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## Building bridges to entrepreneurial resilience: Exploring the mediating role of business model innovation capacity in ambidextrous leadership and entrepreneurial mindfulness

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### ABSTRACT

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In the dynamic landscape of contemporary business, achieving entrepreneurial resilience is an important goal for organizations facing unprecedented challenges. This study investigates the complex interactions between ambidextrous leadership, entrepreneurial mindfulness, and the mediating mechanisms of business model innovation capacity in fostering entrepreneurial resilience. This research uses a quantitative approach with the population of the startup community in Indonesia. A sample of 340 startup actors was selected randomly. Data was collected via a Likert Scale questionnaire with a scale range of 1-6. Hypothesis testing was carried out using Structural Equation Modeling (SEM) Partial Least Squares (PLS) to overcome model complexity and small sample size. Findings support the relationship between entrepreneurial alertness, ambidextrous leadership, business model innovation capacity, and entrepreneurial resilience. The theoretical implications enrich the literature by introducing mediating variables and leading to the development of a more comprehensive theoretical model. The practical implications highlight the importance of leadership development and business innovation to improve adaptation and response to change. Policy implications emphasize the need for policy support to strengthen entrepreneurship and innovation in the national economy.

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### 1. Introduction

The development of digital technology as a trigger for uncertainty has changed the face of entrepreneurship, providing many new opportunities as well as challenges and threats for entrepreneurs. Therefore, many researchers are trying to understand the concept of resilience in the world of entrepreneurship (Hartmann et al., 2022). Entrepreneurial resilience is the basis for entrepreneurial success in facing uncertainty in the business world. For some entrepreneurs who have been able to utilize digital technology, digital technology can be useful as a vehicle for building entrepreneurial resilience (Santos et al., 2023). Adaptive resilience adapted and implemented by entrepreneurs explains how entrepreneurs anticipate, respond, and exploit crises (Purnomo et al., 2021; Sharma & Rautela, 2022). The perception of entrepreneurial resilience has a positive relationship with their perception of success. These relationships are stronger for entrepreneurs who have extensive stakeholder networks (Santoro et al., 2020a). Energy, assertiveness and social skills are good signs in developing entrepreneurial resilience (Santoro et al., 2020a)

Dynamic and unpredictable business environments require resilience as a temporal dynamic that enables companies to quickly exploit opportunities to accelerate organizational change. Startups that fail to implement speed in achieving the desired results will be careless and rush into making inappropriate decisions (Gölgeci et al., 2020). Amid these challenges, ambidextrous leadership has become an urgent need that influences startup leaders to navigate uncertainty and foster resilience. An ambidextrous leadership approach is needed to make strategic decisions and develop an agile mindset in a dynamic environment (Gouda & Tiwari, 2024). Strategies that emphasize attributes and skills are critical for companies to adapt to

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disruption. Increasing entrepreneurial ambidexterity and resilience will have an impact on business performance (Trieu et al., 2023). Ambidextrous leadership seeks to achieve better company performance at the macro level through leadership behavior at the micro level. Ambidextrous leadership is characterized by a balance between exploration and exploitation activities, between innovation and efficiency for survival and growth (Mueller et al., 2020). A study found a complex relationship between leadership behavior and employee innovation behavior. The success of ambidextrous leadership in improving business performance is because this leadership can increase employee innovative work behavior (Busola Oluwafemi et al., 2020). Contributions to entrepreneurial resilience are quite complex and varied. Starting from entrepreneurial identity, entrepreneurial education (Newbery et al., 2018; Nowiński et al., 2019); self-efficacy (Sharma & Rautela, 2022); even moderated by stakeholder engagement (Santoro et al., 2020a). Several previous psychological studies have found that mindfulness plays a positive role for individuals in facing difficulties and is positively related to individual resilience (Liu et al., 2022). Mindfulness shows awareness, alertness and quick action that explains how entrepreneurs recover and recover. Entrepreneurial mindfulness focuses on mindful resource preparation pre-crisis. Nevertheless, how to mindfully manage resources when a crisis occurs is still not explored (Ye et al., 2022). This research aims to complete the gap in contributions to entrepreneurial resilience from the perspective of the interaction between ambidextrous leadership and entrepreneurial mindfulness by focusing on the mediating role of business model innovation capacity.

