

Analysis of Online Coaching Needs in Entrepreneurship Development and Start-up Business Management

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Abstract

This study aims to analyze the influence of Entrepreneurial Motivation, Coaching Accessibility, Technology Use, Material Quality, and Learning Methods on Business Sustainability. The method used in this study is multiple linear regression with a sample of 100 respondents consisting of business actors in various sectors. The results of the study indicate that Entrepreneurial Motivation has the strongest and most significant influence on business sustainability ($B = 0.593$; $p = 0.000$). In addition, Material Quality also has a significant effect on business sustainability ($B = 0.181$; $p = 0.037$). However, the variables Coaching Accessibility, Learning Methods, and Technology Use do not show a significant effect in this model ($p > 0.05$). Simultaneous tests show that the overall regression model is significant ($F = 22.721$; $\text{Sig.} = 0.000$), with an R Square value of 0.547, which means that 54.7% of the variation in business sustainability can be explained by the independent variables in this study. In addition, this study recommends further study of other factors that can influence business sustainability, such as access to capital and business network support.

Keyword : Entrepreneurial Motivation, Coaching Accessibility, Business Sustainability.

Introduction

In today's digital age, effective entrepreneurship is critical to economic growth, yet many entrepreneurs struggle with essential managerial skills. A well-defined business strategy is essential to guide decision-making and adapt to market changes, as it helps entrepreneurs maintain focus and sustainability (Adıgüzel, 2024). Additionally, strong financial management skills are needed for budgeting, forecasting, and ensuring cash flow, which are critical to the financial health of a business (Irianto et al., 2024). Furthermore, leadership development is essential to inspire teams and drive growth; entrepreneurs must develop these skills to navigate challenges effectively (Anjelina & Azzahra, 2025). Finally, entrepreneurship education and training play a critical role in equipping entrepreneurs with the knowledge and attitudes necessary to succeed, strengthening their ability to respond creatively to a variety of situations (Vares et al., 2024). Addressing these areas can significantly enhance entrepreneurs' capacity to manage their businesses effectively and sustainably in a competitive landscape. Online coaching has emerged as an important solution for entrepreneurs who face challenges in acquiring the necessary skills and knowledge. This approach offers personalized guidance that transcends geographical limitations, allowing entrepreneurs to learn

flexibly and at their own pace (Ahmad-Don et al., 2024). The integration of digital learning models, such as online coaching, leverages advances in communication technology, facilitating seamless interactions between coaches and entrepreneurs (Anjelina & Azzahra, 2025). This dynamic environment not only enhances the learning experience but also supports entrepreneurial development by equipping individuals with the essential tools to effectively navigate business challenges (Lîsîi et al., 2024). In addition, information technology plays a critical role in this transformation, providing access to a wealth of resources, including online courses and expert advice, which are critical to entrepreneurial success (Goyal, 2025). As these digital-based learning models continue to evolve, they become increasingly relevant in driving business growth and innovation in today's fast-paced digital landscape (Buschor et al., 2024). To effectively harness the potential of online coaching in entrepreneurial development, a thorough analysis of entrepreneurs' real needs is essential. This includes identifying specific training requirements and the most effective learning methods tailored to their unique challenges. For example, entrepreneurship skills training is essential to address the skills gap faced by entrepreneurs, which can significantly improve the success and sustainability of their businesses (Lîsîi et al., 2024). Furthermore, coaching for startup founders should be personalized to provide the necessary support and guidance, thereby reducing startup failure rates (Marras et al., 2024). Furthermore, the implementation of online coaching relies heavily on a robust online coaching platform and learning management system (LMS), which facilitates access to training and resources (Somià et al., 2024). However, barriers such as technological barriers and varying levels of digital literacy among entrepreneurs should also be considered to ensure the effectiveness of these initiatives (Lîsîi et al., 2024). Addressing these factors will be critical to maximizing the impact of online coaching in entrepreneurship.

