

The Relationship between Entrepreneurs' Regulatory Focus and Organizational Resilience of New Ventures

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Abstract

Organizational resilience is an indispensable organizational ability for enterprises in the case of VUCA, and it is the pulse that leads the development of new ventures. Based on the regulatory focus theory and organizational resilience theory, this paper focuses on the impact of entrepreneurs' regulatory focus on the organizational resilience of new ventures. An empirical study of 138 valid questionnaires shows that entrepreneurs' promotion focus and defense focus have a positive impact on the organizational resilience of new ventures, and the positive impact of promotion focus is more significant. At the same time, entrepreneurs' regulatory focus of promotion and regulatory focus of defense have a synergistic effect on the organizational resilience of new ventures.

Keywords

Organizational Resilience; Regulatory Focus; New Venture.

1. Introduction

In the post-pandemic era, the rise of trade protectionism, the trend towards deglobalization, and the decoupling trend between China and the United States have made the business environment increasingly complex and variable. "VUCA" has become a new normal[1]. Under the "VUCA" context, the resilience of enterprises in dealing with adverse events has become increasingly important. Especially for start-ups, they face more risks and challenges than established large enterprises. How start-ups in the growth stage can survive in a constantly changing environment and regain vitality in setbacks and adversity is a hot issue in the field of entrepreneurship. Organizational resilience, as an important organizational capability of enterprises[2], can help start-ups cope with crises in uncertainty[3], leverage their own advantages to resist risks[4], and is crucial for the growth and sustainable development of start-ups.

Existing research on the antecedents of organizational resilience predominantly focuses on organizational traits and capabilities such as organizational resources[5] and organizational culture[6]. A substantial body of literature indicates that slack resources are key for businesses to recover from adversity and surpass it[7]. However, startups face the predicament of resource constraints and the high uncertainty inherent in entrepreneurial activities, which inevitably presents more challenges and risks to maintaining organizational resilience, and the pathways are bound to differ[8]. In addition to the inherent characteristics of start-ups, the impact of the entrepreneur's personal traits on the development of start-ups from a micro-perspective has also garnered academic attention. Compared to the status of organizational structure and internal governance in established firms, entrepreneurs play an absolute dominant and leading role in start-ups. Faced with the severe tests of the macro environment, considering the decisive role of entrepreneurs in the development of startups, exploring the influence mechanism of

entrepreneurs on the organizational resilience of startups has become an urgent priority. However, current research on the organizational resilience of start-ups has not paid sufficient attention to how the personal traits of entrepreneurs affect the organizational resilience of start-ups. Existing studies have pointed out that to achieve resilience, entrepreneurs need to explore new action routes while maintaining current ways of working[9], which implies the need for growth and security in the process of obtaining organizational resilience. The regulatory focus theory provides a unique perspective to analyze how the personal traits of entrepreneurs affect the organizational resilience of start-ups. Regulatory focus is an individual's motivational trait in the process of achieving self-goals, consisting of a promotion focus and a prevention focus[10]. The promotion focus reflects the entrepreneur's need for business growth; the prevention focus reflects the entrepreneur's concern for business safety. The entrepreneur's regulatory focus affects the entrepreneur's decision-making and actions, thereby influencing the behavior of start-ups[11, 12],and subsequently altering the organizational resilience of start-ups. Entrepreneurs with a promotion focus primarily seek high returns, are sensitive to the disappearance of positive outcomes, and are more inclined to guide startups to keenly perceive potential dangers and new demands in the market through the exercise of their subjective initiative, and to create positive outcomes by setting goals. This positive attitude and action force may enhance the organizational resilience of the enterprise. Entrepreneurs with a prevention focus primarily pursue low losses, are sensitive to the emergence of negative outcomes, and are more inclined to avoid further loss of existing enterprise resources and prevent decision-making errors that lead to high risks for start-ups. This sensitivity to risk and pursuit of stability may enhance the organizational resilience of the enterprise. In summary, the promotion focus and prevention focus can respectively have a positive impact on the enterprise's ability to surpass and recover from adversity, thereby enhancing organizational resilience. Moreover, the promotion focus and prevention focus may play a synergistic role in improving organizational performance, enhancing employee adaptability, promoting innovation, and strengthening organizational culture in different ways. Based on this, it is hypothesized that the promotion and prevention focus of entrepreneurs can enhance the organizational resilience of startups, with the promotion focus having a greater impact than the prevention focus. At the same time, there is a synergistic effect between the promotion and prevention focus of entrepreneurs on the organizational resilience of startups. In conclusion, the conceptual framework of this study is proposed:

