

Rural Entrepreneurship on Local Community: Does Culture-Led Organization Work?

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Abstract

Rural entrepreneurship is important to the growth and prosperity of local communities. This study aims to observe the views of women entrepreneurs and examine economic and organizational values influencing their entrepreneurship. The statistical analysis depends on fifty respondents from the women farmers group. We employed partial least squares-structural equation modeling. The study also performed the bootstrapping technique. The result shows that organizational culture directly affects women entrepreneur performance while the economic environment has no direct impact. It indicates that cultural factors play an important role in performing women entrepreneurs in the indigenous group. In East Sumba, a culture-led organization supports climate action and gender equality. To do so, developing green MFIs through organizational culture could boost the economic performance of rural entrepreneurship for poverty alleviation.

Keywords: Entrepreneurship, Culture-Led Organization, Climate Action, Gender Equality, Poverty Alleviation

JEL Classifications: C01, C12, L26

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1. Introduction

The 17 sustainable development goals (SDGs) emphasize the urgent need to reconsider humanity's current sustainable development path (Horne et al., 2020). People are transforming ideas into products used by society everywhere (United Nations Framework Convention on Climate Change, 2018). Entrepreneurs were mentioned as an instrument for transformation (Schumpeter, 1934; Dhahri, Slimani, & Omri, 2021). It emphasizes the importance of entrepreneurs in developing technology to achieve low-emission, climate-resilient, and business models. In rural development, entrepreneurial ideas focus on sustainable development goals for its sustainable business model (Schaltegger & Wagner, 2011; Atahau et al., 2020; Atahau et al., 2021).

There has been quite a bit of recent scholarly effort aiming at entrepreneurship. Enough has been said that various factors affect the entrepreneurship (Castaño et al., 2015; Tur-Porcar et al., 2018). This study attempts to identify how specific regional factors are involved in indigenous entrepreneurial development by surveying views of Sumbanese people on entrepreneurship. Sumba is an island in Eastern Indonesia. The majority of the population has been affected by its indigenous traditions (Vel, 1994, 2005; Vel & Makambombu, 2010). Vel (1994) observed that most Sumbanese people work in primary industry and that Sumbanese economic mechanism is mainly operated in its specific traditional way for poverty alleviation. At the same time, she explored an increasing awareness of economic activity based on agriculture-related indigenous resources in Sumba. She noted that behavior, way of thinking, regulation, and obligation from the point of view of the indigenous tradition are tightly bound up with the degree of difficulty in economic advancement. Technically speaking, Vel (1994) devoted her research to societal change in an indigenous group by applying the economic concept. In a society replete with ethnicity and custom, economic activity is closely aligned to its indigenous tradition (Mungmachon, 2012; Vel & Makambombu, 2010).

This study is structured around entrepreneurship in the women Sumbanese indigenous community. Entrepreneurial traits are inseparable from economic advancement, and the number of entrepreneurs is a significant measure of the region's economic growth and poverty alleviation purpose (Eckhardt & Shane, 2003; McClelland, 1987). Entrepreneurial traits catalyze the economic growth (Boettke, 2014; Eckhardt & Shane, 2003; Robbins & Coulter, 2020; Thornton et al., 2011). Robbins and Coulter (2020) indicated that entrepreneurship impacts innovation, economic growth, and job creation. Innovation plays a dominant role in changing, experimenting, transforming, and revolutionizing and is a major entrepreneurial activity (Robbins & Coulter, 2020). Improvement in living standards relies heavily on increasing efficiency in doing a job, and entrepreneurship improves the efficiency (Robbins & Coulter, 2020). Job creation is vital to the community's overall economic health, and entrepreneurial venture mostly plays an integral role in creating the job (Robbins & Coulter, 2020; Thornton et al., 2011). Practically, entrepreneurial context entails cultural aspects (Robbins & Coulter, 2020; Thornton et al., 2011). From the point of view that

entrepreneurship is a societal phenomenon, the entrepreneur needs to look at cultural surroundings involved in its entrepreneurial activity (Robbins & Coulter, 2020; Thornton et al., 2011). In this overall perspective, it is undoubtedly worth inquiring into women Sumbanese entrepreneurship tied up with its indigenous cultural factors.

