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**Resilience Management in Generation Z  
Entrepreneurs in Medan City**

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**ABSTRACT**

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The purpose of this study is to understand the extent to which resilience management influences the performance of generation Z entrepreneurs in Medan City. The type of research that is relevant to answer the questions in this study uses quantitative research. The sample used to represent the population in this study used a random sample of 50 respondents from generation Z entrepreneurs in Medan City. To answer the hypothesis in this study using multiple linear regression analysis. The research results show that pressure has a significant effect on the performance of generation Z entrepreneurs in Medan City. Risk has a significant effect on the performance of generation Z entrepreneurs in Medan City.

*Resilience Management, Performance, Generation Z Entrepreneurs.*

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**INTRODUCTION**

The era of globalization is marked by rapid changes, an organization or institutional institution is required to make adjustments in all aspects of the organization. With limited human resources, organizations are expected to be able to optimize so that the goals of the organization that have been set are achieved. Human resources are part of the progress of science, development, and technology (Mariani et al., 2023; Pandiangan et al., 2023; Tambunan et al., 2024).

The current era is an era of technology and civilization that is very advanced, demanding competent resources who have high enthusiasm and discipline in carrying out their roles and functions both for individuals and organizational goals. Therefore, the progress of a country depends on the ability

of its human resources (Kurdhi et al., 2023; Sudirman et al., 2024). Human resources have a very important role.

Various innovations make a large organization that is widely known to the public. The organization itself is a social tool besides technology that is very broad and complex (Pandiangan, 2022; Pandiangan, 2023). Organizations can be viewed as a unit that transforms various inputs into outputs needed by society, namely the need for goods and services.

Human resources are resources used to mobilize and synergize other resources to achieve organizational goals. Therefore, companies or organizations need to pay attention to effectiveness and efficiency that have a positive influence on the goals and development of the company (Gultom et al., 2024). Human capital is capital that determines competitive advantage and success in achieving organizational goals.

Resilience is the ability of individuals to adapt and cope with changes that occur in life well, maintaining health even in conditions full of stress, depression, and hardship (Missasi and Izzati, 2019). Resilience is not only a process of surviving in the face of difficulties and various risks, individuals who are resilient to their circumstances will make an effort to overcome problems with their illness.

Resilience management means the ability to recover from a situation. However, in psychological terms, resilience is the ability of humans to recover quickly from changes, illnesses, difficulties, and misfortunes experienced by individuals. Resilient individuals will try to overcome problems and find solutions to be able to escape from problems and be able to adapt to their problems. Resilience management is also an effort to improve the ability of an individual or organization to adapt and survive in the midst of pressure, disruption, or crisis. Individual resilience can be interpreted as the ability to deal with bad things that happen in life, such as separation, job loss, or financial problems. Meanwhile, organizational resilience is the ability of an organization to survive, adapt, and thrive after experiencing disruption or crisis.

Resilience management must also be prepared amidst the digital business trend. A digital business is a business that utilizes digital technology for various operational aspects, such as production, distribution, marketing, and customer service. Digital businesses not only use technology to support existing processes, but also integrate and rely on it to create value and innovation. Some of the advantages of digital businesses are minimal capital, wide marketing reach easy of running, efficient costs, and time (Pandiangan et al., 2024; Ratnawita et al., 2023).

Generation Z entrepreneurs are entrepreneurs carried out by generation Z, namely the generation born between the mid-1990s and mid-2000s. Generation Z is known as a generation with an entrepreneurial spirit because they have the ability to think creatively and innovatively. One of the issues that Generation Z entrepreneurs pay most attention to is mental well-being. In an era where the pressure to succeed can be very burdensome, many of them choose to prioritize mental well-being. Generation Z entrepreneurs tend to take time off for mental health, meditation, and ensuring that they have a balance between their personal and professional lives. Some of the reasons why generation Z chooses to become entrepreneurs are:

1. Balance between Personal Life and Work
2. Don't Want to Be Limited
3. College is Not a Guarantee of Success
4. Abundant Access
5. Having a Mentor

Generation Z entrepreneurs in Medan City are business actors who were born and developed in the modern era. Several factors that influence the decision of generation Z entrepreneurs to start a business include:

1. Cultural Factors
2. Social Factors
3. Psychological Factors

The purpose of this study is to understand the extent to which resilience management influences the performance of generation Z entrepreneurs in Medan City.

### **Resilience Management**

Resilience is the ability of individuals to adapt and cope with changes that occur in life well, maintaining health even in conditions full of stress, depression, and hardship (Missasi and Izzati, 2019). Resilience is not only a process of surviving in the face of difficulties and various risks, individuals who are resilient to their circumstances will make an effort to overcome problems with their illness. Resilience management means the ability to recover from a situation. However, in psychological terms, resilience is the ability of humans to recover quickly from changes, illnesses, difficulties, and misfortunes experienced by individuals. Resilient individuals will try to overcome problems and find solutions to be able to escape from problems and be able to adapt to their problems.