Entrepreneur regulatory focus

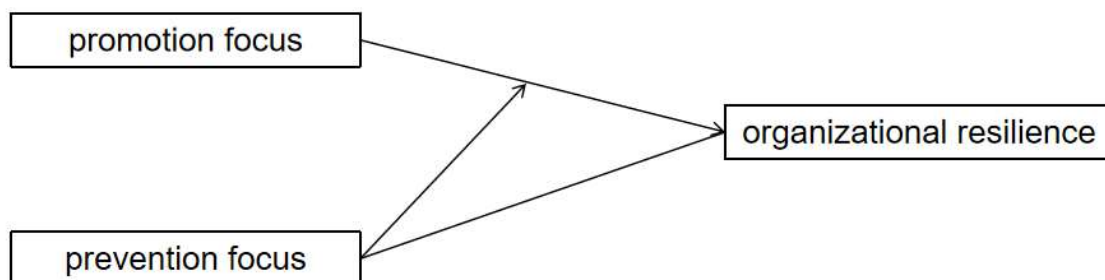


Fig. 1 Conceptual framework

This study aims to explore the impact mechanism of entrepreneurs' regulatory focus on the organizational resilience of startups, expand the research on the antecedents of organizational resilience in startups, enrich the relevant content of regulatory focus theory, and provide a new reference path for startups to enhance their organizational resilience.

2. Theoretical Basis and Research Hypothesis

2.1. Theoretical Basis

2.1.1. Organizational Resilience of New Enterprises

In previous studies, organizational resilience has been defined as either a static ability (the ability to bear impact and rebound [13]) or a dynamic process (the process of positive adjustment and effective operation of enterprises or groups before, during and after adversity [14]). Existing studies mainly discuss the concept and measurement of organizational resilience [15], but the specific factors and mechanisms affecting organizational resilience, especially in new ventures, are still relatively scarce. Theoretical research conclusions and practical experience of enterprises show that, faced with the destructive impact of crisis, enterprises using organizational resilience can get rid of difficulties faster, and then breakthrough progress and development. In the era of frequent black swan events, whether a new enterprise is depressed or can recover depends on whether the enterprise has high organizational resilience. How to improve organizational resilience has become an important issue for new ventures in practice. The existing antecedents of organizational resilience mainly focus on organizational characteristics such as organizational resources and organizational culture. The study of the impact of entrepreneurial characteristics on organizational resilience in resource-constrained and highly uncertain start-up environments is a relatively novel area with both challenges and opportunities.

2.1.2. Regulatory Focus

As the leaders of enterprises, entrepreneurs' regulatory focus plays a crucial role in the development of enterprises [16]. The regulatory focus of entrepreneurs refers to different specific tendencies presented by entrepreneurs in the process of enterprise operation, which can be mainly divided into promotion focus and defense focus [17]. The promotion focus is mainly to seek high returns, sensitive to the disappearance of positive results, reflecting the growth needs of entrepreneurs for enterprises, and emphasizing the realization of goals. Defense focus focuses on low losses, is sensitive to negative results, reflects the security needs of entrepreneurs for enterprises, and emphasizes the avoidance of mistakes [10].

