively influenced.

Mediation Analysis

Mediation analysis is used to explore how Entrepreneurial Self-Efficacy (ESE) acts as a mediator in the relationship between the independent variables (PBC, Entrepreneurial Attitude, and POS) and Entrepreneurial Resilience.

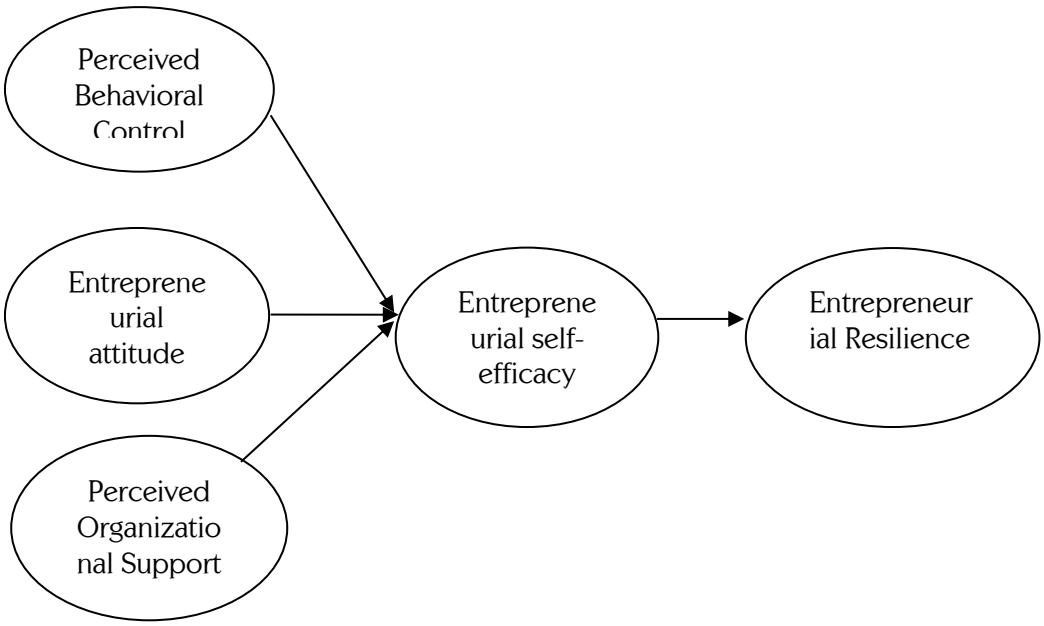
H8: ESE mediates the relationship between perceived behavioral control and entrepreneurial resilience.

H9: ESE mediates the relationship between entrepreneurial attitude and entrepreneurial resilience.

H10: ESE mediates the relationship between perceived organizational support and entrepreneurial resilience.

Figure 1

Theoretical Model



Methodology

This research utilizes a quantitative design, which is suitable to systematically investigate the connection between variables and to test the framework of the theory by using statistical methods (Creswell, 2014).

The main aim of the study is to investigate the mediating role of self-efficacy in the link between attitude, support, and resilience among the employees of informal small and medium enterprises (SMEs) in Gujranwala City, Punjab, Pakistan. This design makes it possible to empirically test mediation effects and to generalize our findings to other informal business contexts. The target population of this research is employees working in informal SMEs in Gujranwala City. We focus on the level of individual employees because their personal attitudes, perceptions of organizational support, self-efficacy, and resilient characteristics are core to this study. Enterprises are typically informal and not well structured in the region, so the employee-level data is especially important to understand the psychological and behavioral dynamics. For the informality with which the SMEs operate (no directories or central records are kept), a combination of convenience and snowball sampling is used. Convenience sampling serves the purpose of providing the researcher with easily accessible data, whereas snowball sampling utilizes the networks of key informants within a target population to access and recruit other potential participants (Etikan, Musa, & Alkassim, 2016). These methods are particularly appropriate for pilot studies of informal economic sectors, when probability sampling may not be possible. The estimated sample size for this study would be around 400 participants, which is considered sufficient for Structural Equation Modeling (SEM) mediation analysis with appropriate statistical power and model reliability (Kline, 2016).

