

Entrepreneurial Resilience of BSHM Alumni in Sustaining Hospitality Businesses

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Article History:

Date Received: May 12, 2026
 Date Revised: May 14, 2026
 Date Accepted: May 17, 2026

DOI:

<https://doi.org/10.5281/zenodo.20268913>

Document ID: 2026IJROMS0102

Recommended Citation:

Sibulan, K. V. D., Angeles, I. P., Ruiz, G. R. M., Socrates, M. P., Badajos, J. T., Alpha, N. B., Buahe, A. L., & Tizon, H. M. L. (2026). Entrepreneurial Resilience of BSHM Alumni in Sustaining Hospitality Businesses. *International Journal of Research on Multidisciplinary Studies*, 1(4), 271–282.
<https://doi.org/10.5281/zenodo.20268913>

Abstract. This study examined the entrepreneurial resilience of Bachelor of Science in Hospitality Management alumni in sustaining hospitality businesses in Brooke's Point, Palawan. Although hospitality entrepreneurship among graduates continues to grow, limited empirical evidence explains how small-scale hospitality entrepreneurs maintain business continuity amid financial instability, operational constraints, and market uncertainties in local community settings. Using a qualitative phenomenological approach, the study purposively selected three Bachelor of Science in Hospitality Management alumni from Palawan State University who were actively managing hospitality enterprises. Data were gathered through semi-structured interviews, supplemented by audio recordings and field notes, and analyzed using Braun and Clarke's thematic analysis framework to identify patterns of resilience in entrepreneurial practice. Findings revealed that entrepreneurial resilience was demonstrated through adaptive business strategies such as menu modification, cost adjustment, and flexible operations in response to fluctuating sales and rising operational costs. Participants also sustained their businesses through financial discipline, customer relationship management, networking, and the use of digital platforms for marketing and visibility. In addition, resilience was reinforced by psychological and social factors, including perseverance, faith, and family support, which enabled entrepreneurs to persist despite recurring challenges. The study highlights that entrepreneurial resilience is a critical determinant of business sustainability among hospitality graduates, extending beyond technical competencies gained from formal education. It further emphasizes the need to strengthen experiential learning and resilience-building components in hospitality management programs to better prepare graduates for real-world entrepreneurial demands. This study contributes to hospitality entrepreneurship literature by providing contextual insights into resilience mechanisms that support the sustainability of small hospitality enterprises in local Philippine settings.

Keywords: adaptability; BSHM alumni; entrepreneurial resilience; hospitality entrepreneurship; qualitative research

Introduction

The hospitality industry is recognized as one of the fastest-growing and most competitive sectors. The hospitality industry continues to play a significant role in economic growth, employment generation, and tourism development worldwide. In the Philippines, hospitality-related enterprises such as restaurants, catering services, accommodations, and travel businesses contribute substantially to local economies, particularly in tourism-oriented areas such as Palawan. However, the hospitality sector remains highly vulnerable to market competition, financial instability, changing consumer preferences, and operational uncertainties. These conditions require entrepreneurs to develop resilience and adaptability to sustain business operations and remain competitive (Tolkach & Tung, 2019).

Among graduates of Bachelor of Science in Hospitality Management (BSHM) programs, entrepreneurship has emerged as a viable career pathway. Many BSHM alumni establish hospitality-related enterprises, including food businesses, catering services, and lodging operations, applying the managerial and technical competencies acquired through academic preparation and industry exposure. Entrepreneurship education has been recognized for enhancing entrepreneurial competencies such as innovation, opportunity recognition, decision-making, and business management skills (Boldureanu et al., 2020). Nevertheless, sustaining a hospitality business requires more than technical knowledge, as entrepreneurs must continuously respond to operational challenges and environmental changes.

In this context, entrepreneurial resilience serves as an important framework for understanding how entrepreneurs sustain their businesses despite adversity. Entrepreneurial resilience refers to the ability of entrepreneurs to adapt, recover, and persist amid challenges, uncertainties, and disruptions. Grounded in resilience theory, entrepreneurial resilience highlights adaptability, perseverance, resourcefulness, and

strategic problem-solving as essential capacities for business sustainability. In the hospitality industry, resilience is particularly critical because businesses operate in highly dynamic and service-oriented environments that are influenced by tourism trends, economic fluctuations, and customer demands (Hosny, 2018). Entrepreneurs who demonstrate resilience are more capable of maintaining business continuity, managing operational pressures, and identifying opportunities for growth despite difficult circumstances.