Literature Review

Entrepreneurship and Startup Management

Entrepreneurship, as defined by Schumpeter, is essentially about innovation, which involves the creation of new products or services to meet market demand (La'bi' & Sababalat, 2024). Effective management is critical in this process, especially in the early stages of a startup, where the ability to adapt and strategize can determine the survival of

the business (Manilang et al., 2024). Entrepreneurs must cultivate an entrepreneurial mindset, characterized by creativity and risk-taking, to navigate the uncertainties of starting a business (Vaishnavi et al., 2024). In addition, strong risk management practices are essential to identify and mitigate potential threats that could hinder growth (SHASHILA & CHITRA, 2024). By integrating these elements of innovation, effective management, entrepreneurial mindset, and risk management, entrepreneurs can increase their chances of success and ensure the survival of their businesses in a competitive landscape (La'bi' & Sababalat, 2024).

Coaching in Business Development

Coaching is a powerful approach that facilitates the development of individuals and groups in achieving specific goals, especially in a business context. According to the Whitmore coaching model, this method enhances an individual's skills, motivation, and self-confidence, which are critical for optimal performance (Nykonenko & Данкович, 2024). In the field of entrepreneurship, coaching plays a vital role in driving productivity and innovation by equipping entrepreneurs with the skills and mindset necessary to effectively navigate challenges (Fedosieieva, 2024). Goal-oriented coaching, which emphasizes setting measurable and achievable goals, further supports this process by increasing motivation and self-confidence among individuals (Minani et al., 2025). Additionally, performance coaching focuses on specific areas such as leadership and communication, helping individuals improve their ability to achieve desired outcomes (Fedosieieva, 2024). Ultimately, the integration of these coaching approaches can significantly enhance the success of entrepreneurs in their ventures.

Online Coaching as a Modern Solution

Online coaching is a significant digital adaptation of traditional coaching methods, effectively addressing the needs of modern business operators. Research by Grant (2017) shows that digital-based coaching increases training efficiency, allowing users to achieve learning goals with minimal resource expenditure (Hasenbein, 2023). Furthermore, this approach facilitates a personalized learning experience, tailoring content to individual needs and preferences, leading to increased engagement and outcomes (Bi et al., 2022). The flexibility of online coaching is another important advantage, as it allows users to access the service at their convenience, accommodating their busy schedules ("LAZIER: A Virtual Fitness Coach Based on AI Technology," 2022). Furthermore, the accessibility of online coaching breaks down geographical barriers, allowing individuals to benefit

from coaching services that may have previously been out of reach (“Adaptation of Technology Driven Methods of Teaching-Learning Practices under the Purview of Pandemic and Assessing Its Implications on the Education System as a Whole,” 2022). Collectively, these features make online training an invaluable resource for business operators with limited time and resources, promoting effective learning and development in a digital landscape.

Methods

This study uses a qualitative descriptive approach with survey methods and in-depth interviews to analyze the need for online coaching in developing entrepreneurship and start-up business management. The population and sample in this study are start-up entrepreneurs who are developing their businesses. The purposive sampling technique is used to select respondents who meet certain criteria, such as entrepreneurs who have been running a business for at least one year and are interested in online coaching. The number of respondents in this study was 100 respondents. The variables in this study are Independent Variables (IV): Accessibility of Online Coaching (X1), Quality of Coaching Materials (X2), Learning Methods (X3), Use of Technology (X4), Dependent Variables (DV): Business Sustainability (Z), Mediating Variables (Mediators), Entrepreneurial Motivation (Z).

Results And Discussion

1. Validity & Reliability Test

Validity Test Table

	Correlations	
	Sig. (2-tailed)	Information
Coaching Accessibility	0,000	Valid
Material Quality	0,000	Valid
Learning methods	0,000	Valid
Use of Technology	0,000	Valid
Entrepreneurial Motivation	0,000	Valid
Business Sustainability	0,000	Valid
**, Correlation is significant at the 0.01 level (2-tailed)		

Interpretation

All items in this study have a significance value of 0.000 (<0.005), thus the items in this study are declared Valid.

Reliability Test Table

Reliability Statistics	
Cronbach's Alpha	N of Items
0,887	6

Interpretation

All items in this study have a Cronbach's Alpha value of 0.887 (> 0.70), thus it can be stated that the items in this study are reliable and can be continued in further research.