Nowadays, the research on the regulatory focus of entrepreneurs mainly focuses on its impact on the acquisition of corporate resources [18], corporate performance and corporate strategy [19]. As an important tendency in the business process, entrepreneurs' regulatory focus often affects corporate decision-making, organizational structure and atmosphere, and individual work performance [20], thus affecting the organizational resilience of enterprises. However, in the current research on the regulatory focus of entrepreneurs, few scholars have explored the impact of the regulatory focus of entrepreneurs on organizational resilience.

2.2. Research Hypothesis

The regulation focus theory explains the behavioral motivation of entrepreneurs from a micro-perspective, which is an important internal driving factor for entrepreneurs to manage new ventures. Entrepreneurs who promote focus respond more clearly to positive outcomes and gains, emphasizing the achievements that come from the advancement of the business. When entrepreneurs tend to promote focus, they tend to exert more subjective initiative and show creative thinking [21]. Promotion-focused entrepreneurs will be more proactive in looking for opportunities, may perceive the opportunities and challenges of the market earlier [22], and

can quickly adjust the strategy and operation of the enterprise, thus enhancing the adaptability of the organization to uncertainties and risks. At the same time, entrepreneurs who lead the facilitation focus tend to set challenging goals [23] and work hard to achieve them. By setting difficult and motivating goals, entrepreneurs and teams will work harder [24] and strive for excellence. This kind of positive goal-oriented behavior can help improve the enterprise's ability to withstand pressure and cope with it, and enhance the organizational resilience. Promotion-focused entrepreneurs often have strong motivation and pursuit of innovation [25]. Such entrepreneurs may pay more attention to innovative thinking and innovative practice, and actively promote the enterprise's technological innovation, product innovation and business model innovation. Through continuous learning and improvement, entrepreneurs and teams can continuously improve the competitiveness and adaptability of the enterprise, and enhance the resilience of the organization. Promotion-focused entrepreneurs tend to actively seek out resources and integrate them effectively. They may be better at building and maintaining partnerships to obtain the necessary resources and support [26]. Good relationship network and resource integration ability help enterprises to find solutions when facing difficulties and challenges, and improve organizational resilience.

In conclusion, the promotion focus of entrepreneurs may have a positive impact on the organizational resilience of startups through the use of subjective initiative, setting challenging goals, continuous innovation and learning, and resource integration. These mechanisms may interweave and work together at all levels of the organization, improving the adaptability and resilience of enterprises in uncertain and complex environments, and enhancing organizational resilience. Therefore, the following hypothesis is proposed:

H1: Entrepreneurs' promotion focus has a positive impact on the organizational resilience of new enterprises.

Defense-focused entrepreneurs are more likely to respond to negative outcomes, emphasizing the importance of avoiding corporate losses caused by decision-making errors. Adopt a conservative strategy to reduce the risk of loss. When entrepreneurs tend to defend the focus, they usually collect and analyze information to fully understand the market environment, competitive situation and risk factors, make more accurate decisions, and adjust corporate strategies in time [27]. This information sensitivity helps anticipate and respond to potential challenges and enhances organizational resilience. Defense-focused entrepreneurs pay more attention to the regulation and control of internal processes, protect existing resources, and avoid unnecessary risks and strategic mistakes [28], thus enhancing organizational resilience. Defense-focused entrepreneurs focus on avoiding potential risks and mistakes [29]. They may be more inclined to take sound strategic and business decisions, avoid excessive aggressive and immature expansion, in order to maintain the stability and adaptability of the enterprise, and enhance organizational resilience. Defense-focused entrepreneurs may be more focused on the financial health and long-term growth of their business. They may manage cash flow more carefully to ensure that the enterprise has sufficient capital reserves to cope with uncertain market environments and unexpected situations, and at the same time, pay attention to the long-term sustainable development of the enterprise, increase the viability and competitiveness of the enterprise through stable profitability and financial management, and enhance organizational resilience.