Although previous studies have examined entrepreneurship education and entrepreneurial intention, limited research has focused specifically on entrepreneurial resilience among BSHM alumni engaged in hospitality businesses. Existing literature often emphasizes entrepreneurial competencies in general contexts while giving limited attention to how hospitality graduates sustain their enterprises amid financial and operational challenges. Furthermore, there is limited empirical research examining entrepreneurial resilience among hospitality entrepreneurs in local tourism communities such as Brooke's Point. This gap underscores the need to investigate how BSHM alumni entrepreneurs develop and apply resilience in sustaining hospitality enterprises within their local business environment.

Hence, this study explored the entrepreneurial resilience of BSHM alumni from Palawan State University engaged in hospitality-related businesses. Specifically, it examined the challenges they encountered, the opportunities they utilized, and the coping mechanisms they employed to sustain their enterprises. Through a phenomenological approach, the study aimed to provide contextual understanding of entrepreneurial resilience among local hospitality entrepreneurs and contribute to the enhancement of hospitality entrepreneurship education and entrepreneurial support initiatives.

Research Questions

This study explores the lived experiences of BSHM alumni entrepreneurs in managing their hospitality businesses, focusing on the challenges they face, the opportunities they utilize for growth, and the coping mechanisms they employ to sustain their ventures. It aims to provide an understanding of entrepreneurial resilience among hospitality management graduates in real-world business settings.

1. To determine the challenges faced by BSHM alumni entrepreneurs in managing their respective hospitality businesses.
2. To determine the opportunities utilized by BSHM alumni entrepreneurs to grow and sustain their businesses.
3. To determine the coping mechanisms employed by BSHM alumni entrepreneurs in overcoming challenges in managing their businesses.

Scope and Delimitation of the Study

This study focused on entrepreneurial resilience among three Bachelor of Science in Hospitality Management (BSHM) alumni from Palawan State University – Brooke's Point Campus. It specifically examined how these alumni manage and sustain their hospitality-related businesses in Brooke's Point, Palawan. The study explored their experiences in dealing with entrepreneurial challenges, identifying opportunities for growth, and applying coping strategies in their business operations. The study was conducted during the academic year 2024–2025 and utilized a qualitative research design to gather in-depth information through semi-structured interviews. In terms of scope, the study included only BSHM alumni who are currently engaged in entrepreneurship within the hospitality industry. It focused on their challenges, opportunities, and coping mechanisms in managing their businesses. The study was limited to only three participants who were available and willing to participate, which restricts the generalizability of the findings. It also excluded BSHM alumni who are not engaged in entrepreneurial activities or those working in non-business-related careers. Furthermore, the study did not assess the financial performance or success level of their businesses, as it focused solely on their lived entrepreneurial experiences and resilience in managing hospitality enterprises.

Literature Review

Challenges Faced by BSHM Alumni Entrepreneurs

The entrepreneurial journey of Bachelor of Science in Hospitality Management (BSHM) alumni is often marked by various challenges that test their skills, knowledge, and resilience. Understanding these challenges provides insight into the real-world experiences of alumni as they manage and grow their businesses. This section reviews related literature and studies that explore the common obstacles faced by BSHM alumni entrepreneurs in the hospitality industry. Specifically, entrepreneurship is fraught with challenges, particularly in the competitive and volatile hospitality industry. Economic uncertainties and psychological barriers emerge as significant obstacles. According to Fabbris and Scioni (2021), economic instability can weaken entrepreneurial motivation, particularly among recent graduates entering industries with fluctuating demand such as hospitality. Similarly, Hamzah (2023) identifies fear of failure, lack of

