

The Effect of Entrepreneurship Orientation and Social Capital on Entrepreneur Success in Food MSMEs in West Sumatera, Indonesia

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Abstract

Research on entrepreneurial orientation towards business performance has become a broad finding in various business fields. This study shows the effect of entrepreneurial orientation and social capital on entrepreneurial success. The research was conducted on MSMEs with the object of research being MSME owners with a sample of 600 food MSME owners in West Sumatra. The research was conducted using a quantitative method using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) application. The research location is West Sumatra, Indonesia. The results of the study reveal that entrepreneurial orientation directly and positively related to entrepreneurial success, entrepreneurial orientation also positively and significantly related to social capital, and social capital has a positive and significant effect on entrepreneurial success. Social capital as a mediating variable has a partial role in the relationship between entrepreneurial orientation and entrepreneurial success. Social capital as a mediating variable strengthens the relationship between entrepreneurial orientation and entrepreneurial success. These results indicate that entrepreneurial orientation does not only look at business performance that has been seen so far in large and medium-sized companies and in this study looks at MSMEs, which have many limitations in measuring their dimensions because of the difficulty of getting reports on MSMEs. The limitations of research in measuring social capital need to be done qualitatively by involving other dimensions and it is necessary to measure the entrepreneurial orientation of SMEs whether it is appropriate to use 5 dimensions.

Keywords

social capital; entrepreneurial orientation; entrepreneurial success; quantitative



I. Introduction

The field of entrepreneurship has so far been seen both in achieving innovation and in calculating the level of performance within the company, but in its development, it cannot be separated from social processes (Florida, Adler, and Mellander 2017). Research on entrepreneurial orientation, which is part of the entrepreneurial process, has also experienced expansion, which have been described clearly affect companies both in small and large companies (Jimenez et al, 2020). Now entrepreneurial orientation also cannot stand alone for success because many other factors are able to work together in creating good performance in companies such as the role of social capital because it acts as access to other resources (Sengupta, 2010). Social capital is a psychological science that has expanded and expanded

to several other fields and one of them is the field of entrepreneurship. Research on the incorporation of psychology and entrepreneurship is currently increasing even though this field is still considered new, but due to current needs, this research has experienced very high development (Goyal and Akhilesh, 2007). Measuring social capital in looking at company performance has also been widely done previously and many views have been debated such as the recognition that social capital only looks at the relationship between groups and less and less looks at individual contributions (Hasan, Hoi, Wu, & Zhang, 2016).

In developing countries such as Indonesia, entrepreneurship has only received attention from the government since 1998 after the monetary crisis that had an impact on the national economy. Economic recovery and development at that time contributed a lot to entrepreneurship, especially MSMEs, so it can be concluded that MSMEs did indeed contribute to national development (Coulibaly, Erbao, & Mekongcho, 2018). Many MSME owners play a role in creating stable conditions; the existing MSMEs are able to export when conditions are very bad. MSMEs in developing countries such as Indonesia still need research in terms of both entrepreneurial orientation and social relations in the form of social capital to assess whether these MSMEs can be included in the successful category or vice versa. Even some previous studies have stated that social capital is also able to change entrepreneurial behavior (Malebana, 2016; Zaremohzzabieh et al, 2019). In addition to social capital, entrepreneurial orientation is part of success entrepreneurship. Many studies have proven that entrepreneurial success is very close to the company's performance, but in this study, the success of entrepreneurship in MSMEs is seen from social capital and also from entrepreneurial orientation. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). In previous studies, entrepreneurial orientation was only able to review 5 dimensions, namely innovation, ability u bear the risk, are proactive, aggressive competition and autonomy (Lumpkin & Dess, 1996) but in this study the entrepreneurial orientation dimension has 6 by adding the value of sustainability to SMEs.

An area is strongly influenced by demographic factors, because the potential that will grow in an area, which is a resource, is strongly influenced by the human resources that take care of it. Likewise, with MSMEs in Indonesia, regional potential is usually the main factor for people to create business opportunities (Westlund, Larsson, and Olsson 2014). West Sumatra is very much a food business in the form of SMEs. So far, the indigenous people of the West Sumatran region who, according to the results of previous research, have high social capital (Primadona, 2016) manage MSMEs. Although in previous studies, it has been widely stated that entrepreneurial orientation plays a very important role in entrepreneurial success (Ghani et al., 2014; Beynon et al., 2016). The long struggle regarding entrepreneurial orientation has been clearly expressed by Lumpkin, GT and Dess, G. (1996: 2001) that innovation, proactiveness and risk taking are conditions that are always faced by entrepreneurs (Covin and Lumpkin, 2011). However, the implementation for MSMEs has not been able to fully match the role of innovation, resilience in taking risks and also proactive behavior in managing a running business as in a family company or large company.