In summary, through information collection and analysis, process control and resource protection, risk avoidance, and funding and long-term development, the defense focus may have a positive impact on the organizational resilience of new enterprises. But entrepreneurs who dominate the defensive focus tend to be risk-averse, avoiding risky behavior and uncertainty while also missing out on potential opportunities. Such entrepreneurs may pay more attention to a stable and controllable business environment, while ignoring opportunities for innovation and growth, which makes the company unable to seize market opportunities in

a timely manner, limiting its development and competitiveness, and negatively affecting organizational resilience. Therefore, the following hypothesis is proposed:

H2: The defense focus of entrepreneurs has a positive effect on the organizational resilience of new ventures, but the effect is not as significant as that of promotion focus.

The promotion focus and defense focus of entrepreneurs can jointly promote the improvement of the performance of new startups, and may have a synergistic effect on enhancing organizational resilience. Entrepreneurs who promote focus motivate employees to actively face challenges and changes [30], enabling them to respond flexibly to a variety of circumstances and situations. Defense-focused entrepreneurs focus on risk management and protection of employees' interests, and enhance employees' sense of security and belonging by providing a stable working environment and welfare benefits, thus promoting employees' adaptability. Both the promotion focus and the defense focus of entrepreneurs have a positive effect on the improvement of the adaptability of employees, so there may be a synergistic effect on the impact of organizational resilience. Promotion-focused entrepreneurs tend to build a positive corporate culture that encourages team members to experiment and innovate, driving innovation to happen. Defense-focused entrepreneurs tend to build risk awareness and protective culture, thus ensuring the security and stability of the organization and providing stable resources and support for innovation. The promotion focus and defense focus of entrepreneurs have a synergistic effect on the shaping of organizational culture, and thus on the improvement of organizational resilience.

To sum up, the promotion focus and defense focus of entrepreneurs are likely to play a synergistic role in different ways in improving organizational performance, enhancing employees' adaptability, promoting innovation and enhancing organizational culture, thus affecting organizational resilience.

H3: Entrepreneurs' promotion regulatory focus and defense regulatory focus have a synergistic effect on the organizational resilience of new ventures.

3. Empirical Research

3.1. Research Design

3.1.1. Sample and Data Sources

This study specifically targets the survey respondents through the following channels: first, MBA students from the School of Economics and Management at Nanjing University of Science and Technology; second, entrepreneurs from start-up incubators in the Nanjing area; third, entrepreneurs from internet startup communities such as "Crow Tribe"; and fourth, entrepreneurs introduced by relatives and friends.

The research questionnaire was conducted anonymously to reduce common method bias and clarified in the instructions that there are no right or wrong answers. In accordance with research ethics, the content of the questionnaire and the data will be strictly confidential to ensure the privacy and increase the authenticity of the responses. Additionally, some reverse items were included in the questionnaire to reduce acquiescence bias. The mix of positive and negative items also requires respondents to invest more cognitive resources, which helps to reduce habitual responses.

The questionnaire was distributed both offline and online, with a total of 300 questionnaires distributed. After excluding those that were not filled out seriously or had obvious contradictions, a total of 138 valid questionnaires were collected, with a recovery rate of 46.00%. Among them, the gender distribution was 73.91% male and 26.09% female; age distribution was 7.25% for those under 25 years old, 30.43% for those aged 26-35, and 41.30% for those aged 36-45; in terms of education level, 40.58% had a bachelor's degree, 43.48% had

a master's degree, and 8.70% had a doctorate or higher; in terms of company size, 34.06% had 10 or fewer employees, 39.13% had 11-20 employees, and 26.81% had more than 20 employees; in terms of the company's establishment duration, 35.51% were 1-3 years, 37.68% were 4-6 years, and 26.81% were 7 years or more; no companies were established for more than 8 years. In terms of industry, 21.74% were in manufacturing, 14.49% in services, 24.64% in information technology, 15.94% in energy and chemicals, 15.21% in biomedicine, and 7.97% in other industries. All sample companies are not listed and have been established for less than 8 years, which meets the characteristics of the target research objects, startups, and meets the research sample selection criteria.