financial resources, and inadequate support systems as pervasive barriers that hinder entrepreneurial initiatives. In addition, overestimation of entrepreneurial skills is another concern, as highlighted by Chew et al. (2016). Many graduates enter the industry with inflated perceptions of their readiness, only to encounter skill gaps that hinder success. This is compounded by mismatches between academic preparation and industry expectations, as noted by Basnayake and Williamson (2021), who emphasize that many graduates avoid hospitality careers due to misaligned perceptions of real working conditions. Moreover, gender and geographic disparities significantly influence entrepreneurial intentions. Fitouri et al. (2021) report that women and rural graduates often face systemic barriers, including limited access to resources and support, which increase entrepreneurial inequality. Likewise, Hlatywayo et al. (2017) note that psychological factors such as low perceived behavioral control further restrict graduates' ability to engage in entrepreneurship. In addition, the lack of entrepreneurial values and ethics among graduates, as described by Zhen et al. (2021), creates further barriers. Without a strong foundation of entrepreneurial responsibility, many graduates struggle to align their ventures with sustainable and socially responsible practices, particularly in industries requiring ethical decision-making. Furthermore, entrepreneurship in the hospitality industry is often accompanied by financial and operational challenges. Economic instability can significantly affect entrepreneurial motivation, especially among recent graduates entering volatile markets (Fabbris & Scioni, 2021). Many alumni face difficulties in securing capital, managing cash flow, and sustaining operations during the early stages of their ventures, which may hinder long-term success (Kenekar et al., 2025). Moreover, psychological barriers such as fear of failure and low self-efficacy strongly influence entrepreneurial decision-making. Graduates may hesitate to start businesses despite formal training, as they perceive risks to outweigh benefits (Hamzah, 2023). These challenges are intensified by pressure to meet industry standards and customer expectations, which may strain mental and physical resources (Tugonon & Tugonon, 2025). Another major issue is the gap between academic preparation and real-world entrepreneurial demands. While BSHM programs provide technical and managerial knowledge, graduates often encounter gaps in practical business skills (Modiba et al., 2023). This mismatch forces alumni to rely on trial and error, increasing operational risks and slowing business growth (Abad et al., 2025). In addition, regulatory and labor-related challenges are common among hospitality entrepreneurs. Navigating licensing, government requirements, and compliance procedures can be costly and time-consuming (Ho, 2025). Recruiting and retaining skilled staff also remains a persistent issue, affecting service quality and operational efficiency (Biswas & Chowdhury, 2025). Finally, competition and market saturation present ongoing challenges. Graduates must compete with established businesses and strong market players, limiting initial profitability and market share (Lagrio et al., 2025). To remain competitive, alumni must innovate, build networks, and continuously adapt to changing consumer demands (Malebana & Swanepoel, 2015).

Opportunities

Despite these challenges, BSHM alumni entrepreneurs can leverage various opportunities for business growth. Entrepreneurial ecosystems and incubators play a key role in providing mentorship, resources, and networking opportunities. Guerrero et al. (2020) and Safdar (2023) emphasize that these platforms help graduates overcome early barriers and sustain their ventures. Practical education and experiential learning are also important. Sukardi et al. (2022) and Chengula et al. (2022) highlight the value of internships and hands-on training in developing entrepreneurial competencies. These experiences bridge the gap between theory and practice, enabling graduates to operate effectively in the hospitality industry. Market analysis and opportunity recognition are also essential. Liu (2021) emphasizes understanding market dynamics, while Saadat et al. (2021) highlights entrepreneurial alertness in identifying opportunities. These skills are especially relevant in the highly competitive hospitality sector. In addition, inclusivity and diversity initiatives promote equal access to entrepreneurship opportunities. Fitouri et al. (2021) and Jones et al. (2018) note that inclusive programs encourage participation among women and rural graduates. Mentorship and partnerships also enhance entrepreneurial success. Kamaruddin et al. (2019) and Al-Dajani et al. (2014) stress that networks and support systems provide guidance, resources, and business stability. Hospitality education also creates opportunities by developing professional skills and confidence. Programs with OJT and certifications prepare graduates for entrepreneurial ventures (Tugonon & Tugonon, 2025). Furthermore, hospitality graduates often identify niche opportunities that others may overlook due to their industry knowledge (Kenekar et al., 2025). Entrepreneurship education also allows students to apply theory into practice, enhancing business readiness (Modiba et al., 2023). The hospitality sector also offers scalable business opportunities such as small restaurants and cafés that require lower capital (Malebana & Swanepoel, 2015). Additionally, networking and partnerships expand access to clients, mentorship, and investors (Abad et al., 2025). Lastly, creativity and entrepreneurial skills enable graduates to transform community needs into viable business ideas, contributing to local economic development (Lagrio et al., 2025).