Business model innovation, defined as the strategic reconfiguration of value creation and delivery mechanisms, has great potential in increasing a company's adaptability and competitiveness (Huikkola et al., 2022). An innovation business model is a holistic picture of how a company operates to create value through a system of interdependent activities in its business ecosystem (Amit & Zott, 2010; Zott & Amit, 2010). By examining its mediating role, this research seeks to explain how the business model's innovation capability mediates the relationship between ambidextrous leadership, entrepreneurial awareness, and entrepreneurial resilience. This research is based on the recognition that entrepreneurial resilience is not just about bouncing back from setbacks but requires proactive adaptation and growth in the face of adversity. By investigating the underlying processes that drive resilience, we aim to provide insights that empower entrepreneurs and organizational leaders to create environments conducive to innovation and sustainable growth.

In this introduction, we provide an overview of the key constructs—ambidextrous leadership, entrepreneurial awareness, business model innovation, and entrepreneurial resilience—that prepares the ground for deeper exploration of the interconnectedness of these three. Through empirical investigation, we seek to advance theoretical understanding and offer practical implications for cultivating resilience in entrepreneurial endeavors.

## **2. Literature review and hypotheses development**

### *2.1. Entrepreneurial Resilience*

Entrepreneurial resilience can be determined by several conditions, including psychological traits, organizational characteristics and macro factors. Entrepreneurial resilience is the ability to overcome and adapt to crisis situations by recombining existing resources. A strong entrepreneurial attitude is needed to activate entrepreneurial action to capture business opportunities during the crisis (Conz et al., 2023). Entrepreneurial resilience contributes to the company's resilience when the company faces difficulties and when the company must respond to opportunities (Hayward et al., 2010). Resilience capacity enables entrepreneurs to take quick action to overcome despair due to challenges and dangerous environments (Gorgievski & Stephan, 2016). Therefore, resilience entrepreneurship will be able to encourage business growth and overall business success (Santoro et al., 2020b).

### *2.2. Business Model Innovation Capacity*

Startups are always in a condition that allows opportunities as well as obstacles that often disrupt the planned business model. Startup growth is determined by the business model that is built. Various research topics are still being carried out to provide new understanding of the determining factors for startup success and failure. This is because startups have very high risks and profits, so they require the right strategy which is developed through the right innovation business model. Business innovation models must be able to explain how companies create, deliver and capture value (Kim & Min, 2015; Slávik et al., 2021). The problem that may arise in startups is the capacity to implement an appropriate innovation business model that is able to accommodate fast movements and high risks (Chesbrough, 2007).

Startups are able to navigate survival, sustainability and growth with the right business model. Business model innovation is the most important basis for startups (Groesser & Jovy, 2016). Because the model contains all the components and conditions necessary for business operations to be carried out, although controversy has also found that innovative business models can reduce the survival rate of startups (Hyytinen et al., 2015; Zajko, 2017). On the other hand, a study actually found that innovation business models have an impact on startup performance because innovation business models can be the most competitive tool to gain a startup's competitive advantage (Amit & Zott, 2010; Zott & Amit, 2010). The obstacles faced by startups enable them to find new ways to recombine existing resources and at the same time innovate existing business models.

By adopting a positive mindset such as optimism, perseverance and efficacy, to overcome difficulties there will be flexibility, speed and innovation, to see and take advantage of opportunities that arise from the crisis (Purnomo et al., 2021).