### **Pressure**

Pressure describes work that can be a negative emotional reaction to work-related problems, high work pressure can cause frustration and anxiety at work (Gultom et al., 2024). Reducing work pressure is expected to improve employee performance. Work pressure can be reduced with good work pressure management, however, work pressure itself will never disappear completely. Problems about work pressure are basically often associated with the understanding of pressure that occurs in the work environment, namely in the process of interaction between an employee and aspects of his work.

### **Risk**

Risk is the possibility of an unpleasant, detrimental, or dangerous consequence from an action or action (Tambunan et al., 2024). Risk can also be interpreted as a state that is uncertain, but contains an element of danger as a consequence or result of something. Strategic risk is a risk related to inaccuracy or failure in the preparation and determination, implementation, or evaluation of an organization's strategic policies, including in anticipating changes in the organization's external environment, both related to social and economic conditions.

### **RESEARCH METHOD**

The type of research that is relevant to answer the questions in this study uses quantitative research. Quantitative research is a research method that uses numerical data and statistical analysis to answer research questions and test hypotheses (Kuantu Fransisco et al., 2024; Lumbanraja et al., 2024). The purpose of quantitative research is to test hypotheses based on existing theories, measure and quantify certain phenomena, and develop and use mathematical models and theories related to a phenomenon. Quantitative research collects data in the form of numbers which are then analyzed. The data collected can be tens, hundreds, or maybe thousands. This is because the population of quantitative research respondents is very large.

A sample is a portion of a population selected to represent the entire population (Pandiangan, 2024; Pandiangan et al., 2024). Samples are used in research to answer research results. The purpose of a sample is to obtain information from a portion of the population to draw conclusions or generalizations about the population. The sample used to represent the population in this study used a random sample of 50 respondents from generation Z entrepreneurs in Medan City.

Data collection in this study uses primary and secondary data. Primary data is data collected directly by researchers from their research objects.

Primary data is the main data in research that can help researchers find answers to problem formulations. Secondary data is data obtained from other sources, not directly, and has existed previously. Secondary data is often used in research because it is more accessible and cheaper than primary data (Pandiangan et al., 2025; Wijaya et al., 2023).

To answer the hypothesis in this study using multiple linear regression analysis. Multiple linear regression analysis is a statistical technique used to understand the influence of two or more independent variables on one dependent variable (Sihombing et al., 2024; Yoppy et al., 2023). Multiple linear regression analysis has several objectives, namely to determine the direction and how much influence the independent variables have on the dependent variable.

## **RESULT AND DISCUSSION**

### **Generation Z Entrepreneurs**

Generation Z entrepreneurs are entrepreneurs carried out by generation Z, namely the generation born between the mid-1990s and mid-2000s. Generation Z is known as a generation with an entrepreneurial spirit because they have the ability to think creatively and innovatively. One of the issues that Generation Z entrepreneurs pay most attention to is mental well-being. In an era where the pressure to succeed can be very burdensome, many of them choose to prioritize mental well-being. Generation Z entrepreneurs tend to take time off for mental health, meditation, and ensuring that they have a balance between their personal and professional lives. One of the main advantages of generation Z entrepreneurs is their mastery of technology. These young entrepreneurs are adept at utilizing social media, mobile applications, and other digital platforms to increase the reach and efficiency of their business. Some of the reasons why generation Z chooses to become entrepreneurs are:

1. Balance between Personal Life and Work
2. Don't Want to Be Limited
3. College is Not a Guarantee of Success
4. Abundant Access
5. Having a Mentor

Some business ideas that can be run by generation Z entrepreneurs are:

1. Social Media Management Business
2. Eco-Friendly Beauty Products
3. Online Education
4. Mental Health Applications

- 5.Sustainable Fashion
- 6.Healthy Food Business
- 7.Wearable Technology

The challenges faced by generation Z entrepreneurs in starting a business are:

- 1.Lack of Experience
- 2.Limited Capital
- 3.Must Have a Mature Plan
- 4.Must Understand People's Purchasing Power
- 5.Must Compete with Other Established Businesses

**Hypothesis Result**

**Table 1.**  
**Hypothesis Result**

Hypothesis	P-Value	Decision
Pressure->Performance	0.000	Significant
Risk->Performance	0.000	Significant

Pressure has a significant effect on the performance of generation Z entrepreneurs in Medan City. Resilience through pressure affects performance, this indicates that the higher the pressure value of resilience indicates that generation Z entrepreneurs are stronger in facing various business difficulties they experience, this means that generation Z entrepreneurs are able to find positive parts of each painful experience so that they can develop themselves in various aspects of life.

Risk has a significant effect on the performance of generation Z entrepreneurs in Medan City. In a dynamic and risky business world, resilience management is an important aspect in determining a company's ability to survive and grow. Effective resilience management can build a strong foundation for creating a safe, healthy, and productive work environment, which ultimately improves business performance.

**CONCLUSION**

The research results show that pressure has a significant effect on the performance of generation Z entrepreneurs in Medan City. Risk has a significant effect on the performance of generation Z entrepreneurs in Medan City.

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