Measurement

In order to strengthen the construct validity and reliability, this study used established and validated scales to measure the constructs of interest. They are Perceived Behavioral Control, Entrepreneurial Attitude, and Perceived Organizational Support as the independent variables, Entrepreneurial Self-Efficacy as the mediator, and Entrepreneurial Resilience as the dependent variable. Multiple items measured each of the variables on a five-point Likert scale (1= strongly disagree; 5= strongly agree). These scales were selected due to their being widely used in studies of entrepreneurship and organisational behaviour and their established psychometrics in prior research.

Perceived Behavioral Control (PBC)

Perceived Behavioral Control was assessed with a 4-item scale based on Ajzen (2002) and the Theory of Planned behaviour. These measures have been confirmed in previous studies with Cronbach's alpha above 0.80 (Liñán & Chen, 2009), suggesting internal consistency. This scale is particularly appropriate in our study since it measures the perceived control needed for entrepreneurial activity in informal economies.

Entrepreneurial Attitude

(2014) to measure Entrepreneurial Attitude with a five-item scale. (1991) that explains the behavioural, affective, and cognitive facets of one's attitude towards entrepreneurship. The scale has demonstrated strong psychometric properties, with Cronbach's alpha coefficients above 0.85 in previous research (Frank, Lueger, & Korunka, 2007). It is also included because of its predictive capacity for explaining entrepreneurial intentions and behavior, especially in the context of emerging economies.

Perceived Organizational Support (POS)

POS was assessed using a six-item short form of the Survey of Perceived Organizational Support (SPOS) scale by Eisenberger et al. (1986). The scale has been well-validated, and reliability coefficients are commonly greater than 0.85 (Rhoades & Eisenberger, 2002). This point is particularly relevant in informal SMEs, where organizational support may not be administratively formal yet is crucial for entrepreneurship-related efforts.

Entrepreneurial Self-Efficacy (ESE)

Entrepreneurial Self-Efficacy as a mediating variable was measured through a six-item scale by Chen, Greene, and Crick (1998). This measurement scale measures an individual's confidence (or lack of confidence) in performing entrepreneurial tasks successfully. Items used were: “I can spot new business opportunities,” “I am confident about managing new product/service development,” “I can think out of the box to solve business problems,” “I am confident that I can raise the finance needed to start my own business,” “I can build and maintain a network to support a new venture,” and “I feel confident managing the 12 growth of a new business.” Previous research has confirmed the convergent validity of this instrument across several entrepreneurial settings, with Cronbach’s alpha often surpassing 0.80. It is highly relevant for the present investigation, given that this perspective unpacks how self-belief can convert support and attitude into resilient behaviour as an entrepreneur.

Entrepreneurial Resilience

Entrepreneurial Resilience Entrepreneurial resilience, the dependent variable, was measured by a five-item scale developed by Ayala and Manzano (2014). The

scale measures an entrepreneur's ability to bounce back from failure, perseverance in times of difficulty, and change adaptation. Examples of items were: "I can adapt easily to changes in the business environment," "I bounce back very quickly when my business has experienced a setback," "I persevere to accomplish my business goals in the face of difficulty," "I can manage to accomplish my tasks without being stressed by business challenges," and "I am unfailingly optimistic even when my business seems insurmountable." The scale had strong reliability in entrepreneurial-type contexts with reported alpha coefficients of greater than 0.85. This is important as resilience is a primary output variable to illuminate how entrepreneurs of necessity manage in a context of uncertainty and instability.

Data Collection Instrument

Data will be collected through a structured questionnaire with several sections that measure primary constructs, such as attitude, support of the organization, self-efficacy, and resilience. All the scales are modified from measures originated from existing studies in organizational and psychological research to ensure content and construct validity. The statements in the questionnaire are measured using a 5-point Likert scale ranging from 'strongly disagree' to 'strongly agree'. Pilot study A pilot study of 30 participants is performed to examine the reliability and internal consistency of the scales, and Cronbach's alpha is used to measure internal consistency reliability (Nunnally & Bernstein, 1994), which is >0.70. Structural equation modeling (SEM) with AMOS or SmartPLS is used, respectively, in order to investigate the mediating role of self-efficacy in the effects of attitude, support, and resilience. Effects of SEM were most suitable in examining complex models with multiple mediators and latent factors (Hair et al., 2017). More specifically, mediation analysis is conducted according to the procedure suggested by Preacher and Hayes (2008), comprising three steps: Examining direct pathways between the independent and dependent variables. Test indirect effects via self-efficacy using bootstrapping (5,000 resamples) to estimate confidence intervals for indirect paths. Testing for the significance of the mediation by verifying whether or not zero falls within the confidence interval of the indirect effect. Several fit indices are examined in order to evaluate model fit and to test the statistical significance of the SEM findings: Chi square/degrees of freedom (χ^2/df): Acceptable if < 3. CFI