This research will be divided into four major parts, the first will describe social capital and entrepreneurial orientation in MSMEs, the second part will provide an overview of entrepreneurial orientation and social capital in the context of entrepreneurship and the third part will reveal the recommended methodologies and results and the third part will reveal the recommended methodology and results. four will reveal the limitations of the study and the implementation needed for future research.

II. Review of Literature

2.1 Social Capital

Although social capital is still a new science in entrepreneurship, it can move academics to need to explore its influence on social life. In the last two decades social capital has become a central issue but its relationship with entrepreneurship science still lacks a consolidated theoretical core in the literature (Smith, Smith, & Shaw, 2017; Williams, Huggins & Thompson, 2017). There is still a lot of debate about the definition of social capital, in the context of psychology it has widened and is currently being widely associated with its practice in entrepreneurship. Many definitions of social capital have been disclosed because previous research found that social capital has come out of the psychological context (Salehuddin, 2009). This is concluded because the definition of social capital has changed according to developments such as the view that social capital is seen as a resource owned by people or individuals through ties (Burt, 2009; Lin, 1999). Previously, social capital has been seen as positive energy for individuals and communities for involvement and participation in groups (Portes, 1998). This view previously also discussed that social capital is one of the resources of four types of capital such as in economic, cultural, and symbolic, which collectively determine the trajectory of social life (Bourdieu, 1985).

2.2 Social Capital and Entrepreneurial Success

Many researchers have defined the success of entrepreneurship. In the simplest way, small business success can be defined as the company's ability to stay or stay in business (Lussier and Pfeifer, 2001). But not a few see entrepreneurial success seen from the company's financial ability although not fully it is able to fully see success, especially for MSMEs (Chaganti and Chaganti, 1983; Hornaday and Wheatley, 1986; Storey et al; 1987 Thorpe, 1989; Kelmar, 1990). Jennings and Beaver (1997) emphasize that the determinants of the success or failure of small companies are complex, dynamic, and problematic issues. For this reason, conducting research looking at entrepreneurial success from the social aspect needs to be done and this is in accordance with the needs that are always developing and changing as well as the many demands in managing small companies, especially in developing countries like Indonesia. Several models of entrepreneurial success that were previously discussed, for example, argue that entrepreneurial development depends on the nature of entrepreneurship (Et), opportunities (Op), skills (Sk), project reports (Pr), finance (F), infrastructure (If) and the environment (En) Zafar, (1983). Another view also proposes that entrepreneurial success requires an explanation of three phenomena: willingness to start a company, identify opportunities and company success (Bilijan, 2002. However, success has been defined subjectively and objectively (Alstete, 2003). 2008, Hiemstra et al., 2006). Entrepreneurial success is shown objectively by sales and subjectively by interviewees' estimates of comparative growth (Ayalaand Manzano, 2014, Manzano-Garcia and Ayala Calvo, 2013).

Based on this, the hypotheses in this study are:

H1: Social capital has a positive effect on entrepreneurial success

2.3 Entrepreneurship Orientation and Entrepreneurial Success

Entrepreneurial orientation in the literature has been mentioned to help companies develop products through innovation (Lumpkin and Des 1996; Garcia-Morales et al., 2006; Naldi et al., 2007; Bouchard and Basso, 2011). The entrepreneurial orientation is the center of attention because it contains findings regarding innovation and behavior in managing the company. In its development, entrepreneurial orientation has been proven to affect company performance (Fadda, 2018; Lumpkin and Dess, 2006). Furthermore, in Miller's (1983)

