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Does Innovative Behavior Condition the Impact of Structural Empowerment on Entrepreneurial Success?

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ABSTRACT

This study examines religion and culture's influence on impulsive and compulsive buying. The research population is people who have made impulsive and compulsive purchases for fashion products, with a sample size of 212 respondents. Questionnaires were distributed through social media, and the collected data were analyzed using PLS. The study results show that 1) religious commitment negatively affects compulsive buying, 2) collectivism culture has been shown to positively affect impulsive and compulsive buying, 3) religious commitment is not proven to affect impulse buying, and 4) long-term orientation has also been shown not to affect impulsive and compulsive buying. Businesses can encourage impulse and compulsive buying by focusing their target market on collectivists with low levels of religious commitment.

SARI PATI

Penelitian ini bertujuan untuk menutup gap penelitian terdahulu terkait dampak dari pemberdayaan struktural terhadap kesuksesan bisnis. Selain gap penelitian, studi ini berangkat dari fenomena tentang besarnya potensi wirausaha perempuan di Indonesia untuk dapat didukung oleh program pemberdayaan. Untuk menutup gap penelitian digunakan perilaku inovatif sebagi variabel mediasi antara pengaruh pemberdayaan struktural dan kesuksesan bisnis. Data dikumpulkan melalui google form pada 96 pengusaha perempuan. Sampel ditentukan melalui purposive sampling. Alat analisis yang digunakan yaitu SEM dengan program Wrap PLS 8.0. Hasil penelitian menunjukkan baik pemberdayaan struktural maupun perilaku inovatif berpengaruh terhadap kesuksean bisnis, dan perilaku inovatif berhasil menjadi variabel mediasi dalam penelitian ini.

INTRODUCTION

To increase the entrepreneurial ratio, Indonesia relies on one of its strengths, namely micro, small, and medium-sized enterprises (MSMEs). Based on the work of Kementrian Koperasi dan UMKM (Kementrian Koperasi dan UMKM, 2019) the number of small and medium enterprises (SMEs) in Indonesia is 65.5 million, and 64% are run by women. This means that women entrepreneurs contribute significantly to the economy. To help them achieve success, women entrepreneurs need specific support and programs, which can be in the form of empowerment. Women's empowerment and entrepreneurship are closely related ideas that cannot be separated (Sugiyanto et al., 2021). Empowerment of the world economy is currently centered on women, so empowering MSMEs means empowering women too.

Empowerment can be understood as a process of providing the ability to control something which is divided into two dimensions, namely resources and ideology (Yoopetch, 2021). The concept of women's empowerment itself is defined as an internal understanding of women's ability to express and access the needed resources (Cornwall & Edwards, 2010; Stromquist, 2015). The effect of empowerment can be felt and witnessed psychologically and structurally. Structural empowerment refers to the conditions of empowerment that are perceived in the workplace or work environment (Lutsevitsh, 2017). Someone who experiences empowering conditions in the workplace gains six benefits: access to information, support, opportunities, resources, informal power, and formal power (Dan, Zhang, et al., 2018). Based on the Global Entrepreneurship Monitor 2022, structural empowerment for entrepreneurs in Indonesia is considered to be adequate (Elam et al., 2022). Empowerment is expected to increase women's participation in the economy and society as a whole, thereby creating progress and prosperity for everyone. However, the previous research still leaves a gap regarding the benefits of structural empowerment in the benefits of structural empowerment. Tyagi and Shah found no effect of structural empowerment, in this case, access to support on organizational performance, similar to the research that did not find an effect of opportunity in structural empowerment on company performance (Tyagi & Shah, 2018). Apart from that, research (García-Granero et al., 2018) also did not find the effect of structural empowerment on a person's job satisfaction. This differs from other research (Choi & Kim, 2019; Kang & Han, 2021; Kretzschmer et al., 2017; Leigh, 2014), which found the effect of structural empowerment on job satisfaction or organizational performance.

The differences in the results of these studies can be caused by other variables that interact with the relationship between the two previous variables, both as intervening variables and as moderating variables. This research uses innovative behavior variables. The basis for using these variables to close the gap in the effect of structural empowerment on entrepreneurial success is the potential for an individual's innovative behavior to emerge through empowerment. Innovative behavior is a source of sustainability and development for an organization or business, so empowerment programs should be developed to shape innovative behavior to support business success. Studies reveal that women are less innovative than men (Sugiyanto & Wijayanti, 2023). Furthermore, the innovation level of female entrepreneurs in Indonesia is no more than 2.5% (Sugiyanto & Wijayanti, 2023). This is a strong basis for the importance of innovative behavior in supporting the success of women's businesses.