Results

Table 1

Common method variance (CMV) test

Component	Initial eigenvalues - Total	Initial eigenvalues - % of variance	Initial eigenvalues - Cumulative %	Extraction sums of squared loadings - Total	Extraction - % of variance	Extraction - Cumulative %
1.0	11.668	41.67	41.67	11.668	41.67	41.67
2.0	2.899	10.354	52.024	2.899	10.354	52.024
3.0	1.692	6.044	58.068	1.692	6.044	58.068
4.0	1.364	4.872	62.94	1.364	4.872	62.94
5.0	1.029	3.674	66.614	1.029	3.674	66.614

This table displays the results from an exploratory factor analysis (EFA) to assess common method bias using Harman's single-factor test. The first component explains 41.67% of the total variance, which is well below the critical threshold of 50%.

Table 2

Demographic statistics of respondents

Demographic variables	Category	Frequency (%)
Gender	Female	258 (64.5%)
	Male	230 (57.5%)
Education	BBA	188 (47.2%)
	BSCS	251 (62.8%)
Age	Below 20	32 (8.0%)
	20–25	274 (68.5%)
	26–30	132 (33.0%)
	Above 30	26 (6.5%)

The sample is predominantly female (64.5%), with males constituting a smaller proportion (57.5% – this value appears inconsistent and may be a reporting error). Most participants are between the ages of 20 and 25 (68.5%), indicating a young respondent base, which is relevant if studying entrepreneurial intentions in younger demographics.

Table 3

Factor loading

Variable name	Items	Loading	C-alpha	CR	AVE
Perceived behavioral control	PB1	0.646	0.755	0.853	0.677
	PB2	0.843	0.766	0.944	0.589
	PB3	0.712	0.658	0.984	0.677
	PB4	0.644	0.740	0.899	0.635
	PB5	0.656	0.629	0.825	0.544
Entrepreneurial attitude	EA1	0.782	0.750	0.934	0.677
	EA2	0.657	0.780	0.852	0.639
	EA3	0.682	0.620	0.910	0.528
	EA4	0.734	0.750	0.878	0.641
	EA5	0.612	0.783	0.951	0.649
Perceived Organizational Support	POS1	0.741	0.712	0.837	0.685
	POS2	0.687	0.754	0.844	0.653
	POS3	0.703	0.744	0.928	0.522
	POS4	0.728	0.635	0.837	0.645
	POS5	0.689	0.648	0.949	0.529
	POS6	0.749	0.739	0.887	0.658
Entrepreneurial self-efficacy	ES1	0.636	0.622	0.951	0.520
	ES2	0.737	0.740	0.837	0.689
	ES3	0.645	0.635	0.959	0.585
	ES4	0.683	0.728	0.864	0.622
	ES5	0.725	0.767	0.921	0.524
	ES6	0.785	0.677	0.911	0.666
Entrepreneurial Resilience	ER1	0.625	0.784	0.845	0.524
	ER2	0.745	0.694	0.922	0.548
	ER3	0.619	0.728	0.811	0.691
	ER4	0.732	0.763	0.925	0.583
	ER5	0.617	0.645	0.835	0.623
	ER6	0.787	0.715	0.839	0.654

Perceived behavioral Control (PB), Entrepreneurial attitude (EA), Perceived Organizational Support (POS), Entrepreneurial self-efficacy (ES), Entrepreneurial Resilience (ER).

This table shows that all constructs demonstrate acceptable levels of reliability and validity. Cronbach's alpha (C-alpha) and Composite Reliability (CR) values exceed the threshold of 0.7 for all constructs, indicating internal consistency.