research, Covin and Slevin (1989) have characterized entrepreneurial orientation into three: main dimensions, namely proactiveness, risk taking, and innovation. But in the development of entrepreneurial orientation, it is able to become 5 dimensions by adding competitive aggressiveness and autonomy in building entrepreneurial orientation (Lumpkin and Dess (1996). Researchers recommend that when studying entrepreneurial behavior, entrepreneurial orientation should be considered as multidimensional and as an independent construct (Rauch et al. , 2009). Proactivity is anticipation of future developments and also the ability to analyze market opportunities (Covin and Slevin, 1989; Lumpkin and Dess, 1996; Martin and Lumpkin, 2003; Rauch et al., 2009). In SMEs it is important to be proactive in order to be able to see economic development according to priorities in small businesses (Dana et al., 2008). Risk taking holds a central position in entrepreneurial behavior (Wennekers et al., 2010) and often reflects a substantial commitment of resources (Rauch et al. , 2009) before the monetary benefits can be realized (de Jong et al., 2011). The attitude of taking Risk is important in organizations so that management skills are needed to do it (Ling et al., 2008). Likewise, with competitive competition, where companies must be able to provide superiority to their products so that they can compete or excel, how companies are able to implement competitive strategies to be able to excel in compete (Lumpkin and Dess, 1996; Tan, 2008). Autonomy is a reflection of one's inner support for one's actions, unique to each individual, the motive for starting a business and making independent decisions (van Gelderen, 2010; Assor et al., 2002; van Gelderen and Jansen, 2006; Lang, 2012).

All of these dimensions need to innovate because innovation is a company's ability that reflects the company's potential to involve itself in the generation of new ideas and creative processes that can produce new products, services, or technologies and processes that affect performance (Miller, 1983; Lumpkin and Dess, 1996). Seeing current developments and specifically for MSMEs, entrepreneurial orientation is not only limited to five dimensions that build, business sustainability is also an important target because business sustainability is a strategy in organizational custody in order to survive technological developments and globalization (Lubin and Esty., 2010).). The definition of the concept of business sustainability cannot be accepted simply or universally. The concept of sustainability is a relatively new thing and is always undergoing development and this is a new concept that is undergoing rapid change which is influenced by technological advances and also sees the development trend of people's behavior (Wilson, 2003; (IISD, 1992; Holliday, Schimdheiny and Watts, 2003). 2002; Bostrm, 2012). In MSMEs, especially developing countries, business sustainability is one that builds an entrepreneurial orientation and especially in Indonesia, business sustainability is something that has an impact on future company development. In addition, MSMEs have been mostly run through traditional processes, meaning that they are managed from generation to generation, which are influenced by regional characteristics so that this business sustainability factor becomes an important orientation for entrepreneurs.

Research proves that entrepreneurial orientation is positively related to company performance such as a survey conducted by Miles et al. (1978); (Lumpkin and Dess, 1996); and (Fadda, 2018). This also applies to different industries and cultures (Gupta and Dutta, 2016; Rauch et al., 2009; Wales et al., 2013). However, it is not yet clear how entrepreneurial orientation is related to entrepreneurial success. This of course has a difference in terms of checking the applicable dimensions. In business performance, the focus is more on seeing the success of the company on the overall condition of the company such as financial condition, equipment and others and does not reveal how the individual conditions of the company owner are. This is a concern for us so we must be able to add to the conditions actually achieved by the company so that it can be said to be successful. Establishing success with multiple dimensions that includes all the important elements is done (Fisher et al, 2014).

Entrepreneurial success is indeed very broad if it is connected from an entrepreneurial orientation because the meaning or content in success provides a complex understanding that requires careful understanding in providing explanations. Like several previous studies looking at success in terms of communication, decision-making ability, managing a company, knowledge and soft skills of an entrepreneur (Chandan & Junejo, 2007), creativity (Brett et al., 2006), experience (Bolton & Thompson, 2000), initiative (Pratt, 2001), innovation (Mueller & Thomas, 2001), leadership (Stephanie & Patricia, 2005) while in measuring performance this is not a measure. This is the finding in this study to direct that entrepreneurial orientation also affect entrepreneurial success. So here, we can combine the conditions of SMEs specifically applicable to developing countries. In fact, it is possible that business performance research can be a mediating variable of entrepreneurial orientation with entrepreneurial success. However, this study only discusses the relationship between entrepreneurial orientation and entrepreneurial success by examining several dimensions that apply to MSMEs, especially in developing countries. Based on the description above, the hypothesis of this research:

H2: Entrepreneurial orientation has a positive effect on entrepreneurial success

Based on the literature, this research model is to determine the effect of social capital and entrepreneurial orientation on entrepreneurial success.