Coping Strategies

To overcome challenges, BSHM alumni entrepreneurs adopt various coping strategies that enhance resilience. Psychological resilience is one of the most important strategies. Fabbri and Scioni (2021) and Fatimah (2023) emphasize self-efficacy and resilience in managing uncertainty. Networking and mentorship are also critical. Safdar (2023) and Mars and Hart (2022) highlight their role in providing guidance and resources. Experiential learning further supports coping, as it allows graduates to apply knowledge in real situations (Mohamad, 2023; Sukardi et al., 2022). Additionally, alumni rely on OJT experience and continuous learning to handle challenges effectively (Tugonon & Tugonon, 2025). Workshops and training programs also help strengthen competitiveness (Kenekar et al., 2025). Financial management strategies such as budgeting and cost control help reduce risks (Malebana & Swanepoel, 2015). Collaborative partnerships also provide support and resources (Abad et al., 2025). Emotional intelligence and stress management techniques such as mindfulness help maintain balance (Lagrio et al., 2025). Technology use, including social media marketing and online platforms, improves efficiency and reach (Brako & Hagan, 2024). A growth mindset allows entrepreneurs to learn from failures and improve strategies (Biswas & Chowdhury, 2025). Lastly, institutional partnerships between schools, industry, and government strengthen support systems for entrepreneurs (Jones et al., 2018; Issa & Tesfaye, 2020).

Methodology

Research Design

This study employed a qualitative research design focusing on entrepreneurial resilience among Bachelor of Science in Hospitality Management (BSHM) alumni engaged in hospitality businesses. The study specifically examined how resilience is demonstrated through the challenges faced, opportunities utilized, and coping mechanisms employed by entrepreneurs in sustaining their ventures. Rather than treating the inquiry as purely experiential, the study was anchored on understanding entrepreneurial resilience as a behavioral and adaptive process observed in real entrepreneurial contexts. A phenomenological orientation was still applied; however, it was used as a means of capturing how resilience is manifested in practice rather than solely describing personal lived experiences. The emphasis of the analysis was placed on patterns of adaptive behavior, persistence, and sustainability strategies that reflect entrepreneurial resilience in hospitality enterprises. To reduce researcher bias, bracketing or epoché was conducted. The researcher consciously set aside preconceived notions about entrepreneurship and hospitality business management to ensure that interpretations were grounded on participants' accounts of resilience-related behaviors and not on prior assumptions.

Sampling Design

Purposive sampling was used in identifying participants who met the criteria relevant to the study. These criteria included being a graduate of the BSHM program, actively managing or owning a hospitality-related business, and having sufficient entrepreneurial experience to reflect resilience processes in practice. Participants were identified through alumni networks, referrals, and direct contact within the academic community. Participation was voluntary, and informed consent was obtained prior to data collection.

Research Locale

The study was conducted in the Municipality of Brooke's Point, Palawan, Philippines, a locality with a developing tourism and hospitality sector where small and medium enterprises play a vital role in economic activity. The setting was considered appropriate for examining entrepreneurial resilience due to the presence of emerging hospitality businesses operating under dynamic market conditions. The participants were BSHM alumni from Palawan State University who are currently engaged in hospitality enterprises within Brooke's Point.

Research Participants

The participants consisted of three Bachelor of Science in Hospitality Management (BSHM) alumni entrepreneurs from Palawan State University who are actively managing hospitality-related businesses. The small sample size is consistent with qualitative inquiry that prioritizes depth and analytical richness over numerical representation. The selection of participants was based on their direct involvement in hospitality entrepreneurship and their capacity to provide detailed insights into entrepreneurial resilience processes such as adaptation, recovery from challenges, and sustained business operation. Data adequacy was guided by the principle of saturation, where data collection was concluded once recurring patterns related to resilience strategies, challenges, and opportunity utilization became evident and no new conceptual insights emerged.

Research Instrument

The primary research instrument was a semi-structured interview guide designed specifically to capture dimensions of entrepreneurial resilience. The guide focused on three core domains: exposure to business challenges that test resilience, opportunities leveraged to sustain and strengthen business operations, and coping mechanisms employed to maintain stability and growth under uncertain conditions. To ensure validity, the interview guide was reviewed by three experts in entrepreneurship and hospitality management. Their feedback focused on improving alignment with the concept of entrepreneurial resilience, refining question clarity, and ensuring that the instrument elicited responses relevant to adaptive entrepreneurial behavior. A pilot interview was also conducted with a non-participant BSHM graduate to test clarity and relevance, and revisions were made based on the outcomes.

Data Gathering Procedure

Prior to data collection, participants were contacted and informed about the objectives and scope of the study, with emphasis on its focus on entrepreneurial resilience in hospitality business operations. Informed consent was obtained from all participants, and their voluntary participation was ensured throughout the process. Interviews were conducted either face-to-face or online depending on participant availability. All interviews were audio-recorded with permission and supplemented with field notes to capture contextual details relevant to resilience behaviors, such as decision-making patterns and coping responses. Transcriptions were produced verbatim, and participants were given the opportunity to review their responses through member checking to ensure accuracy and credibility.