A recent study by Sinha et al. (2020) and Atahau et al. (2021) stated that the utilization of clean energy is one of the most apparent methods of climate change mitigation. And the vulnerability of women to climate changes (Akinsemolu & Olukoya, 2020). The current sustainable development goal (SDG) performance through the local organization in East Sumba indicates excellent progress in supporting climate action. Therefore, this study aims first to observe women Sumbanese on entrepreneurship and examine cultural and economic values influencing their entrepreneurship for poverty alleviation in rural areas. This study will show how the economic environment and surrounding culture relate to women's entrepreneurship in the Sumbanese community. This study gives all Sumbanese community members helpful information, including ethnic group leaders, governmental officers, and entrepreneurs. It also brings a new approach to women's entrepreneurship development in its concerns with indigenous tradition. This study aims to encourage and empower women into entrepreneurship in the rural area in which people have valued its own tradition.

This study is organized as follows. The first section introduces the background of this study. The second section deals with the literature review and hypothesis development. The third section clarifies methodology. The fourth section presents analysis results. The fifth section gives a discussion. The sixth section concludes this study by broaching limitations and providing suggestions for further research.

2. Introduction

2.1. Rural Entrepreneurship

Joseph Schumpeter noted that a developed economic environment creates a desirable qualitative change for the entrepreneurship (Kunkel, 1965; Thanawala, 2015). Economic development leads to investment that facilitates innovation (Thanawala, 2015). Innovation is a major drive for entrepreneurship (Schumpeter, 2003). Economic development propels an organization into a more efficient allocation of resources, and it allows for good management, which enables a disruptive change (Thanawala, 2015). Innovation attaches great importance to organizational learning (Hagedoorn, 1996). Entrepreneurship is shown differently in a diverse corporate form (Hagedoorn, 1996; Schumpeter, 2003). The degree of organizational dynamics decides innovative change (Hagedoorn, 1996). Many entrepreneurs serve as benchmarks for economic development in the region (McClelland, 1961). Schaltegger and Wagner (2011), entrepreneurship has evolved to solve global warming, water pollution, greenhouse gas emissions, and unsustainable natural resource use.

In the point of view of the developed world, rural areas are often seen as underdeveloped or developing. A rural area has its limitation of resources compared with a developed country. So entrepreneurs in the rural area usually search for an idea of mobilizing their surrounding natural resources to alleviate the poverty (Atahau et al., 2020; Atahau et al., 2021). But its entrepreneurial ideas mobilize the natural resources and achieve sustainable development goals for its sustainable business model (Schaltegger & Wagner, 2011; Atahau et al., 2020; Atahau et al., 2021). On the other hand, financial leverage is needed to realize its entrepreneurial idea (Brunton et al., 2008). But rural entrepreneurship should satisfy required high process standards and manage the physical distance from the central city to get necessary financial support from major financial organizations (Bosma & Sternberg, 2014; Newbery et al., 2017; Nijkamp, 2003; Rostow, 1990). Accordingly, rural entrepreneurs seek local community support (Atahau et al., 2020; Atahau et al., 2021). In the process, rural entrepreneurship naturally adapts itself to customary practice for financial supports. While rural entrepreneurs engage entrepreneurial intention with the daily routine of the local community, entrepreneurship naturally realizes the sustainable purpose that the local community pursues (Atahau et al., 2020; Atahau et al., 2021). Rural entrepreneurship harnesses innovation, maintains and develops communities, creates jobs, and manages the link between agriculture, land use, community, and economic growth (Atterton et al., 2011).

A previous environmental quality study by York and Venkataraman (2010) has shown that entrepreneurship is one of the most effective strategies for achieving ecological sustainability (SDG 13: climate action). Entrepreneurship could maintain the ecosystem, enhance agricultural practices, reduce environmental deforestation, boost freshwater availability and biodiversity, and improve environmental quality, according to He et al. (2020). The urgency of climate change has focused emphasis on women's vulnerability to its widespread effects, as well as how to mainstream women's engagement in mitigation and adaptation efforts. Economic, environmental, and sociological variables all contribute to women's vulnerability (Akinsemolu & Olukoya, 2020).