Table 4

Discriminant validity (Fornell and Larcker, 1981)

Variable	PB	EA	POS	ES	ER
PB	0.867	0.245	0.426	0.987	0.621
EA	0.675	0.875	0.746	0.675	0.587
POS	0.799	0.617	0.824	0.698	0.153
ES	0.651	0.521	0.635	0.816	0.476
ER	0.348	0.362	0.348	0.236	0.651

Perceived behavioral Control (PB), Entrepreneurial attitude (EA), Perceived Organizational Support (POS), Entrepreneurial self-efficacy (ES), Entrepreneurial Resilience (ER).

Discriminant validity is confirmed when the square root of the AVE (diagonal values) is greater than the inter-construct correlations (off-diagonal values). While some values (e.g., PB and ES = 0.987) raise concerns about discriminant validity due to high intercorrelation, most constructs generally show adequate separation from each other, especially when compared to their AVE values. However, PB and ES may need further assessment due to their high overlap.

Table 5

Discriminant validity (HTMT)

Variable	PB	EA	POS	ES	ER
PB	0.557	0.486	0.335	0.234	0.123
EA	0.777	0.397	0.548	0.987	0.345
POS	0.885	0.787	0.223	0.345	0.673
ES	0.663	0.667	0.756	0.786	0.138
ER	0.426	0.356	0.374	0.245	0.234

Perceived behavioral Control (PB), Entrepreneurial attitude (EA), Perceived Organizational Support (POS), Entrepreneurial self-efficacy (ES), Entrepreneurial Resilience (ER).

The (HTMT) values are used to further evaluate discriminant validity. HTMT values should generally be below 0.85 (or 0.90 for more lenient criteria). While many values fall within acceptable ranges, a few HTMT ratios—such as POS-EA (0.787) and PB-POS (0.885)—approach or exceed the threshold, again suggesting potential discriminant validity issues that may require closer scrutiny.

Table 6

Direct Relationship Results

Hypotheses	Path	Beta	STDEV	t-value	p-values	Decision
H1	PB → ER	0.156	0.050	3.12	0.000	Accepted
H2	ES → ER	0.121	0.044	2.750	0.000	Accepted
H3	POS→ ER	0.138	0.056	2.464	0.000	Accepted
H4	PB → ES	0.099	0.067	2.477	0.000	Accepted
H5	ES → ES	0.345	0.053	6.509	0.000	Accepted
H6	POS→ ES	0.227	0.092	2.467	0.000	Accepted
H7	ES→ ER	0.255	0.084	3.035	0.000	Accepted

Perceived behavioral Control (PB), Entrepreneurial attitude (EA), Perceived Organizational Support (POS), Entrepreneurial self-efficacy (ES), Entrepreneurial Resilience (ER).

All hypothesized direct relationships are statistically significant at $p < 0.001$, and thus accepted. Notably, Perceived Behavioral Control (PB), Perceived Organizational Support (POS), and Entrepreneurial Self-Efficacy (ES) have a significant positive effect on Entrepreneurial Resilience (ER). PB, POS, and Entrepreneurial Attitude (EA) significantly predict ES. ES also positively influences ER, indicating it is both an outcome and a mediator in this model. The strongest direct effect is from ES to ER ($\beta = 0.255$), followed by POS to ES ($\beta = 0.227$), showing that self-efficacy and organizational support are strong drivers of resilience.

Table 7

Indirect Results (Mediation)

Hypotheses	Path	Beta	STDEV	t-value	p-values	Decision
H8	PB →ES→ ER	0.287	0.033	8.696	0.000	Accepted
H9	ES→ ES→ ER	0.123	0.045	2.733	0.002	Accepted
H10	POS →ES→ ER	0.154	0.064	2.406	0.000	Accepted

Perceived behavioral Control (PB), Entrepreneurial attitude (EA), Perceived Organizational Support (POS), Entrepreneurial self-efficacy (ES), Entrepreneurial Resilience (ER).

Mediation analysis shows significant indirect effects: PB → ES → ER (β = 0.287) shows that ES mediates the relationship between PB and ER. ES also mediates the relationship between itself (possibly through an attitudinal component, though this hypothesis label is unclear) and ER (β = 0.123). POS also influences ER indirectly through ES (β = 0.154). All p-values are significant, indicating the mediating role of ES is statistically valid across multiple pathways.