METHODS

This research is explanatory research that aims to explain the effect of structural empowerment on the success of women entrepreneurs mediated by innovative behavior. Explanatory research like this depends on the formulation of hypotheses that determine the type and direction of the relationship between the variables investigated. The research data is collected through questionnaires, while the indicators in the survey are based on previous research.

Data Collection Procedure

Data was collected from June to August 2023. The research team used the Google form to distribute questionnaires to women entrepreneurs in the city of Semarang. Using the purposive sampling method, the researchers distributed a total of 130 questionnaires, with a response rate of 80%. Although 104 respondents' answers were collected, only 96 questionnaires were used because some of the answers did not meet the criteria or were missing.

Participants

The average respondent is 43 years old, and the average age of their business is 5 years. Most of the respondents had a strata-1 degree (43%), 41% had a high school education, 10% had a diploma, 3% had a bachelor's degree, and 3% had a junior high school education. The majority of the respondents chose to become entrepreneurs to help their husbands earn a living (70%), and the remainder were the main breadwinners in the family. 63% of their businesses are in the culinary sector, 31% in crafts, 3% in fashion, and 3% in agriculture.

Measures

Structural empowerment is measured using measurements from He et al (He et al., 2019), which consist of 4 dimensions and 11 indicators. These dimensions are opportunity, information, support, and resources. Items were assessed using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Some examples of items are as follows: "The business associations/ organizations that I join provide challenging job opportunities for self-development opportunities (opportunity)"; "Through the business associations/ organizations that I join, I get relevant information regarding the conditions of the business being occupied (information)"; "The business association/ organization that I follow allows me to be supported by members of a higher status organization in self-development and business (support)"; and "Through the business association/organization that I follow, I can get the resources needed to support new ideas and improvement skills".

Innovative behavior was measured using the Innovative Behavior questionnaire (Janssen, 2005), consisting of 9 items. Items were assessed using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Some examples of items are: "My innovative ideas are always accepted by other fellow entrepreneurs"; I am always looking for new methods, techniques, or ways of working to develop my business"; and "I turn innovative ideas into something useful in business".

Entrepreneurial Success is measured using 12 indicators from (Tu et al., 2014) Items were assessed using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Some sample items are: "Compared to the first year of self-employment, in the third year, my headcount increased"; "Compared to the first year of business, in the third year, I have an advantage over my rivals"; "Current sales exceed my expectations at the start of the business"; "Current profits this was higher than my expectations at the beginning of entrepreneurship"; and "My overall satisfaction with the current business is higher than my expectations".

Data analysis Procedure

The procedure for analyzing variable data uses Structural Equation Modeling (SEM) using the WrapPLS 8.0 program. The SEM testing procedure is as follows: 1) Measurement Model: the relationship (loading value) between the indicator and the construct (latent variable), in PLS is called the outer model. Objective: to determine the validity and reliability of the indicators used to measure latent variables or whether the indicators used can measure the constructs of Structural Empowerment, Innovative Behavior, and Entrepreneurial Success. 2) Structural Model: The relationship between independent (exogenous) and dependent (endogenous) constructs, in PLS is called the inner model. Purpose: to test the significance of the parameters previously formulated in the hypothesis or to answer the following questions:

1. How does structural empowerment influence innovative behavior?

2. How does structural empowerment influence entrepreneurial success?
3. How does innovative behavior influence entrepreneurial success?

The SEM using the WraPLS program in this research includes three steps, namely creating a path diagram, testing the outer model (measurement model), and testing the inner model (test of hypotheses).

RESULTS AND DISCUSSION

Results

Assessment of Measurement Model

The measurement model in this study includes testing the fit model (Goodness of Fit Model), validity, and reliability tests. The test results with 10 fit sizes show that the equation model meets the fit model criteria. Table 1 shows 10 (ten) sizes of fit models compared to the rule of thumb.

Indicator reliability is measured using the loading value of each indicator. Indicators with loading values below 0.7 are removed from the model. After reducing these indicators, all indicators meet the reliability criteria with loading values above 0.7.