2.2. Economic Environment and Organizational Culture

Economic development enables democratic governance based on infrastructure built for the communication (Huber et al., 1993). Under democratic organizational culture, everyone has an equal excess of resources and networks (Banaszak-Holl et al., 1996). The external economic situation affects the formation of organizational structure, and the structure embodies organizational cultural features (Robbins & Coulter, 2020). Change-oriented features which economic development involves are instilled in an organization (Banaszak-Holl et al., 1996). Ever-changing, dynamic, and innovative organizational cultures are born of good business conditions (Banaszak-Holl et al., 1996). Technology backed by economic conditions also contributes to forming innovative culture by sharing knowledge (Banaszak-Holl et al., 1996). The flow of ideas and information is crucial to secure flexibility for change (Škerlavaj et al., 2010). A favorable condition

for innovation is achieved through an excellent economic environment for poverty alleviation (Škerlavaj et al., 2010). At this point, this study could develop a hypothesis as follows:

H1: The good economic environment of indigenous society positively affects forming supportive culture.

2.3. Organizational Culture and Entrepreneurship Performance

Entrepreneurship is aligned with society as a societal phenomenon (Low & MacMillan, 1988; Robbins & Coulter, 2020; Thornton et al., 2011). Van De Ven (1993) explored that an informal communication network facilitates sharing knowledge and information. New knowledge and information are essential to entrepreneurial opportunities (Robbins & Coulter, 2020). Autonomy in interaction boosts entrepreneurship and is dictated by organizational belief and value (Behram & Özdemirci, 2014). Flexibility, efficiency, and independence embodied in a supportive organization are favorable terms for creativity and innovation (Behram & Özdemirci, 2014). On the contrary, a hierarchical culture stresses maintenance in its stable system, and it operates as an obstacle that hinders entrepreneurial activities (Behram & Özdemirci, 2014). Culture functions as a critical element explaining a gap in acceptability for novelty (Todd & Javalgi, 2007). The propensity for avoiding uncertainty in society is less linked to the entrepreneurship (Thurik & Dejardin, 2011). Entrepreneurship has relevance to cultural traits, and it is generally favorable to high individualism, low uncertainty avoidance, low power distance, and low masculinity (Hayton et al., 2002; Rahman, 2019). Collins et al. (2017) found that the link between indigenous culture and indigenous Australian entrepreneurship in many facets. Indigenous culture features own uniqueness. Indigenous Australian entrepreneurs produce a set of goods and services with the cultural uniqueness (Collins et al., 2017). And the products are well received by market by getting a competitive edge over products with non-indigenous culture (Collins et al., 2017). Indigenous (Māori) entrepreneurs in screen production in New Zealand create jobs and wealth for the business owners and their communities by producing films and television with Māori language and culture (Henry, 2017). The indigenous communities share common perspectives of their Māori identity and their desire for emancipation (Henry, 2017). Emancipation here denotes liberating them from the organizations in which they worked for before by forming viable businesses (Henry, 2017). Kawharu et al. (2017) found that indigenous socio-cultural values acts an important role in building the leadership matrix for entrepreneurship. At this point, this study could develop a hypothesis as follows:

H2: The supportive culture of indigenous society positively affects entrepreneurship performance.

2.4. Economic Environment and Entrepreneurship Performance

Van Praag and Versloot (2007) noted that entrepreneurship has its cardinal value. The entrepreneurial process involves elements that stimulate economic growth (Begley & Boyd, 1987;

Low & MacMillan, 1988; Naudé, 2011; Saebi et al., 2019). Many studies proved that entrepreneurship generates economic benefits (Begley & Boyd, 1987; Low & MacMillan, 1988; Naudé, 2011; Saebi et al., 2019; Van Praag & Versloot, 2007).

Reversely, the economic condition impacts the entrepreneurship (Martínez-Fierro et al., 2016). Martínez-Fierro et al. (2016) examined that entrepreneurial performance depends on different levels of economic condition. Initially, entrepreneurs assess the opportunity for entrepreneurial ventures and then engage in the start-up issues (Robbins & Coulter, 2020). In the context of entrepreneurship, the feasibility of an entrepreneurial venture is coupled with accessibility to information and openness to potential opportunities (Martínez-Fierro et al., 2016; Robbins & Coulter, 2020). And those traits are prevalent in developed countries (Martínez-Fierro et al., 2016). Business is linked with economic condition of society. Support from business infrastructure determines business efficiency and effectiveness. It also goes for indigenous community (Gogoi et al., 2020; Rahman, 2019). Poor economic condition of an indigenous community causes people to have limitation to try out a new economic activity. At this point, this study could develop a hypothesis as follows:

H3: The good economic environment of indigenous society positively affects entrepreneurship performance.