1. Multiple Linear Regression Analysis

Model 1 T-Test Table Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,893	0,844		4,614	0,000
	Coaching Accessibility	0,072	0,096	0,085	0,745	0,458
	Material Quality	0,205	0,085	0,289	2,410	0,018
	Learning methods	0,129	0,118	0,147	1,095	0,276
	Use of Technology	0,194	0,089	0,226	2,189	0,031
a. Dependent Variable : Entrepreneurial Motivation						

Interpretation

The t-test is used to test the significance of the influence of each independent variable on the dependent variable in the regression model. The following is the interpretation of the t-test results based on the table provided:

1. Coaching Accessibility

Value $t = 0.745$, Sig. Value = 0.458 (> 0.05), Coaching accessibility does not have a significant effect on entrepreneurial motivation. This is indicated by a significance value greater than 0.05.

2. Material Quality

Value $t = 2.410$, Sig. Value = 0.018 (< 0.05), Material quality has a positive and significant effect on entrepreneurial motivation. This means that the better the quality of the coaching material, the higher the motivation of the entrepreneur.

3. Learning Method

Value $t = 1.095$, Sig. Value = $0.276 (> 0.05)$, Learning methods do not have a significant effect on entrepreneurial motivation, because the significance value is greater than 0.05.

4. Use of Technology

Value $t = 2.189$, Value Sig. = $0.031 (< 0.05)$, The use of technology in coaching has a positive and significant effect on entrepreneur motivation. This shows that the more effective the technology used in coaching, the higher the entrepreneur's motivation.

Table F Test

ANOVA*						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106,289	4	26,572	16,212	,000 ^b
	Residual	155,711	95	1,639		
	Total	262,000	99			
a.	Dependent Variable : Entrepreneurial Motivation					
b.	Predictors : (Constant), Use of Technology, Coaching Accessibility , Material Quality					

Interpretation

1. F Test Hypothesis

H_0 (Null Hypothesis): There is no significant simultaneous influence between the independent variables (Use of Technology, Coaching Accessibility, Material Quality, and Learning Methods) on the dependent variable (Entrepreneurial Motivation).

H_1 (Alternative Hypothesis): There is a significant simultaneous influence between the independent variables on the dependent variable.

2. Fcount Value and Significance

Fcount = 16.212, Sig. = 0.000, Sig. Value = $0.000 < \alpha = 0.05$, so H_0 is rejected and H_1 is accepted. This shows that simultaneously, the variables of Use of Technology, Coaching Accessibility, Material Quality, and Learning Methods have a significant effect on Entrepreneurial Motivation.

The Fcount value = 16.212 which is quite large indicates that the regression model used has good quality in explaining the dependent variable.

R Square Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,637 ^a	0,406	0,381	1,280
a. Predictors : (Constant) , Use of Technology, Coaching Accessibility				

Interpretation

The R square value in this study is 0.406, thus all independent variables contribute to the influence of the technology usage variable by 40.6%, thus the remaining 59.4% is contributed by other variables outside this study

Model 2

Table T-test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,028	0,909		1,131	0,261
	Coaching Accessibility	0,071	0,094	0,075	0,750	0,455
	Material Quality	0,181	0,085	0,230	2,120	0,037
	Learning methods	-0,110	0,116	-0,113	-0,954	0,343
	Use of Technology	0,115	0,089	0,121	1,301	0,196
	Entrepreneurial Motivation	0,593	0,100	0,534	5,932	0,000
a. Dependent Variable : Business Continuity						

Interpretation

1. Coaching Accessibility

The t value = 0.750, indicates that the effect on the dependent variable is relatively small. Sig. = 0.455 (> 0.05), indicating that this variable is not significant, so that

Coaching Accessibility does not have a significant effect on Business Sustainability.

2. Material Quality

The t value = 2.120, indicates a fairly large effect compared to other variables. Sig. = 0.037 (< 0.05), meaning significant, so that Material Quality has a significant effect on Business Sustainability.

3. Learning Method

The t value = -0.954, indicates that the effect is small and negative. Sig. = 0.343 (> 0.05), indicating that this variable is not significant, so that the Learning Method does not have a significant effect on Business Sustainability.

4. Use of Technology

The t value = 1.301, indicates that the effect is not too large. Sig. = 0.196 (> 0.05), meaning it is not significant, so that the Use of Technology does not have a significant effect on Business Sustainability.

5. Entrepreneurial Motivation

The t value = 5.932, shows a very large influence compared to other variables. Sig. = 0.000 (< 0.05), meaning it is very significant, so that Entrepreneurial Motivation has a significant effect on Business Sustainability.