Other reliability tests are the composite reliability and Cronbach alpha values. Composite reliability values for all variables above 0.7 as well as for

Table 1. Comparison of Model Fit Values with the Rule of Thumb

Criteria	Value	Rule of Thumb	Conclusion
APC	0,386, P < 0.001	P-Value ≤ 0,05	Accepted
ARS	0,306, P < 0.001	P-Value ≤ 0,05	Accepted
AARS	0,295, P < 0.001	P-Value ≤ 0,05	Accepted
AVIF	1,422	≤ 5	Accepted
AFVIF	1,378	≤ 5	Accepted
Goodness Tenenhaus	0,444	≥ 0,36	Large Predictive Power
SPR	1,000	≥0,7 ideally 1	Ideal
RSCR	1,000	≥ 0,7 ideally 1	Ideal
SSR	1,000	≥ 0,7	Accepted
NLBCDR	1,000	≥ 0,7	Accepted

Table 2. Indicator Loading Values

Construct	Number of Items	Item Deleted	Loadings for Retained Items
Structural Empowerment	11	SE3, SE10, SE11	SE1 (0.769) SE2 (0.818) SE4 (0.772) SE5 (0.819) SE6 (0.870) SE7 (0.873) SE8 (0.837) SE9 (0.825)
Innovative Behavior	9	IB1, IB3, IB8, IB9	IB2 (0.700) IB4 (0.746) IB5 (0.744) IB6 (0.811) IB7 (0.766)
Entrepreneurial Success	12	ES1, ES2, ES3, ES4, ES5, ES11, ES12	ES6 (0.764) ES7 (0.868) ES8 (0.867) ES9 (0.854) ES10 (0.781)

Table 3. Construct Reliability and Validity.

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Full Collin. VIF
Structural Empowerment	0.932	0.944	0.678	1.426
Innovative Behavior	0.810	0.868	0.569	1.509
Entrepreneurial Success	0.884	0.916	0.685	1.197

Table 4. Correlation Among Latent Variables with Square Roots of AVEs

	Structural Empowerment	Innovative Behavior	Entrepreneurial Success
Structural Empowerment	(0.824)	0.534	0.314
Innovative Behavior	0.534	(0.754)	0.385
Entrepreneurial Success	0.314	0.385	(0.828)

all Cronbach alpha values are also above 0.7 so that they meet internal consistency reliability. Convergent validity is met with AVE values for all variables above 0.5. VIF's full collinearity value for each variable is also very good, <3.3, so there are no vertical or lateral collinearity problems in the model. The three latent variables also have high discriminant validity. This is indicated by the square root value of AVE being higher than the correlation between variables.

Test of Hypotheses

Hypothesis testing is done by looking at the structural model testing. Based on the structural model test, all hypotheses are accepted, which shows that all relationship paths are statistically significant. Structural empowerment has a significant positive effect on innovative behavior (β=0.63, p <0.01). Structural empowerment has a significant positive effect on entrepreneur success (β=0.31, p <0.01). Innovative behavior has a significant positive effect on entrepreneurial success (β=0.23, p <0.01). Structural model testing is shown in Figure 1.

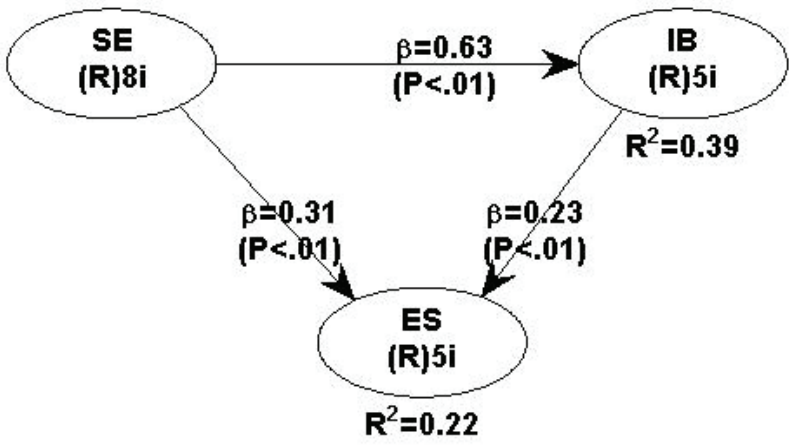

Figure 1. Research Model

Table 5. R Squared, Adj R Square, and Q Squared

Construct	R Squared	Adj R Squared	Q-squared
Innovative Behavior	0.392	0.386	0.390
Entrepreneurial Success	0.221	0.204	0.217

Table 6. P values for sums of indirect effects

	Structural Empowerment	Innovative Behavior	Entrepreneurial Success
Structural Empowerment	-	-	-
Innovative Behavior	-	-	-
Entrepreneurial Success	0.021	-	-

The R-Square coefficient for innovative behavior is 0.392 which means that the variation of innovative behavior can be explained by structural empowerment at 39.2%. The R-Square coefficient for entrepreneurial success is 0.221, which means that structural empowerment and innovative behavior can explain variations in entrepreneurial success at 22.1%. The resulting Q-squared value for each dependent/endogenous variable is > 0, which means that the model has predictive relevance.