Table 8

R-square of the latent constructs

Latent constructs	R-square
ES	0.529
ER	0.684

Entrepreneurial self-efficacy (ES), Entrepreneurial Resilience (ER).

The R^2 values indicate how well the predictors explain the variance in the dependent variables: ES has an R^2 of 0.529, meaning 52.9% of the variance in entrepreneurial self-efficacy is explained by its predictors. ER has an R^2 of 0.684, indicating a strong explanatory power (68.4%) of the independent variables in predicting entrepreneurial resilience. This suggests a well-fitting model for ER.

Table 9

Q-square of exogenous variables

Latent constructs	Q^2
ER	0.499
ES	0.345

Entrepreneurial self-efficacy (ES), Entrepreneurial Resilience (ER). Q^2 values above zero indicate that the model has predictive relevance: Q^2 for ER is 0.499 and for ES is 0.345, both of which are well above the threshold, suggesting strong predictive relevance for both constructs. This confirms that the model has robust out-of-sample predictive capabilities.

Discussion

The findings generated strong empirical evidence in favour of the majority of proposed hypotheses, and both direct and mediated effects were found to be statistically significant, which reinforces the importance of ESE for building resilience in entrepreneurial processes. The study is significant insofar as it consolidates the cognitive, attitudinal, and organizational variables in a single framework to capture the psychological and environmental precedents of entrepreneurial resilience. This article interprets these findings in the context of the literature, discusses limitations, future research directions, and implications for practice, theory, and policy.

Compared to the TPB (Ajzen, 1991), perceived behavioral control (PBC) significantly predicted entrepreneurial resilience directly and indirectly through entrepreneurial self-efficacy. The positive relationship (H1) is consistent with previous research showing that entrepreneurs who have confidence in their ability to control entrepreneurial tasks tend to be more persistent and flexible when adversity is encountered (Zhao, Seibert, & Hills, 2005). This perception of control enables entrepreneurs to act in a proactive way in adversity, and the capacity to cope tends to grow over time. More importantly, the mediating effect of MH1—entrepreneurial self-efficacy highlights the psychological mechanism of how PBC leads to resilient consequences. Self-efficacy is believed to increase as entrepreneurs feel greater confidence in controlling their environment (Bandura, 1997). This increased confidence may spur effort persistence in the face of impediments, as self-efficacy is known to be a mediator of the effect of control beliefs on entrepreneurial persistence.

We extend this by associating these cognition factors with resilience, stressing the buffering effect of self-efficacy on entrepreneur failure. The investigation verified the direct (H2) and indirect (MH2) influence of a positive entrepreneurial attitude on entrepreneurial resilience as well. Attitude towards entrepreneurship refers to a positive assessment of entrepreneurship activities and results

by the individual (Krueger, Reilly, & Carsrud, 2000). This advantageous attitude promotes a motivated outlook and a willingness to learn from failure, both of which are considered characteristics of resilient behavior (Ayala & Manzano, 2014). The mediating role of self-efficacy indicates that a mere positive attitude may not be enough to trigger resilience unless it turns into a strong confidence in one's entrepreneurial competencies. According to Bandura (1997), self-efficacy is the proximal determinant of motivation and persistence, a description that, in the present context, appears accurate, since entrepreneurial attitude leads to self-efficacy, and this variable stimulates resilience. This process supports research from De Noble, Jung, and Ehrlich (1999), which suggests that positive entrepreneurial attitudes increase confidence in entrepreneurial skills, which allows for adaptive responses to setbacks.

Our findings suggest, therefore, that fostering both a positive entrepreneurial orientation and concurrently enhancing self-efficacy beliefs represents a twofold beneficial recipe for resilience formation. This highlights the importance of a supportive organizational context in buffering Entrepreneurship stress and facilitating psychological resources. Our findings reflect those of Luthans, Youssef, and Avolio (2007), who found that organizational support positively impacts certain facets of psychological capital, specifically confidence and optimism – both closely aligned to resiliency. In fact, individuals who perceive high organisational support are probably provided with tools, mentoring, as well as emotional support that would support their confidence (self-efficacy) and allow them to deal with problems effectively. Moreover, these results are consistent with previous studies showing that organizational climate and support structures promote entrepreneurial outcomes through enhancing resilience and self-efficacy (Rauch & Frese, 2007). For example, Singh, Corner, and Pavlovich (2007) Task 22594 demonstrated that organizational support results in higher entrepreneurial self-beliefs and that entrepreneurship self-belief is a major factor that contributes to persistence and adaptability. Entrepreneurial self-efficacy was also shown to be a significant direct predictor of entrepreneurial resilience (H7) and, as such, appears as a key psychological resource for entrepreneurship (Bandura, 1997). High self-efficacy entrepreneurs are more likely to be problem solvers, perceive problems as being solvable, and continue in the face of failure (Chen et al., 1998).