Results and Discussions

The respondents of this study were three BSHM alumni who currently own and manage hospitality-related businesses in Brooke’s Point, Palawan. They were selected based on their educational background, active involvement in entrepreneurship, and willingness to share their experiences regarding entrepreneurial resilience.

Table 1. Profile of the Respondents

Participant	Description
Participant 1	Participant 1 is a Bachelor of Science in Hospitality Management (BSHM) graduate of 2022. He is the owner of Yeah Sisig, a food business established in 2020 and located along M. Rodriguez Street, National Highway, Brooke’s Point, Palawan.
Participant 2	Participant 2 graduated with a Bachelor of Science in Hospitality Management (BSHM) in 2022. He owns De La Restaurant, which started operations on February 13, 2023, and is situated in Suring II, Pangobilian, Brooke’s Point, Palawan.
Participant 3	Participant 3 is a Bachelor of Science in Hospitality Management (BSHM) graduate of 2016. She owns Maxxie Chaolong and Bulalohan, established in 2023 and located at Pioneer Street, Poblacion District I, Brooke’s Point, Palawan.

Table 1 shows that all participants are graduates of the Bachelor of Science in Hospitality Management program and are currently engaged in food-service entrepreneurship. Their businesses are directly related to hospitality management, particularly in food preparation, customer service, and operations management. The participants established their businesses within Brooke’s Point, Palawan, reflecting community-based entrepreneurship and local economic participation. The variation in graduation years also suggests that entrepreneurial resilience develops through both formal education and practical entrepreneurial exposure. While two participants entered entrepreneurship shortly after graduation, one participant established a business after several years, indicating differences in entrepreneurial timing and experience.

Thematic Analysis Framework

The responses of the participants were analyzed and categorized into themes and subthemes reflecting entrepreneurial resilience among BSHM alumni entrepreneurs.

Table 2. Coding Structure of Entrepreneurial Resilience

Significant Statements	Initial Codes	Subthemes	Major Themes
"Minsan malakas, minsan mahina."	Business uncertainty	Financial instability	Business Challenges and Adaptive Responses
"Kailangan mong maging flexible."	Adaptability	Strategic adjustment	Business Challenges and Adaptive Responses
"Dapat marunong ka magsave ng pera."	Financial discipline	Resource management	Business Challenges and Adaptive Responses
"Malaki ang halaga ng online marketing."	Digital promotion	Market visibility	Growth Opportunities and Sustainability
"Mayroon din akong OJT dyan sa akin."	Community support	Community engagement	Growth Opportunities and Sustainability
"Consistency & katatagan."	Perseverance	Emotional resilience	Resilience and Coping Mechanisms
"Panalangin... tiwala sa Panginoon."	Spiritual coping	Faith and positivity	Resilience and Coping Mechanisms
"Iniisip ang mga taong umaasa sa akin."	Social motivation	Social support	Resilience and Coping Mechanisms

The coding structure demonstrates how participants' responses were organized into categories reflecting entrepreneurial resilience. Recurring concepts such as adaptability, perseverance, faith, financial discipline, and opportunity recognition emerged consistently throughout the interviews.

Table 3. Thematic Map of Entrepreneurial Resilience

Core Theme	Supporting Themes	Indicators of Resilience
Entrepreneurial Resilience	Adaptive Responses	Menu revision, costing adjustment, saving strategies
	Opportunity Recognition	Online marketing, networking, food bazaars
	Psychological Resilience	Faith, perseverance, optimism
	Social Resilience	Family support, spouse collaboration, peer guidance

The thematic map illustrates that entrepreneurial resilience among BSHM alumni entrepreneurs is multidimensional. Resilience was demonstrated not only through business adaptation but also through emotional strength, opportunity recognition, and social support systems.

Theme 1: Business Challenges and Adaptive Responses

One of the strongest themes that emerged from the participants' responses was the presence of financial and operational challenges that required adaptability and strategic responses. Entrepreneurial resilience became evident through the participants' ability to continue operating despite unstable market conditions and operational uncertainty.

Participant 1 highlighted the challenge of fluctuating sales and seasonal customer demand. He explained:

"Grabing tumal sa akin nakaraan... minsan malakas, minsan mahina."
("Sales became extremely weak before... sometimes business is strong, sometimes weak.")