Moderator Testing

The indirect effect model in this study is the indirect effect of structural empowerment on entrepreneurial success through structural empowerment → innovative behavior → entrepreneurial success. The results indicate that the output indirect effect for innovative behavior is significant at 0.021 (<0.05), which means that innovative behavior can be a mediator variable in the relationship between structural empowerment and entrepreneurial success. The test results for the indirect effect model are shown in Table 6.

Discussion

(Kanter, 1977) states that innovation is a function of the organizational context. Thus, innovative behavior is stimulated, facilitated, and enhanced by structural conditions. Innovative behavior requires the mobilization of resources, funds, availability of information, infrastructure support, and trained individuals. Structural empowerment consists of four main aspects: access to resources, access to information, development and recognition, and work environment. Its relation to innovative behavior, for example, access to resources, means that the availability of materials to carry out daily tasks by an employee or individual in business can support someone in implementing new ideas (Singh & Sarkar, 2012). Furthermore, access to broad information is needed by someone for the exchange or continued development of new ideas.

Several studies (Dan, Zhang, et al., 2018; Kretzschmer et al., 2017) explain that someone who feels higher structural empowerment tends to be more able to increase their job satisfaction. Structural empowerment is a significant predictor of career success (Chronister & McWhirter, 2003). The structural empowerment felt by an individual can help them in achieving their career goals. Individuals who do not receive structural empowerment may lose their sense of personal identity in developing their careers. Structural empowerment felt by an individual can help them achieve their career goals. Individuals who do not obtain structural empowerment can lose their sense of personal identity in developing a career. In practice, indicators of structural empowerment such as access to formal resources and power have a major impact on career success (Dan, Xu, et al., 2018). Someone who has access to significant resources will be better able to achieve their career goals. Formal or informal power can reduce challenges at work (Dan, Zhang, et al., 2018). Structural empowerment plays an irreplaceable

role in the career development stage (Steinmann et al., 2016). Structures within the organization that provide power and opportunity will assist employees in achieving career goals (Kanter, 1977). Individuals who work in an organizational structure that does not provide opportunity and power will feel powerless, and lose their sense of innovation in career development (Dan, Zhang, et al., 2018).

The ability to innovate is an important advantage in entrepreneurship. An entrepreneur is an innovator who turns ideas into concepts, and a key characteristic of an entrepreneur is their ability to innovate. An entrepreneur will be more successful if they can innovate. Innovation is an important factor in supporting company performance, as well as helping entrepreneurs improve performance (Tu et al., 2014). Innovation is the main goal in building a business. An innovative entrepreneur takes advantage of opportunities and resources to develop the business and become successful (Chatterjee et al., 2019; Chatterjee & Das, 2015). Innovation is at the heart of entrepreneurship; without the ability to innovate, both in products, services, and unique ways of doing business, no business success can occur (Li et al., 2010). Companies with strong innovation capabilities demonstrate high performance (Laforet, 2011; Rosenbusch et al., 2011). The ability to innovate (innovativeness) is one of the factors that influence business success (Sidharta et al., 2017). Furthermore, the study explains that the key factor in micro-business performance is innovation (Mamun et al., 2018). Several studies show that a company's enthusiasm, willingness, and desire to support new ideas, novelty, experimentation, and creative processes leads to business growth, namely higher sales, superior market share, and greater customer satisfaction (Vij & Bedi, 2016). Furthermore, several studies, also explain that the ability to innovate has a meaningful and positive relationship with business performance or business success (Hatak & Zhou, 2019, 2021a, 2021b; Micheels & Gow, 2015; Yıldız et al., 2014; Zeng et al., 2015).

MANAGERIAL IMPLICATION

The results of this study provide several practical implications for organizations and individuals. At the organizational level, the results of this research can provide a starting point for policies, plans, and empowerment programs that can encourage innovative behavior among its members. Programs designed to build structures that facilitate access to information, opportunities, resources, and support for women entrepreneurs are urgently needed to help them achieve their business goals. In addition, a business requires individuals with the desire and ability to introduce innovative new ideas. Implementation of an idea represents a critical innovative behavior and it is impossible to implement a creative idea without social support and acceptance. Social support and acceptance can be obtained through empowerment programs.

CONCLUSIONS

Structural empowerment programs can benefit women entrepreneurs. In addition to forming positive behavior, namely innovative behavior, the program can also increase their business success. Conditions of the work environment, such as the availability of opportunities, information, resources, and support, are needed by women entrepreneurs for the success of their businesses. In addition, a work environment that provides such conditions can foster innovative behavior among women entrepreneurs. ■

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