### 2.3. *Ambidextrous Leadership*

Startups require a different leadership style than other types of businesses. A leadership style that is more flexible, situational and versatile in developing increasingly new and different ideas is an important need for startups so that an ambidextrous leadership style becomes more suitable to answer this need (Kafetzopoulos, 2022a). These researchers coined the term ambidextrous leadership to describe a set of two leader behaviors that are assumed to encourage high levels of employee exploration and exploitation behavior (Acher et al., 2016). In an organization that has a sustainable relationship and alignment of goals with its employees, employees are more likely to take actions that support the entrepreneurial strategic posture built by leaders with high ambidexterity (Tuan Luu, 2015). Ambidexterity leadership is leadership that is able to carry out two roles simultaneously, namely exploration and exploitation (Zacher & Rosing, 2015). Open leadership refers to behavior aimed at increasing the variability of follower behavior and is determined by its consequences, namely the follower's exploratory behavior, for example activities such as deviating from routine work. Open leadership behavior leads to followers' exploratory activities such as generating new knowledge, encouraging alternative methods for task completion, providing space for new ideas, allowing mistakes, skills and processes through search, variation, experimentation, risk, discovery and innovation to maintain continuity. live in the future. In a similar way, closed leadership refers to the reduction of variability in follower behavior and is conceptualized as an antecedent of follower exploitative behavior for example engaging in standard or routine activities or focusing on the execution of well-defined tasks. Closed leadership behavior leads to exploitative activities of followers such as taking corrective action, setting specific guidelines, sticking to plans, monitoring goal achievement, establishing routines (Bledow et al., 2011; Zacher & Rosing, 2015).

### 2.4. *Entrepreneurial Mindfulness*

The concept of mindfulness was developed around 30 years ago which is related to emerging awareness which is realized through focus on goals and focus on what is happening now as a comprehensive experience (Malinowski, 2008). Mindfulness is a psychological concept that is very important in evaluating entrepreneurial practices. Mindfulness is a metacognitive concept that is not only related to decision-making capacity but also the speed of taking opportunities and the emotional aspects involved so that it has an impact on the evaluation carried out. Mindfulness is an important part of an entrepreneur's awareness and ethics in recognizing opportunities (Kelly & Dorian, 2017). Mindfulness is also defined as an effort to focus on what is experienced so that it is open to existing experiences, has high curiosity and acceptance of what is experienced (Lau et al., 2006). The concept of mindfulness is interesting for finding various variables that have an impact on the success or failure of an entrepreneur (Rerup, 2005). The concept of mindfulness is demonstrated by the ability to focus on goals and focus on what is happening now as a comprehensive experience (Malinowski, 2008). Mindfulness is also seen in openness to experience and a desire to seek new information (Lau et al., 2006). Mindfulness is defined as receptive attention and full awareness of current events and experiences so that it provides various benefits, especially in producing performance. This means that mindfulness has a huge influence on a person's entrepreneurial actions (De Mauro et al., 2016). Mindfulness was first introduced in the concept of social psychology which explains a person's active awareness with evidence of creation and refinement, openness to new information and awareness of various perspectives (Langer, 1989). Entrepreneurial mindfulness is developed with five dimensions, namely entrepreneurial engagement capacity, entrepreneurial attitude capacity, entrepreneurial strategic capacity, entrepreneurial mindset and cognitive and affective mindfulness (Indrianti et al., 2020).