The participant acknowledged that unstable sales significantly affected operational planning and supply purchasing. However, resilience was reflected in the participant's willingness to adapt strategies rather than discontinue operations. He stated:

"Inadjust ko yung mga luto, yung mga menu, tinanggal ko yung hindi mabenta at pinalitan ko ng bago."
("I adjusted the dishes and menu, removed products that were not selling, and replaced them with new ones.")

This finding demonstrates strategic adaptability, which entrepreneurial resilience literature identifies as a critical factor in sustaining small hospitality enterprises during uncertain periods. According to previous studies, resilient entrepreneurs continuously modify operational practices in response to changing market conditions.

Participant 1 further emphasized the importance of flexibility:

“Kailangan mong maging flexible at matutong magbago ng diskarte.”
 (“You need to be flexible and learn how to change strategies.”)

Similarly, Participant 2 encountered operational difficulties caused by increasing prices of goods and inconsistent ingredient availability. He shared:

“Pagtaas ng presyo ng bilihin... minsan yung availability ng mga ingredients, minsan wala kasi dito sa Brookes.”
 (“The increase in prices of goods... sometimes ingredients are unavailable here in Brooke’s Point.”)

These challenges affected operational costs and profit margins. Despite these difficulties, resilience was demonstrated through proactive financial management and saving strategies. The participant explained:

“Dapat marunong ka magsave ng pera para kung may buwan na dadaan na medyo mahina, may pang-backup.”
 (“You should know how to save money so that during slow months, you still have backup funds.”)

The participant’s response reflects financial discipline and preparedness, which are recognized in entrepreneurial studies as important indicators of resilience and business sustainability.

Participant 3, on the other hand, experienced challenges during the early stages of business operations, particularly limited cash flow and inconsistent customer purchases. She explained:

“Noong umpisa pa lamang ako ay maliit ang aking daloy ng cash.”
 (“During the beginning of the business, my cash flow was very limited.”)

The participant further stated:

“Hindi consistent ang pagbili ng mga customers o humina ang benta.”
 (“Customers’ purchases were inconsistent and sales became weak.”)

Despite these financial pressures, Participant 3 demonstrated resilience through persistence and resource management. She stated:

“Masumikap lang at laging hinahanap kung paano maaakit pabalik ang mga loyal customers.”
 (“I continued working hard and looked for ways to attract loyal customers back.”)

The findings indicate that entrepreneurial resilience among BSHM alumni entrepreneurs is reflected through adaptability, financial discipline, perseverance, and strategic problem-solving. These findings support previous studies emphasizing that resilience enables entrepreneurs to sustain operations despite unstable economic and operational conditions.

Theme 2: Growth Opportunities and Business Sustainability

Another major theme identified in the study was the participants’ ability to recognize opportunities that contributed to business sustainability and entrepreneurial growth.

Participant 1 viewed entrepreneurship not only as a business opportunity but also as a means of community support. He explained:

“Mayroon din akong OJT dyan sa akin na isang PHHM.”
 (“I also have a Hospitality Management student taking OJT in my business.”)

The participant further emphasized his desire to support working students:

"Gusto kong magkaroon ng mga oportunidad na ibang maging working student na hindi na maghanap sa malayo."

("I want to provide opportunities for working students so they no longer need to look for work far away.")

This finding suggests that entrepreneurial resilience also includes social responsibility and community engagement. Existing literature highlights that resilient entrepreneurs often strengthen sustainability through meaningful community relationships and local economic contribution.

Participant 1 also emphasized the importance of networking and online marketing:

"Sa online marketing, malaking tulong din kasi mas madali kang makita ng mga tao."

("Online marketing is a big help because people can easily find your business.")

The participant further shared:

"Nung nagkaroon ako ng mga kakilala na nagtatrabaho din sa catering at events, doon ako nakakuha ng mga bagong kliyente."

("When I met people working in catering and events, I gained new clients from them.")

These findings support studies emphasizing the importance of networking and digital promotion in hospitality entrepreneurship.

Similarly, Participant 2 recognized opportunities through observation and customer relationship-building. Before opening the business, the participant observed similar establishments and customer preferences:

"Pinag-aaralan din namin kung mag-click kami... tinikman din namin."

("We studied whether the business would click... we also tasted products from similar businesses.")

Participant 2 further emphasized the importance of maintaining positive relationships:

"Dapat maganda yung relasyon mo sa kanila."

("You should maintain good relationships with them.")