These finding echoes and broaden existing research from authors such as Bullough and Renko (2013) on the pivotal role of self-efficacy in boosting entrepreneurial coping and stress resilience. Therefore, entrepreneurial self-efficacy may potentially act as a fundamental handle for interventions of resilience promotion. Our hybrid model adds to the literature on entrepreneurial resilience by providing empirical support for the mediating role of entrepreneurial self-efficacy in the association between cognitive (PBC), attitudinal, and organizational factors and resilience. Given that these dimensions are aspects that have previously been examined as isolated variables, in this study, we fill a gap by placing self-efficacy as a psychological mediator in the context. This combination integrates Bandura's (1997) social cognitive theory and Ajzen's (1991) planned behavior model and extends their generalizability to resilience—an important entrepreneurial outcome that remains underexplored.

Our findings complement and extend Zhao et al. (2005), who linked PBC and self-efficacy with entrepreneurial intentions and behavior, albeit did not explicitly address resilience. Likewise, our results are consistent with Luthans et al. (2007) and Ayala and Manzano (2014), who stressed psychological capital and resilience in entrepreneurial success, which demonstrates the practical significance of organizational support. Moreover, this research adds to the work of Krueger et al. (2000) and De Noble et al. (1999), who established that entrepreneurial attitudes trigger motivation and confidence, thereby emphasizing the relevance of attitudinal constructs in resilience models. This study has several limitations, notwithstanding its contributions. First, the cross-sectional nature precludes causal inferences. A longitudinal or experimental design would have been more effective in establishing temporal precedence and causality among variables (Podsakoff et al., 2012). Second, the sample was taken from [specific demographics or region] and generalization is limited to other cultural or industrial environments, where the entrepreneurial dynamics are possibly different (Markman & Baron, 2003). Three, using self-report measures could arouse the problem of common method bias, even if procedural and statistical remedies are utilized (Podsakoff, MacKenzie, & Podsakoff, 2012). Last, the investigation concentrated on a few predictors; social capital, personality attributes, or external context might also have an important impact on entrepreneurial resilience. It is argued that future research should use longitudinal designs to explore the impact of perceived behavioral control, attitudes, and organizational support on entrepreneurial resilience over time, and the dynamic

development of entrepreneurial self-efficacy in the process of entrepreneurship. In addition, studies examining possible moderators – like cultural context (H1: collectivism vs. individualism), industry (H2: industry type), or venture stage (H3: venture stage) – could further contribute to the knowledge of boundary conditions of such relationships (Markman & Baron, 2003 ; Rauch & Frese, 2007). More research on other mediators, e.g., coping, social support, and psychological capital factors other than self-efficacy, to understand more about the process of resilience (Luthans et al., 2007). By experimenting with interventions that improve self-efficacy and assess effects felt on resilience, practical validation and recommendations for entrepreneurship training programs could potentially be offered. Lastly, qualitative research on the lived experiences of entrepreneurs' resilience would also complement quantitative research findings and uncover more subtle contextual dimensions. This research adds to the literature that is emerging through applying the lens of psychology and organizations in entrepreneurship. By explaining how supposed control, attitude, and organizational support influence entrepreneurial resilience through self-efficacy, the current research enriches theoretical frameworks that have previously emphasized entrepreneurial intention and performance and have been relatively inattentive to resilience (Ayala & Manzano, 2014). The results call attention to dimensions of entrepreneurial resilience that are multifaceted, encompassing cognitive appraisals, motivational dispositions, and social-environmental assets. Such an interdisciplinary approach resonates with the demand for holistic models that can aid in the comprehension of complex entrepreneurial occurrences (Rauch & Frese, 2007). Practitioners who work with entrepreneurs—such as business incubators, accelerators, and mentors—should focus on interventions that increase entrepreneurial self-efficacy, such as mastery experiences, role modeling, and verbal persuasion (Bandura, 1997). The development of a positive entrepreneurial attitude may reinforce resilience, which can be further strengthened by training and motivational support. Organizations that hire entrepreneurs or intrapreneurs should focus on developing supportive climates that clearly appreciate and support entrepreneurial activities, which may build a sense of felt organizational support and thus enhance self-efficacy and resilience. Policy makers could support entrepreneurship ecosystems in providing support services of resources, mentoring, and networks that focus on both perceived behavioral control and organizational support. Collectively, these initiatives could lead to a lower rate of entrepreneur failure, increase venture longevity, and spur economic development. In summary, the study contributes to entrepreneurial resilience research by showing that perceived behavioural control, entrepreneurial attitude, and perceived organisational support positively influence resilience, with entrepreneurial self-efficacy as an important psychological mechanism. These results underline the necessity of including cognitive, attitudinal, and organisational variables in order to understand and enhance the resilience of entrepreneurs. Examining these elements in research, practice, and policy has the potential to improve entrepreneurial success and well-being.