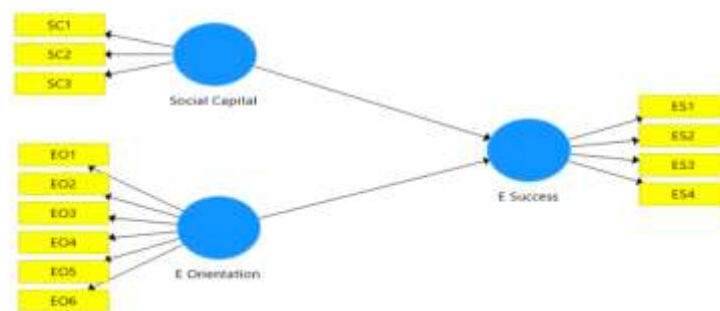


Figure 1. Research Model

III. Research Methods

3.1 Contextual Background of the Study

This study took a sample of MSMEs (Micro, Small and Medium Enterprises) located in West Sumatra, Indonesia, which is one of the Developing Countries in Asia. In Indonesia, especially in West Sumatra, the majority of people live in entrepreneurship, as many as 76 percent of the people of West Sumatra (Ethnic Minang) are entrepreneurs. West Sumatra has a total of 62,922,617 MSMEs and 5,460 Large Enterprises and it means that 99.99 percent are MSMEs. MSMEs were able to contribute to the GDP of West Sumatra by 66.12 percent and 81 percent for the workforce. West Sumatra or Ethnic Minang is an area that is very famous for foods such as rendang and others. The majority of people's lives migrate to the field of entrepreneurship, the type of business that is mostly carried out is the food business, and that is the reason food MSMEs are the unit to be researched. Based on this, research to see entrepreneurial success seen in MSMEs is very important at this time.

3.2 Samples and Data Collection

1. The research sample covered West Sumatra by involving 8 cities and districts from a total of 19 districts and cities. The number of research samples is 465 MSMEs with an

analysis unit of MSME owners. The number of MSMEs in West Sumatra is 584,781 and 121.124 food MSMEs based on data from the West Sumatra Cooperatives and MSMEs Service. Determination of the location based on the 8 largest number of food SMEs in an area. Data collection is done through a questionnaire instrument that is addressed directly to the owners of MSMEs. The sample collection for MSMEs was carried out directly because of the limited ability of MSME owners in West Sumatra who were not entirely able to answer using electronic media. The instrument of this research used a questionnaire. The research instrument using questionnaires can be carried out in 2 (two) ways, namely questionnaires given personally to respondents (*personally administering questionnaires to groups of individuals*) and questionnaires given by mail (*mail questionnaires*). The advantage of using a personal questionnaire is that it can build relationships with respondents when introducing a survey, provide clarifications requested by respondents on the spot, and can collect questionnaires immediately after being filled out because this is very in line with the context of MSMEs in developing countries which are still weak with mastery of technology. This is done directly to the owners of SMEs.

2. Determination of the sample has criteria, namely businesses that have a minimum of 6 employees and a maximum of 250 employees, have been established for at least 5 years, the success category is seen from businesses that always experience an increase in terms of turnover, number of employees and number of businesses. Sampling is done randomly and things that are not clear will be confirmed by telephone. We need to do direct sampling because not all MSME owners are willing to be used as research samples considering the low access and knowledge of MSME owners to the questions asked.
3. We contacted 600 food businesses listed in the two directories for participation. In accordance with previous entrepreneurial studies (eg, Boso, Stories, & Cadogan, 2013; Wiklund & Shepherd, 2011), Based on the distribution of research samples that meet the requirements for this study, namely Food SMEs are:

Table 1. Number of Research Samples

No.	County/City	Population
1.	Padang Pariaman Regency	33
2.	Agam District	85
3	Tanah Datar District	48
4.	City of Sawahlunto	52
5.	Padang city	42
6.	Payakumbuh City	58
7.	Pariaman City	80
8.	Bukittinggi City	202
Amount		600

3.3 Variables and Measures

This study uses a Likert measurement scale using the numbers 1 (strongly disagree) to 5 (strongly agree). For more details can be seen in table 3.1 integration theory, variables and dimensions contained in this study.