This demonstrates resilience through relationship management and customer-centered operations.

The participant also highlighted the value of social media promotion:

"Uso na ngayon ang cellphone... i-promote sa social media."

("Nowadays cellphone use is common... businesses should be promoted through social media.")

Meanwhile, Participant 3 identified public events and online marketing as important growth opportunities. She explained:

"Sa pamamagitan ng pag-participate sa mga food bazaar at mga public events."

("Through participating in food bazaars and public events.")

These activities increased customer visibility:

"Mas nakilala ang aking negosyo at dumami ang customers."

("My business became more recognized and customers increased.")

Participant 3 further identified Facebook promotion as a turning point in the business:

"Ang pag-post ko ng aking produkto sa Facebook ang naging turning point ng aking negosyo."

("Posting my products on Facebook became the turning point of my business.")

These findings align with previous studies emphasizing that entrepreneurial resilience involves opportunity recognition, innovation, and proactive engagement with changing consumer trends.

Theme 3: Resilience and Coping Mechanisms

The participants also demonstrated entrepreneurial resilience through coping mechanisms that enabled them to remain committed despite uncertainty and operational stress.

Participant 1 emphasized focus, adaptability, and faith as important coping strategies:

“Manatiling nakafocus... ganyan talaga ang isang negosyante.”
 (“Remain focused... that is really how entrepreneurship works.”)

The participant also highlighted spirituality:

“Una talaga sa lahat, panalangin... tiwala sa Panginoon.”
 (“First of all, prayer... trust in God.”)

When existing strategies became ineffective, Participant 1 demonstrated adaptability:

“Pag hindi mag-work, mag-iisip ka ulit ng panibago.”
 (“If something does not work, you think of a new strategy again.”)

Family support also contributed to resilience:

“May mga pinsan ko, pamilya ko... nagbibigay ng payo sa akin.”
 (“My cousins and family members give advice to me.”)

Similarly, Participant 2 relied on diligence, perseverance, and teamwork:

“Focus lang talaga, lalo pa kung may utang ka, kailangan kong sipagan.”
 (“You really need focus, especially when you have debts, you need to work harder.”)

The participant also emphasized learning from experience:

“Oo, sa karanasan siyempre.”
 (“Yes, through experience of course.”)

Support from entrepreneurial peers also strengthened resilience:

“Mga kaibigan din namin kasi na mga negosyo rin.”
 (“We also have friends who are business owners.”)

Participant 2 repeatedly emphasized perseverance:

“Tiyagaan lang.”
 (“Just continue persevering.”)

Meanwhile, Participant 3 demonstrated resilience through emotional strength, consistency, and self-care practices. She identified her coping strategies as:

“Consistency & katatagan.”
 (“Consistency and resilience.”)

The participant explained that these were learned through difficult situations:

“Natutunan ko ito dahil sa mga naranasan kong mahihirap na sitwasyon.”
 (“I learned this through difficult experiences.”)

To maintain emotional balance, Participant 3 practiced self-care activities:

“Sleep at yoga.”

Prayer also became an important coping mechanism:

“Prayers.”

Finally, Participant 3 remained motivated by thinking about those who depended on her:

“Iniisip ang mga taong umaasa at sumusuporta sa akin.”
 (“I think about the people who depend on and support me.”)

The findings strongly support entrepreneurial resilience literature emphasizing that perseverance, adaptability, spirituality, and social support systems are important factors in sustaining hospitality businesses despite recurring challenges.

The findings of the study demonstrate that entrepreneurial resilience plays a significant role in sustaining hospitality-related businesses among BSHM alumni. Despite experiencing financial instability, fluctuating sales, rising operational costs, and inconsistent customer demand, the participants demonstrated resilience through adaptability, perseverance, and strategic problem-solving.

The participants also recognized opportunities that strengthened business sustainability, including online marketing, networking, customer relationship-building, and participation in public events. These opportunities enabled them to expand customer reach and maintain competitiveness in the hospitality industry.

Furthermore, resilience was reinforced through coping mechanisms such as faith, emotional strength, self-care practices, family support, and teamwork. The findings suggest that entrepreneurial resilience is not only reflected in business survival but also in continuous learning, adaptability, and commitment to long-term sustainability within the hospitality industry.