**H<sub>1</sub>:** *Entrepreneurial mindfulness has a significant effect on entrepreneurial resilience.*

**H<sub>2</sub>:** *Ambidextrous leadership has a significant effect on entrepreneurial resilience.*

**H<sub>3</sub>:** *Entrepreneurial mindfulness has a significant effect on model business innovation capacity.*

**H<sub>4</sub>:** *Ambidextrous leadership has a significant effect on model business innovation capacity.*

**H<sub>1</sub>:** *Model business innovation capacity has a significant effect on entrepreneurial resilience.*

## 3. **Research method**

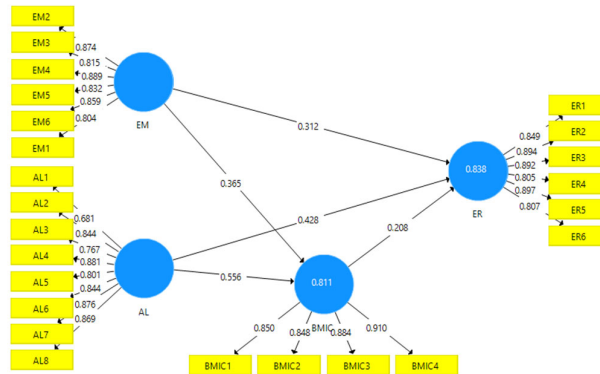
This study uses a quantitative approach. The population in this research is the startup community in Indonesia. The sample was selected using a simple random sampling technique, with a total sample of 340 startup actors. The research analysis unit is startup actors throughout Indonesia, including founders, CEOs and key company managers. Data was collected using a Likert Scale questionnaire, which consists of five tested questionnaires, namely Entrepreneurial Resilience, Business Innovation Model, Entrepreneurial Mindfulness and Ambidextrous Leadership. The Likert scale ranges from 1 to 6, with 1 indicating "Strongly Disagree" and 6 indicating "Strongly Agree". These questionnaires were selected based on related studies (Chomeya, 2010; Leung, 2011; Thanh et al., 2018). Hypothesis testing was carried out using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) as an analysis tool. This approach was chosen because of its ability to handle complex models and data with relatively small sample sizes. By using SEM PLS, the relationship between the variables measured in the questionnaire can be analyzed simultaneously, and the strength and significance of the relationship between variables can be evaluated.

**4. Results and discussion**

From Table 1, all variables (AL, EM, ER, and BMIC) have high Cronbach's Alpha, Rho\_A, Composite Reliability, and AVE values, indicating that these constructs have good reliability and validity in measuring variables. appropriate latency.

**Table 1**  
Item Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Cronbach's Alpha	Rho A	Composite Reliability	AVE
AL	0.931	0.936	0.943	0.677
EM	0.920	0.922	0.938	0.716
ER	0.928	0.931	0.944	0.736
BMIC	0.896	0.897	0.928	0.763



**Fig. 1.** Valid Research Model

Discriminant validity analysis is an important step in evaluating the extent to which the constructs measured by different variables are truly different from each other. This is done by examining the correlations between the constructs to ensure that they are not too correlated with each other.

Table 2 shows the correlation between the construct variables measured in this research, namely Ambidextrous Leadership (AL), Entrepreneurial Mindfulness (EM), Entrepreneurial Resilience (ER), and Business Model Innovation Capability (BMIC).

**Table 2**  
Discriminant Validity

Variables	AL	EM	ER	MBIC
AL	0.823			
EM	0.909	0.846		
ER	0.897	0.883	0.858	
BMIC	0.888	0.870	0.860	0.873

From Table 2, the correlation between each pair of variables is below the value 1, which indicates that there is no perfect correlation between the constructs. This shows the existence of discriminant validity between the constructs measured. In addition, the correlation between each pair of variables is not far from value 1, indicating that the constructs have good separation. That is, each construct has a higher correlation with itself than with other constructs. Thus, the results of the discriminant validity analysis show that the constructs measured in this study are indeed different from each other and have adequate discriminant validity. This increases confidence in the suitability of the model used in the research.