Table 2. Integration of Theory and Research Measurement

<p>Research purposes : To determine the effect of social capital on entrepreneurial success</p>	<p>Hypothesis: Social capital affects entrepreneurial success</p>	<p>Indicators (Nahaphit, Ghosal, 1998) 1.Structural Dimensions , 2.Relational Dimension, 3.Cognitive Dimension, Indicators (Lauren & Sorato, 2014) 1. Dimensions of Financial Performance 2. Dimensions of Operational Performance, 3. Dimensions of Satisfaction 4. Knowledge Dimension (Zhao, 2008)</p>	<p>1. Andreas Rauch, Johan Wiklund (2009) 2. Charles Perreault, Gabrielle A. Brenner, Teresa V. Menzies, Louis Jacques Filion, Charles Ramangalahy (2007) 3. Eijaz Ahmed Khan^a, Mohammed Quaddas and Anna Lee Rowe (2013) 4. Xu (2014) 5. Lee (2014) 6. Lauren & Saroto, (2014) 7. Andrea Tolciu , (2010)</p>
<p>Research Objectives: To determine the effect of entrepreneurial orientation on entrepreneurial success</p>	<p>Hypothesis: entrepreneurial orientation affects entrepreneurial success</p>	<p>Entrepreneurship Orientation Indicator 1. Dimensions of Taking Risks , (Covin & Slevin, 1989) , 2. The Proactive Dimension , (Covin and Wales, 2012) 3. Dimensions of Innovation , (Dess & Lumpkin, 2005) , 4. Dimensions of Autonomy , (Dess & Lumpkin, 2005) , 5. Aggressive Competitive Dimension , (Dess & Lumpkin, 2005) , 6. Dimensions of Sustainability , (Koe & Majid, 2014) Indicators (Lauren & Sorato, 2014) 1. Dimensions of Financial Performance, 2. Operational Performance Dimensions, 3. Dimensions of Satisfaction, 4. Knowledge Dimension (Zhao, 2008) ,</p>	<p>1.Krauss and Miclael Frese (2010) 2.Moh. Zulkifli, Moh. Rosli (2013) 3.Piangpis Sriprasert (2013)</p>

This research consists of 3 variables and 13 dimensions with 52 indicators. Social capital has 3 dimensions with a total of 10 indicators consisting of structural, relational and cognitive dimensions (Nahaphit and Ghosal, 1998). The entrepreneurial success variable consists of 6 dimensions, namely risk taking, proactiveness, innovation, autonomy, competitive aggressiveness and sustainability, while entrepreneurial success consists of 4 dimensions, namely financial performance, operational performance, satisfaction and knowledge of (Zhao, 2008). The data collection of this research was carried out using a questionnaire given to the owners of MSMEs as respondents. Each region has proportional respondents based on the number of food SMEs in the area.

IV. Discussion

4.1 Descriptive Statistics

The results of data processing in this study will provide information ranging from the validity of the data to the results of research that have determined the variables in the previous discussion, namely social capital, entrepreneurial orientation and entrepreneurial success.

4.2 Measurement Model Evaluation

Partial least square (PLS) analysis technique, it is necessary to evaluate the Outer Model through convergent validity testing. In table 4, information about the *outer loadings* of the variables will be given to ensure the data can be presented. *Outer Loadings* explains the loading factor of the correlation between indicators and latent variables. Table 4.1 shows that all values are above 0.7, so it can be concluded that the construct is able to explain more than 50% of the difference indicators.

Table 3. Outer Loading

Indicator	Entry. Orientation	Entr.Success	Social capital
EO 1	0.796		
EO 2	0.817		
EO 3	0.856		
EO 4	0.774		
EO 5	0.800		
EO 6	0.739		
ES 1		0.843	
ES 2		0.846	
ES 3		0.883	
ES 4		0.891	
SC 1			0.703
SC 2			0.917
SC 3			0.888

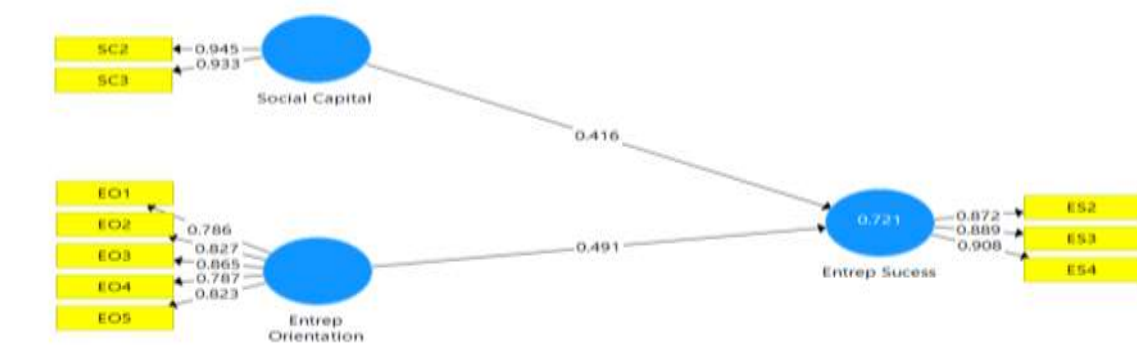
Table 4. Average Variant Extracted (AVE)