2.5. Economic Environment, Organizational Culture, and Entrepreneurship Performance

Benefits from economic development motivate people to have an entrepreneurial idea and deal with start-up issues (Hagedoorn, 1996). Economic development creates an environment where entrepreneurial potentiality flourishes (Hagedoorn, 1996; Schumpeter, 2003; Toma et al., 2014). Entrepreneurship could seldom be built without an opportunity recognition (Robbins & Coulter, 2020; Short et al., 2010). Opportunity connotes the innovative value of the entrepreneurial venture, and awareness of opportunity is cultivated by the learning (Garavan, 1997; Short et al., 2010; Toma et al., 2014). Strong learning culture in an organization catalyzes opportunity recognition (Short et al., 2010; Toma et al., 2014). Sullivan (2000) articulated the importance of entrepreneurial learning. Entrepreneurship needs a discerning eye to capture entrepreneurial opportunities and identify competitive advantage in a dynamic environment (Lee et al., 2005; Robbins & Coulter, 2020; Short et al., 2010). Cultural flexibility, which is not afraid of disruptive innovation, inspires entrepreneurial spirit by instilling entrepreneurial ideas and skills (Toma et al., 2014). Supportive organizational culture nurtures perception of entrepreneurial opportunity and capability of dealing with profitable resource (Lee et al., 2005; Short et al., 2010; Sullivan, 2000). Organizational culture plays a critical role in forming the entrepreneurship (Yildiz, 2014). Economic condition of indigenous community determines its own entrepreneurship efficiency (Shabudin et al., 2016). A good economic condition earns entrepreneurs sufficient business chances from its well-built infrastructure (Rahman, 2019; Shabudin et al., 2016). A positive organizational culture in indigenous community features its own cultural unity and distinctness (Rahman, 2019). It works in business as well as other activities. The cultural traits propel people into outstanding performance in

entrepreneurship (Shabudin et al., 2016). At this point, this study could develop a hypothesis as follows:

H4: Organizational culture mediates the relationship between economic environment and entrepreneurship performance in indigenous society.

3. Methodology

The study objective was to examine the economic and organizational impact on women's entrepreneurship. We assume that women's entrepreneurship as the ultimate goal of the study is expected to be achieved through strengthening organizational culture. In doing so, we employed non-probability purposive sampling to collect the sample. Judgment sampling was chosen among four non-probability purposive sampling techniques. Because a few people have needful information, all surveyed participated in customary entrepreneurship education programs. This sampling includes all forms of participating in those programs. Back-translation was done before questionnaires were sent to respondents. Because an original questionnaire was written in English, its survey was to be conducted in one of the ethnic groups in Indonesia. While distributing questionnaires, a focus group discussion is performed to validate a conceptual model. This practice involves women indigenous leaders who grasp cultural and entrepreneurial contexts. A survey was processed at the women farmers group in East Sumba (East Nusa Tenggara Province, Indonesia). Although the district has its typical and traditional features, it has displayed a growing tendency to develop its economy. The movement exhibits evidence for increased entrepreneurship and economic growth in an indigenous region (Vel, 1994, 2005; Vel & Makambombu, 2010).

Statistical power and pointing arrows were used to verify the sample size of 50 respondents for the observation. Statistical power and pointing arrows are the most important factors determining the sample size (Cohen, 1992). The minimum sample size with a statistical power of 80% and four pointing arrows (R² value is at least 0.5; probability of error is 5%) is 42. The sample size was selected based on the sample size required for the variance-based Structural Equation Model (well known as PLS-SEM) (Hair et al., 2017). To analyze the path hypothesis, this study employed PLS-SEM. The SmartPLS 3 software is used for analysis. This study utilized a Hayes-type analysis to examine the indirect effects (Hayes, 2013). The methodology is related to the bootstrap technique. Bootstrapping is repeated for many subsamples (at least 500 subsamples). It is repeated until 5,000 subsamples (Hair et al., 2017). The PLS-SEM starts with defining constructs. This process lays the groundwork for designing individual indicators (Hair et al., 2018). Each scale indicator was measured on a Likert scale. Each scale was subdivided in an interval of 0.8, as shown in Table 1.