**Table 3**  
Collinearity (VIF)

Variables	AL	EM	ER	MBIC
AL				
EM	7.414			
ER	6.482	5.778		
BMIC	5.293			

In statistical analysis, collinearity refers to a strong linear relationship between two or more independent variables in a model. One way to identify collinearity is to use the Variance Inflation Factor (VIF). The higher the VIF value, the higher the level of collinearity between the two variables. From Table 3, we can see that between the AL and EM variables, the VIF value is 7.414, indicating that there is quite strong collinearity between the two. Between the variables AL and ER, no VIF values

have been listed, indicating that their correlation has not been evaluated or may not be relevant in the context of the analysis. Between the AL and MBIC variables, the VIF value is 5.293, indicating that there is quite significant collinearity between the two. Between the EM and MBIC variables, the VIF value is 5.778, indicating quite strong collinearity between the two. From this interpretation, it can be concluded that there is significant collinearity between several pairs of variables in the model, which can affect the reliability of parameter estimates and the interpretation of analysis results. This highlights the importance of paying attention to collinearity when designing or analyzing statistical models to ensure the reliability of the results.

**Table 4**

R Square Value

Variables	R Square	R Square Adjusted
ER	0.838	0.837
BMIC	0.811	0.810

R Square is a measure of model fit that explains how much variation in the dependent variable can be explained by the independent variables in the model. The higher the R Square value, the better the model is at explaining variations in the data.

Table 4 above shows that the entrepreneurial resilience (ER) value is 0.838, meaning that entrepreneurial resilience (ER) can be explained by the variables entrepreneurial mindfulness (EM), ambidextrous leadership (AL) and business model innovation capacity (BMIC) of 83.8%. The remaining 16.2% is explained by other variables not studied in this research. This pattern shows the strong influence of the substance of the relationship in this research model (Chin, 1998).

The R Square value for the mediator variable, namely business model innovation capacity (BMIC), is 0.811. This means that the business model innovation capacity (BMIC) can be explained by 81.1% by the variables entrepreneurial mindfulness (EM), ambidextrous leadership (AL). while the remaining 18.9% is not explained by the variables studied. This pattern shows the strong influence of the substance of the relationship between the research model and the mediator variable (Chin, 1998). From this interpretation, it can be concluded that both variables, both ER and BMIC, have a significant contribution in explaining variations in the dependent variable in the regression model.

**Table 5**

Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	T Statistic	P Values	Decision
H1	EM → ER	0.312	3.508	0.000	Supported
H2	AL → ER	0.428	5.529	0.000	Supported
H3	EM → MBIC	0.356	2.877	0.004	Supported
H4	AL → MBIC	0.556	4.353	0.000	Supported
H4	MBIC → ER	0.208	2.407	0.016	Supported

The results of hypothesis testing show that there is a positive and significant influence from each hypothesis developed as shown in Fig. 2. The results of the analysis show that all tested hypotheses show a positive and significant relationship between the independent variables and the dependent variable in the context of this study.

The first hypothesis (H1) states that entrepreneurial mindfulness has a positive and significant effect on entrepreneurial resilience. These findings suggest that individuals who are more entrepreneurially aware tend to have higher levels of resilience in facing challenges and difficulties in a business context.

The second hypothesis (H2) states that ambidextrous leadership has a positive and significant effect on entrepreneurial resilience. These findings highlight the importance of leadership that is able to integrate exploration and exploitation in the face of change and uncertainty.

The third hypothesis (H3) states that entrepreneurial mindfulness has a positive and significant effect on business model innovation capacity. These findings suggest that individuals or organizations that are more entrepreneurially aware tend to be better able to innovate in designing or changing their business models.

The fourth hypothesis (H4) states that ambidextrous leadership has a positive and significant effect on business model innovation capacity. These findings indicate that leadership that is able to manage exploration and exploitation in a balanced manner can facilitate the innovation process in organizations.

The fifth hypothesis (H5) states that business model innovation capacity has a positive and significant effect on entrepreneurial resilience. These findings highlight the importance of innovation in building resilience in facing the dynamics of the business environment.