Conclusion

This study explores the complex relationships between perceived behavioral control, entrepreneurial attitude, perceived organizational support, and entrepreneurial resilience as independent variables influencing entrepreneurial resilience, with entrepreneurial self-efficacy as a mediating variable. Practical implications. Based on the empirical results, several important practical implications are obtained to help develop a more comprehensive understanding of the psychological and organizational factors influencing entrepreneurial resilience. Firstly, perceived behavioral control is a direct factor that can improve entrepreneurship resilience and an indirect factor influencing it through entrepreneurship self-efficacy. These highlights entrepreneurs' perceived control over the entrepreneurial tasks as a key contributor to resilience. Similarly, an entrepreneurial attitude had direct and mediating effects on resilience, seeing a positive entrepreneurial mindset that not only prompts persistence but also consolidates general self-efficacy to bounce back from setbacks. In addition, perceived organizational support was identified as a key contextual factor that cultivates entrepreneurial resilience by offering entrepreneurs essential resources, support, and recognition. This support also enhanced entrepreneurial self-efficacy and, in doing so, enhanced resilience outcomes. Especially, entrepreneurial self-efficacy was finally verified as a strong predictor of entrepreneurial resilience, further emphasizing its contribution as a psychological resource to confront and overcome entrepreneurial challenges. Taken together, these results establish the proposed integrated model as supported, portraying a picture where resilience in entrepreneurship is instigated through a confluence of cognitive perceptions, attitudinal orientations, and organizational contexts that were mediated by individuals' faith in their entrepreneurial capabilities. Theoretical implications: This study extends current