Table F Test

ANOVA*						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176,662	5	35,332	22,721	,000 ^b
	Residual	146,178	94	1,555		
	Total	322,840	99			
a. Dependent Variable : Business Continuity						
b. Predictors : (Constant), Use of Technology, Coaching Accessibility , Entrepreneurial Motivation						

Interpretation

F value = 22.721, shows the comparison between Mean Square Regression and Mean Square Residual (35.332 / 1.555). A high F value indicates that the overall

regression model is better than the model without independent variables.

Sig. value = 0.000 (<0.05), less than 0.05, then the overall regression model is significant in explaining the dependent variable (Business Sustainability).

This means that there is at least one independent variable that has a significant influence on Business Sustainability.

R Square Test Table				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,740 ^a	0,547	0,523	1,247
a. Predictors : (Constant) , Entrepreneurial Motivation, Coaching Accessibility				

Interpretation

The R Square value in model 2 is 0.547, thus the independent variables together with the moderator variables contribute to the influence on business sustainability by contributing 54.7%, and the remaining 45.3% is contributed by other variables outside this study.

1. R Square Test (Coefficient of Determination)

R Square = 0.547 means that this model is able to explain 54.7% of the variation in Business Sustainability, while 45.3% is influenced by other factors not included in the model. This model has a strong relationship and can explain most of the variability in Business Sustainability. However, there are still other factors that have not been accommodated in this study.

2. F Test (Model Significance)

F value = 22.721 with Sig. = 0.000 ($p < 0.05$). These results indicate that the overall regression model is significant in explaining the variation in Business Sustainability. the combination of independent variables used has a simultaneous influence on Business Sustainability.

t-Test (Partial Significance)				
Independent Variables	B (Koefisien)	t	Sig. (p-value)	Interpretation
Coaching Accessibility	0,071	0,75	0,455	Not significant
Material Quality	0,181	2,12	0,037	Significant ($p < 0.05$)
Learning Methods	-0,11	-0,954	0,343	Not significant
Use of Technology	0,115	1,301	0,196	Not significant
Entrepreneurial Motivation	0,593	5,932	0,000	Very significant ($p < 0.01$)

1. Entrepreneurial Motivation has the strongest and most significant influence on Business Sustainability ($p = 0.000$, coefficient $B = 0.593$). This means that the higher the entrepreneur's motivation, the higher the business sustainability.
2. Material Quality also has a significant effect ($p = 0.037$, $B = 0.181$), which shows that the better the quality of learning materials, the higher the business sustainability.

Coaching Accessibility, Learning Methods, and Use of Technology do not have a significant effect ($p > 0.05$), so in this study, these factors do not have a strong enough impact on Business Sustainability.

Conclusion

1. The Effect of Hybrid Work System on Employee Welfare

The results of the study show that the Hybrid Work System has a positive and significant effect on Employee Welfare. The implementation of a hybrid work system improves the balance between work life and personal life, mental health, work motivation, and employee social interaction. This shows that the flexibility of time and work location offered by the hybrid work system has a significant impact on improving employee welfare.

2. The Effect of Hybrid Work System on Company Productivity

The Hybrid Work System also has a positive and significant effect on Company Productivity. By providing flexibility and utilizing supporting technology, the hybrid work system allows employees to work more efficiently and achieve organizational targets. This confirms that the implementation of a hybrid work system is not only beneficial for individuals but also for the overall performance of the organization.

3. The Effect of Employee Welfare on Company Productivity

Employee welfare has a positive and significant effect on Company Productivity. Employees who feel physically, mentally, and socially well-off tend to be more motivated, efficient, and collaborate better in achieving organizational goals. This

shows that Employee welfare is an important factor that must be considered in increasing company productivity.

4. Indirect Effect: Mediation by Employee Welfare

The results of the analysis show that Employee welfare mediates the relationship between Hybrid Work System and Company Productivity. In other words, the influence of hybrid work system on company productivity becomes stronger when Employee welfare is also taken into account. This confirms that Employee welfare is a key element in the successful implementation of hybrid work system to increase company productivity.

5. Moderation Role of Type of work

The results of the study show that Type of work does not significantly moderate the relationship between Hybrid Work System and Employee welfare or Company Productivity. This means that the influence of hybrid work system on Employee welfare and company productivity is relatively consistent in various Types of work, be it administrative, technical, or managerial work.

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