3.1.2. Variable Measurement

This paper selects mature scales to measure the explanatory variables. That is, classic scales from foreign research on regulatory focus and organizational resilience are used, combined with domestic back-translation and revision, to ultimately obtain accurate and reliable Chinese scales. All items in this paper's scales are measured using a five-point Likert scale (1 indicates "strongly disagree," and 5 indicates "strongly agree").

Explanatory variable: Entrepreneur's regulatory focus. The measurement uses the Regulatory Focus Questionnaire (RFQ) developed by Higgins (2001) based on classic motivation theory, including 5 promotion focus dimension items such as "I feel that I am making progress towards success" and 5 prevention focus dimension items such as "In the process of growing up, I often do things that annoy my parents." The Cronbach's α for the promotion focus subscale is 0.878, and for the prevention focus subscale is 0.923. This scale focuses on trait regulatory focus and can well measure the specific tendencies of entrepreneurs, with good reliability and validity, and can be used as an assessment tool for related research [34].

Dependent variable: Organizational resilience of startups. The measurement uses the scale developed by Kantur and Iseri-say (2015), including 9 items such as "During a crisis, the company can also forge ahead and never give up," which can measure three dimensions of adaptability, recovery ability, and situational awareness. This scale can well measure the company's ability to recover from crises and adapt to the environment, with a Cronbach's α of 0.929.

Control variables: Previous studies have shown that the scale, establishment duration, and industry type of startup companies have an impact on organizational resilience [8]. At the same time, the entrepreneur's age, gender, education level, and entrepreneurial experience may also affect organizational resilience. Therefore, the above variables are used as control variables in this paper. At the same time, referring to the methods of Biggadike (1979), Miller and Camp (1985), Mc Dougall and Robinson (1990), and Chen (2007), the standard for selecting startups is "small and medium-sized enterprises established for no more than 8 years and not publicly listed."

3.2. Research Results

3.2.1. Common Method Bias

Since all items were filled out by entrepreneurs, common method bias testing must be conducted first in the data analysis stage. Through Harman's single-factor test, we extracted 3 factors, with the largest common factor explaining 43.358% of the variance, which is less than the critical value of 50%, indicating that common method bias is not significant.

3.2.2. Descriptive Statistics and Correlation Analysis

Table 1 shows the descriptive statistical data for all our variables, including mean, standard deviation, and correlation coefficients. In terms of the correlation of core variables, the relationships between the main variables are in the expected direction.

Table 1. Descriptive Statistics

	1	2	3	4	5	6	7	8	9	10
1.Gender										
2.Age	-0.074									
3.Education Level	0.190*	-0.036								
4.Establishment Duration	0.045	0.531***	0.079							
5.Industry Sector	0.142	-0.020	0.005	0.026						
6.Company Size	-0.072	0.284**	-0.033	0.513***	-0.005					
7. Entrepreneurial Experience	-0.136	0.354**	-0.138	0.098	-0.132	-0.060				
8.Promotion Focus	-0.049	0.023	-0.006	0.064	0.031	0.075	-0.041			
9.Prevention Focus	-0.123	-0.017	-0.038	-0.054	0.102	0.047	-0.086	0.370**		
10.Organizational Resilience	-0.026	-0.051	-0.063	0.014	-0.034	0.045	-0.129	0.520**	0.366**	
Mean	1.261	2.746	2.536	1.913	3.123	1.928	0.993	3.794	3.853	3.645
Standard Deviation	0.441	0.872	0.756	0.787	1.582	0.780	0.940	0.941	1.020	0.910

Note: *** indicates $p < 0.001$, ** indicates $p < 0.01$, * indicates $p < 0.05$; $N = 138$.