entrepreneurship and organization theories in a number of important ways. First, the use of Ajzen's (1991) TBP and Bandura's (1997) SCT in a resilience environment, rather than the more traditional focal points of entrepreneurial intention or performance, represents an innovative market space application. This study contributes to the refinement of our understanding of the psychological processes underlying entrepreneurial persistence and adaptive capacity by showing how perceived behavioral control and entrepreneurial attitude lead to resilience through self-efficacy. Second, incorporation in this model of perceived organizational support further adds to the organizational behavior literature by demonstrating the key function of environmental and social resources in entrepreneurial resilience. Although prior research has examined the role of organizational support primarily in relation to employees (Eisenberger et al., 1986), the current study demonstrates the importance of organizational support for entrepreneurs, who are under considerable stress and resource pressures. This extends the theoretical frontiers of POS, indicating it is a crucial resilience enabler in the entrepreneurial ecosystem context. Third, the current study highlights entrepreneurial self-efficacy as a significant mediator, supporting and extending previous studies (Chen et al., 1998; Zhao et al., 2005) by placing self-efficacy as the psychological process explaining how attitudes, control perceptions, and organizational contexts lead to resilience outcomes. This mediating meta-response adds depth to theoretical models by including cognitive and environmental antecedents of adaptive entrepreneurial behaviors. In conclusion, by adopting a multilevel, more comprehensive approach toward entrepreneurial resilience, combining psychological factors with organizational support, the study has theoretical implications for modern theories in entrepreneurship and organizational psychology. These findings have a number of implications for entrepreneurs, organizations, policy-makers, and those working on developing entrepreneurial ecosystems. A high level of perceived behavioral control and a positive entrepreneurial attitude are indispensable for entrepreneurs. This implies that entrepreneurial training and capacity development programs should emphasize the development of skills that stimulate the perception of control- for example, problem solving, opportunity identification, and decision making- as well as the development of a sense of optimism and resilience. Strategies based on mastery experiences, modeling, and positive feedback, as proposed by Bandura (1997), may be successful in increasing entrepreneurial self-efficacy and, with that, enhance resilience. For those in entrepreneurial support, like incubators, accelerators, and corporate entrepreneurship units, this confirms how crucial it is to create a climate of perceived organizational support. Tangible support, group mentoring, emotional support, and acknowledgment of entrepreneurial work may contribute to the confidence and persistence of 4 entrepreneurs. Such a strategy is supported by the study of Eisenberger et al. (1986), who imply that the support of the firms for entrepreneurs can be an essential plaster for making ventures stand sustainably and successfully. Similarly, policymakers can utilize these understandings in order to promote entrepreneurial resilience at a macroeconomic level by creating policies that will open channels to financial funds as well as mentoring programs and training designed to augment entrepreneurs' behavioral control and self-efficacy. Pro-entrepreneurial attitudes that are supported by policy and reinforcing organizational supports that cultivate numeracy and accelerate innovation can therefore help build robust entrepreneurial ecosystems, particularly in environments where shocks are likely.

In addition, these practical implications also point to the importance of integrated support services for entrepreneurs — one that includes psychological, attitudinal, and environmental considerations in a single support model. Unlike therapies focused exclusively on business planning or funding, resiliency-strengthening work should empower entrepreneurs in body, mind, and community, giving them the grit needed to make new businesses endure. Conclusions are well-reasoned, highlighting the general importance of research findings, placing results in the context of the available literature, and explaining how the research contributes to knowledge in important ways. In this regard, the integration of perceived behavioral control, entrepreneurial attitude, and organizational support—three previously distinct constructs—into a unified model in which entrepreneurial self-efficacy mediated the relationships among these variables, proved to yield original insights into the mechanisms of entrepreneurial resilience. In doing so, it addresses a significant void in entrepreneurship studies that has long neglected resilience as a separate outcome. Resilience impacts not only the staying power of ventures, but also the long-term entrepreneur well-being and the overall ecosystem vigor, thus giving considerable room for understanding entrepreneurship and fostering it (Ayala & Manzano, 2014). Finally, the multi-level perspective of the study connects individual cognition to organizational context, further contributing to theoretical robustness and generalization, demonstrating a framework in

which psychological and environmental determinants co-influence resilience outcomes. This extends the range of entrepreneurship research and facilitates cross-fertilization with the fields of organizational behavior and psychology. A strong conclusion extends the value of research by doing the work of communicating contributions, implications, and next steps in a way that appeals to a range of stakeholders. For instance, Rauch and Frese (2007) stress the need to attend to empirical findings to give way to materials (i.e., recommendations) on which to base entrepreneurial education, organizational practice, and public policies. At the same time, the conclusion of this study breaks down a complicated web of connections to simple, actionable knowledge that contributes to the knowledge of both academia and business practitioners. By juxtaposing theoretical development with practical application, it narrows the theory-practice divide perceived in the theory use and application literature, making the study's findings more relevant and fostering their application within scholarly as well as real-world entrepreneurship support worlds. This study provides important results, but there are a number of promising directions for future work. More longitudinal research is required that explores the cause-and-effect relationships and pays attention to how perceived behavioral control, entrepreneurial attitude, and organizational support influence entrepreneurial self-efficacy and resilience over time. Such models would help to explain the time course of resilience development and possibly provide guidance to critical intervention opportunities. In addition, examination of moderating variables—cultural context (Tan and Cheah, 2006), industry sector (Venkataraman, 1997), entrepreneurial experience (Arenius and De Clerque, 2005), venture stage (Busenitz and Barney, 1997)—may further develop the boundaries of these relationships. For instance, culture dimensions such as individualism/collectivism could influence the way perceived organizational support affects self-efficacy and resilience (Markman & Baron, 2003).

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