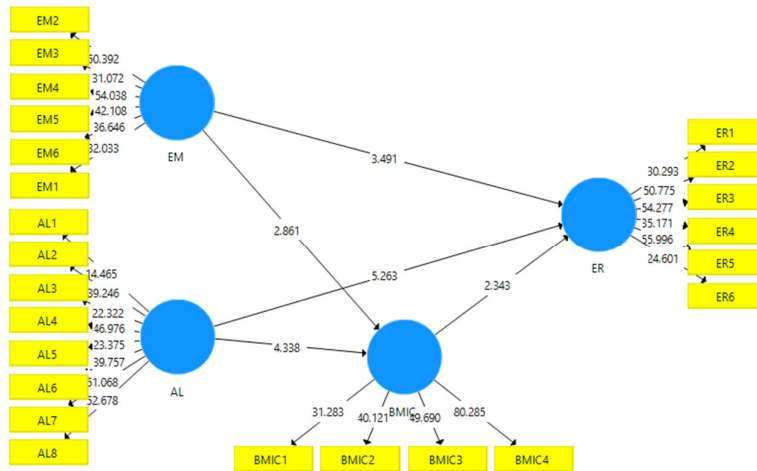


Fig. 2. Hypotheses Testing

## 5. Conclusion

In all, these findings provide empirical support for the hypothesized relationships in the context of the relationships between entrepreneurial alertness, ambidextrous leadership, business model innovation capacity, and entrepreneurial resilience. These results provide valuable insights for practitioners and researchers into the factors that contribute to resilience and innovation in business contexts, as well as providing a strong basis for the development of relevant strategies and interventions in improving organizational performance and sustainability.

This finding is in line with research which found that entrepreneurial mindfulness focuses on awareness to act alertly and act quickly to speed up recovery. The mindfulness perspective focuses more on the mindful preparation of resources before a crisis. This research further emphasizes that a dynamic process in which businesses embrace mindful resource organizing behaviors driven by digital innovation will enable rapid resilience (Ye et al., 2022). Therefore, mindfulness must be combined with digital innovation to increase resilience. A study in China found that Business Model Innovation can support efforts to adapt quickly when there is policy support from the government (Heredia et al., 2022). Business Model Innovation Capacity is the art of increasing excellence and creating value by making changes simultaneously and mutually supporting both the startup's value proposition for customers and the underlying operating model. Business model resilience describes a startup's ability to maintain its value proposition despite unexpected disruptions now and in the future. The results of this research are in line with findings which state that ambidextrous leadership can help overcome the paradoxical complexity of psychological resilience in leadership (Yu et al., 2022). An ambidextrous leader can be broadly defined as someone who has the ability to accept and mitigate challenges in and around 'polar opposites and complementarities' in a flexible manner (Kafetzopoulos, 2022).

The theoretical implications of this research are a significant contribution to the literature on ambidextrous leadership and entrepreneurial mindfulness by introducing a mediating variable, namely the capacity for business model innovation on entrepreneurial resilience. It fills a knowledge gap in the understanding of factors influencing entrepreneurial resilience and enriches the existing theoretical framework in the literature. These findings may lead to the development of a more comprehensive theoretical model of the factors influencing entrepreneurial resilience. This model can serve as a basis for further research in this area and can help in formulating more detailed hypotheses to be tested in the future.

The practical implication of this research is the importance of developing ambidextrous leadership and entrepreneurial mindfulness in the context of building business resilience. Entrepreneurs can take steps to train and develop leadership skills that enable the management of exploration and exploitation in a balanced manner. Entrepreneurs can also strengthen the capacity for innovation in their business models by paying attention to innovative practices and supporting an environment that facilitates experimentation and learning. This can help them in improving adaptation and response to changes in the market and business environment.

Meanwhile, the policy implications for this research are that the government and related institutions can provide policy support in the form of incentives or training programs to encourage the development of entrepreneurship and innovation in various industrial sectors. This can help in increasing the competitiveness and resilience of the national economy. The government can also pay attention to providing resources and infrastructure that support the development of entrepreneurship, innovation and ambidextrous leadership. This can include research and development facilities, access to capital, and support networks for entrepreneurs and innovators.

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