3.2.3. Regression Analysis

This study employs ordinary least squares regression analysis for hypothesis testing. Model 1 serves as the baseline model, including only control variables. Model 2 is an extension of Model 1, incorporating the explanatory variables of this study to examine the impact of regulatory focus on organizational resilience. The regression results for Models 1 and 2 are presented in Table 2. The regression results indicate that both promotion focus ($\beta = 0.433$, $p < 0.001$) and prevention focus ($\beta = 0.169$, $p < 0.05$) promote organizational resilience, with the effect of promotion focus being greater than that of prevention focus. Hypotheses H1 and H2 of this study are both supported.

Table 2. Regression analysis results

Variable	Model1	Model2	Model3
Gender	-0.054(0.187)	0.043(0.158)	0.085(0.156)
Age	-0.039(0.115)	-0.046(0.097)	-0.050(0.095)
Education Level	-0.099(0.108)	-0.091(0.091)	-0.095(0.089)
Establishment Duration	0.055(0.134)	0.049(0.114)	0.042(0.112)
Industry Sector	-0.029(0.051)	-0.026(0.043)	-0.029(0.042)
Company Size	0.020(0.121)	-0.016(0.102)	-0.010(0.100)
Entrepreneurial Experience	-0.137(0.093)	-0.094(0.079)	-0.082(0.078)
Promotion Focus		0.433*** (0.076)	0.428*** (0.075)
Prevention Focus		0.169* (0.071)	0.136* (0.072)
Promotion Focus* Prevention Focus			0.130*(0.054)
R ²	0.029	0.323	0.352
F	0.554	6.777***	6.909***

Note: *** indicates $p < 0.001$, ** indicates $p < 0.01$, * indicates $p < 0.05$; $N = 138$.

To test the synergistic effect of promotion focus and prevention focus on organizational resilience, this study constructs an interaction term between promotion focus and prevention focus. To reduce the impact of multicollinearity, this study uses centered explanatory and

moderating variables to construct the interaction term. Model 3, based on Model 2, adds the interaction term of promotion focus and prevention focus. The regression results are shown in Table 2, with the interaction term coefficient being significantly positive ($\beta = 0.130, p < 0.01$), indicating that the impact of entrepreneurs' promotion focus and prevention focus on the organizational resilience of startups has a synergistic effect, and Hypothesis H3 is established. As shown in Figure 2, when entrepreneurs have a higher prevention focus, the impact of promotion focus on organizational resilience becomes stronger, providing further evidence for Hypothesis H3.

4. Summary

4.1. Research Conclusions

The purpose of this study is to explore the impact of entrepreneurial regulatory focus on the organizational resilience of new ventures, examining the influence mechanisms of promotion focus and prevention focus from the perspective of entrepreneurial traits. The findings indicate that the entrepreneurial promotion focus has a significant positive effect on the organizational resilience of new ventures, while the entrepreneurial prevention focus also has a positive effect, though less pronounced than the promotion focus. Moreover, there is a synergistic effect between the promotion and prevention focus on the organizational resilience of new ventures.

4.1.1. Theoretical Contributions

First, this study extends the antecedent research of organizational resilience and enriches the theoretical system of regulatory focus theory in organizational management. Previous academic literature has mainly focused on explaining the mechanisms of how firms acquire and maintain organizational resilience from the perspectives of resources and capabilities. Introducing regulatory focus into the research is a new approach to enhancing organizational resilience from an individual micro-level perspective. By examining the traits of new ventures facing setbacks and adversities and the characteristics of entrepreneurs, this study positions the promotion and prevention focus of entrepreneurs as significant antecedent variables for organizational resilience, reasonably setting control variables to discuss the influence mechanism of entrepreneurial regulatory focus on the organizational resilience of new ventures. This contributes to a deeper understanding of the nature of organizational adaptability and resilience, providing new theoretical support for organizational behavior research. By exploring the mechanism of regulatory focus in organizational resilience, this study expands the antecedent research and broadens the dimensions relevant to effectively enhancing organizational resilience.