Ethical Considerations

Ethical standards were strictly observed throughout the conduct of this study to ensure the protection, dignity, and rights of all participants. Prior to data collection, the purpose, objectives, procedures, and scope of the research were clearly explained to all participants in a language they could easily understand. This ensured that participants were fully informed before agreeing to take part in the study. Informed consent was obtained from all participants before the interviews were conducted. Participation in the study was entirely voluntary, and participants were given the freedom to decline participation or discontinue their involvement at any stage without any pressure or negative consequence. This ensured respect for their autonomy and decision-making rights. To protect confidentiality, the identities of the participants were anonymized using codes (e.g., Participant 1, Participant 2, Participant 3) instead of their real names. All responses were treated with strict confidentiality and were used solely for academic purposes. Any identifying details that could reveal the participants' personal or business identities were excluded or generalized in the presentation of findings. Regarding data protection, all interview recordings, transcripts, and related documents were securely stored and accessible only to the researcher. Data were handled with care to prevent unauthorized access, loss, or misuse. After completion of the study, all data were retained solely for academic reference and analysis purposes in accordance with responsible research practices. The study ensured respect for ethical principles such as informed consent, voluntary participation, confidentiality, and data security throughout the research process.

Conclusion

This study concluded that entrepreneurial resilience plays an important role in helping BSHM alumni sustain hospitality-related businesses despite financial, operational, and emotional challenges. The findings showed that the participants experienced difficulties such as fluctuating sales, rising costs of goods, limited cash flow, inconsistent customer demand, and supply shortages. However, they remained operational by adapting their business strategies, managing resources carefully, and continuously improving their services and products. The study further concluded that adaptability is a key element of entrepreneurial resilience. The participants demonstrated resilience by revising menus, improving costing practices, adjusting marketing strategies, and using social media platforms to attract customers and maintain business visibility. These findings suggest that resilience in hospitality entrepreneurship involves continuous adjustment and strategic decision-making in response to changing business conditions. Another important conclusion of the study is that entrepreneurial resilience is strengthened through social and emotional support systems. Family support, teamwork, networking, faith, perseverance, and positive thinking helped the participants remain motivated during difficult periods. The findings indicate that resilience among hospitality entrepreneurs is not only based on technical business skills but also on emotional strength and relationship-building. The study also found that hospitality education provided foundational knowledge in food service, customer relations, and business operations, but actual entrepreneurial resilience was developed through real business experience. This implies that hospitality education should include more experiential and resilience-focused learning opportunities that prepare students for the realities of entrepreneurship. In terms of scholarly contribution, the study adds to hospitality entrepreneurship research

by showing how entrepreneurial resilience is practiced among small-scale hospitality entrepreneurs in a local community setting. It also contributes to hospitality education by emphasizing the importance of integrating resilience-building, adaptability, financial management, and digital entrepreneurship competencies into BSHM programs. The study highlights that entrepreneurial resilience is essential for sustaining hospitality businesses because it enables entrepreneurs to adapt, recover, and continue operating despite uncertainty and challenges.

Recommendations

Based on the findings and conclusions of the study, several recommendations are proposed. Hospitality management educators and curriculum developers are encouraged to strengthen entrepreneurship education within the BSHM curriculum by incorporating more experiential and resilience-focused activities, including business simulations, costing exercises, crisis management activities, and problem-solving tasks that reflect real hospitality business situations. Since the findings revealed that participants experienced financial instability, operational difficulties, and changing customer demand, practical learning opportunities may better prepare students for entrepreneurial realities. BSHM students are likewise encouraged to participate in internships, food bazaars, entrepreneurial projects, and digital marketing activities to further develop adaptability and practical business skills, as resilience was strengthened through actual business experience and continuous adjustment to challenges. Palawan State University may also establish entrepreneurship support programs for BSHM students and alumni, such as mentoring initiatives, business incubation programs, and entrepreneurship seminars, since the findings showed that guidance, networking, and shared experiences contributed significantly to sustaining hospitality businesses. In addition, BSHM alumni entrepreneurs are encouraged to continue strengthening their use of social media marketing, networking, and customer relationship-building because online promotion, referrals, and community engagement were found to contribute positively to business sustainability and customer growth. Local government units and hospitality industry stakeholders are likewise encouraged to provide targeted support programs for small hospitality entrepreneurs, particularly in financial management, digital marketing, and business sustainability, as operational costs and unstable income emerged as major challenges in the study. Finally, future researchers are encouraged to conduct similar studies involving more hospitality entrepreneurs and diverse locations to further explore entrepreneurial resilience in the hospitality industry. Future studies may also examine the influence of digital entrepreneurship, crisis management, and hospitality education on long-term business sustainability.

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