Construct	AVE
entry. Orientation	0.636
entry. Success	0.750
Social Capital	0.708

Convergent validity is checked by measuring the extent to which the constructs converge in *the indicators* by explaining the variance of the items. Convergent validity was assessed by means of the extracted variance (AVE), calculated as the average of the squared loadings for all construct-related items. The acceptable AVE is 0.50 or higher (Fornell and Larcker, 1981), as it indicates that, on average, the construct explains more than 50% of the variance of the items.

Table 5. Discriminant Validity

Construct	entry. Orientation	entry. Success	Social Capital
entry. orientation	0.798		
entry. Success	0.820	0.866	
Social Capital	0.787	0.802	0.841

**Figure 2.** Recalculate Model Results

It is declared valid if the correlation value of the variable with the variable itself is greater than the correlation between the variable and other variables. In table 4.3 Entrepreneur Success the correlation with the variable itself is greater than the correlation with other variables, meaning that the Entrepreneur Success variable is declared valid. Social Capital variable, the correlation with the variable itself is greater than the correlation with other variables means that the Social Capital variable is declared valid. While the variable Entr. Orientation correlation with the variable itself is smaller than the correlation with the variable Entr. Success, means the Enter variable. Invalid orientation. For that we have to look again at doing outer loading by removing the lowest value indicator on Entr. Orientation and Entry success. After seeing the lowest values in EO 6 and ES 1. After EO 6 and ES 1 were removed from the model, the calculation was carried out again and the results became valid (Figure 4.1). However, as a result, there is an indicator on the outer model whose value drops below 0.7 so that indicator must also be discarded and recalculated.

Table 6. Cross Loading

Indicator	EO	ICE	SC
EO 1	0.786	0.696	0.638
EO 2	0.827	0.639	0.630
EO 3	0.865	0.666	0.622
EO 4	0.787	0.578	0.449
EO 5	0.823	0.693	0.705
ES 2	0.680	0.872	0.691
ES 3	0.750	0.889	0.667
ES 4	0.714	0.908	0.736
SC 2	0.729	0.770	0.945
SC 3	0.679	0.700	0.933

The cross loading indicator is declared valid if the correlation of the indicator with the variable is higher than the correlation of the indicator with other variables. Table 7 shows that the correlation of all indicators with their variables is higher than the correlation with other variables so that based on cross loading all indicators are declared valid.

Table 7. Reliability

CONSTRUCT	Cronbach's Alpha	Composite Reliability	Description
entry. Orientation	0.876	0.910	Reliable
entry. Success	0.868	0.919	Reliable
Social Capital	0.866	0.937	Reliable

To measure the internal consistency of the measuring instrument, a reliability test was conducted which showed the accuracy, consistency and accuracy of the measuring instrument in making measurements. The reliability test was carried out in two ways, namely *Cronbach's Alpha* and *Composite Reliability*. *Cronbach's Alpha* is used to measure the lower limit of the reliability value of a construct while *Composite Reliability* measures the true value of a construct (Chin, 1995). The table above shows that *Cronbach's Alpha* of all variables is greater than 0.7, which means that all variables in this study are reliable to be used as measuring instruments. Likewise, the *Composite Reliability value* for all variables is above 0.7, which also means that the variables used in this study are reliable as a measuring tool.

V. Conclusion

Based on the research above, it can be concluded. Social capital as a mediating variable has a partial role in the relationship between entrepreneurial orientation and entrepreneurial success. Social capital as a mediating variable strengthens the relationship between entrepreneurial orientation and entrepreneurial success. These results indicate that entrepreneurial orientation does not only look at business performance that has been seen so far in large and medium-sized companies and in this study looks at MSMEs which have many limitations in measuring their dimensions because of the difficulty of getting reports on MSMEs.

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