Second, this study focuses on the conflicting demands of organizational resilience, namely the safety needs and growth needs in the process of acquiring organizational resilience. Introducing regulatory focus theory into the study of organizational resilience and considering the impact of both prevention and promotion focus and their synergistic effects break through the limitations of previous research analyzing promotion and prevention focus as two endpoints. This helps to systematically study the influencing factors of organizational resilience in new ventures.

Third, this study clarifies the extent of the impact of different regulatory foci on the organizational resilience of new ventures. Both promotion and prevention focus stem from a psychological perspective but reflect two different aspects. Incorporating both into the same framework facilitates a more systematic revelation of the impact mechanism of entrepreneurial regulatory focus on the organizational resilience of new ventures. The findings indicate that both regulatory foci have a significant positive impact on the organizational resilience of new ventures, with promotion focus being greater than prevention focus. Clarifying the extent of the impact of different regulatory foci on the organizational resilience of new ventures is

instructive for entrepreneurs to balance promotion and prevention focus to enhance organizational resilience, providing a better understanding of the influencing factors of organizational resilience in new ventures.

4.1.2. Theoretical Contributions

First, this study proves that regulatory focus positively affects the organizational resilience of new ventures, providing new entry points and perspectives for management practices in strategic management. New ventures face significant uncertainties and resource scarcity in their early stages and need to adapt and respond through continuous trial and error and learning. Previous research on organizational resilience often focuses on the impact of single factors, such as leadership, organizational culture, and organizational structure. Such methods highly probable overlook the interactions between different variables within the organization and complex relationships. Helping entrepreneurs better understand their own behavioral patterns can lead to the efficient and precise formulation of strategies to better cope with challenges and uncertainties, providing guidance for corporate practice and being significant for promoting the long-term development and survival of enterprises.

Second, the findings of this study can assist entrepreneurs in enhancing organizational resilience by considering changes in regulatory focus. It is noteworthy that promotion and prevention focus can coexist and transform within the same entrepreneur. Studying promotion focus, prevention focus, and their synergistic effects can enhance the comprehensive understanding of how entrepreneurs improve organizational resilience by adjusting personal traits. By balancing promotion and prevention focus and leveraging their synergistic effects, entrepreneurs can guide their teams to actively respond to challenges and changes while effectively managing risks and resources, aiding new ventures in achieving success in complex and ever-changing environments.

Third, this study provides more specific and personalized recommendations for organizational managers, thereby proposing intervention measures tailored to entrepreneurial regulatory focus. The results of this study indicate that different regulatory foci have varying impacts on organizational resilience, with promotion focus having a more significant positive impact on organizational resilience than prevention focus, aligning with common practical perceptions. Based on this, entrepreneurs can appropriately enhance their promotion focus in the management process of new ventures, which helps to better improve organizational resilience.

4.2. Research Limitations and Future Research Prospects

First, regarding sample acquisition, although the collected sample data largely meets the requirements of empirical research, the data collection process mainly adopted a convenience sampling method, leading to a somewhat concentrated regional distribution of the sample, limiting the general applicability of the empirical results and main research conclusions. To enhance the comprehensiveness and universality of the research conclusions, future studies can expand the survey scope nationwide and increase sample size to enhance the randomness and representativeness of the sample.

Second, in terms of data collection, the existing sample data are all based on point-in-time observations, and the theoretical impact and empirical exploration of regulatory focus on organizational resilience have not been considered from a time-evolution perspective. Longitudinal research from a dynamic perspective is an important direction for future research, which can explore whether the role of regulatory focus on organizational resilience has different impacts at different stages of entrepreneurship, providing more practically meaningful theoretical guidance for entrepreneurial practice.

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