Table 1: Response Category

Scale level	Interval	Response category
1	1.00 – 1.80	Very low
2	1.81 – 2.60	Low
3	2.61 – 3.40	Medium
4	3.41 – 4.20	High
5	4.21 – 5.00	Very high

Sources: Hair et al. (2011), Atahau et al. (2020), Atahau et al. (2021)

Responses from respondents were graded on a 5-point Likert scale: 5 = Very High; 4 = High; 3 = Medium; 2 = Low; 1 = Very Low. We set its measuring indicators to measure each latent construct, as shown in Table 2. And each indicator is set to be capable of representing the corresponding latent construct.

Table 2: Formulation of Constructs and Indicators

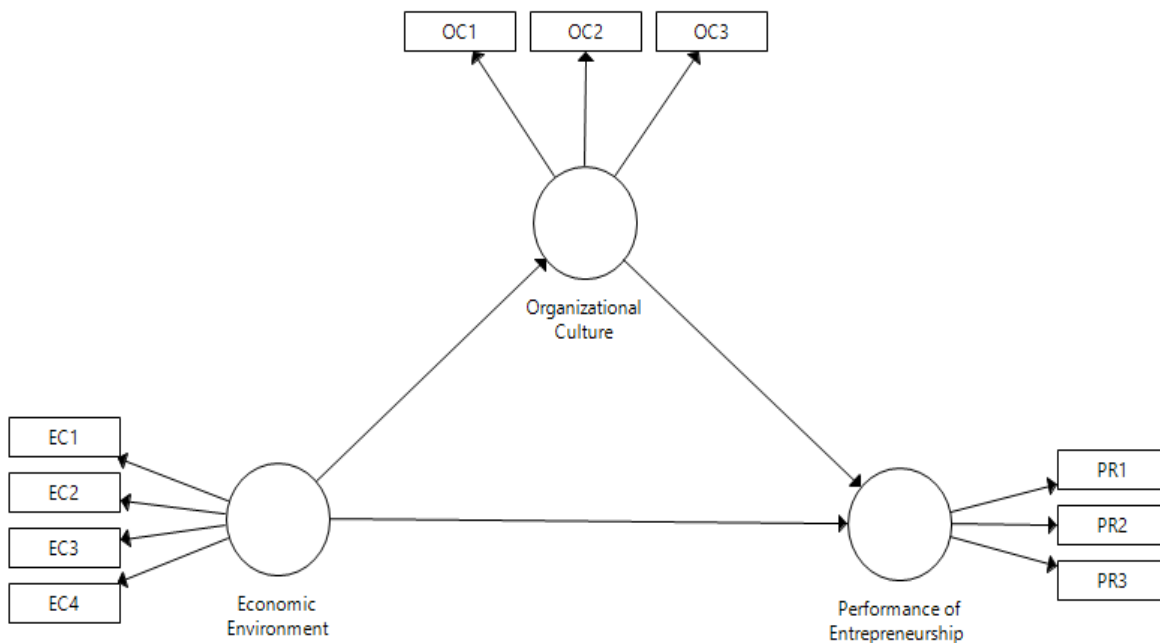
Constructs	Indicators	Actual Statement	Scale
EC	Pricing conditions in the market	The interaction of supply and demand in the village is able to influence product pricing for entrepreneurial activities.	Ordinal
	Accessibility to capital	Village gives support to access an adequate capital in entrepreneurial activities.	
	Customary values in the market	Customary relationships (e.g., family, friends) will enhance interaction of supply and demand for products in entrepreneurial activities.	
	Government and other parties' support	The local governance offers an assistance for community entrepreneurial issues through customary consensus.	
OC	Customary values in a relationship	The local communities have a mutual agreement to carry out entrepreneurial activities (e.g., rotu padang, hillu kandutuku).	Ordinal
	Local culture in group	Entrepreneurial activities are carried out based on the principles of local culture (e.g., value and norms).	
	Social status	The social status in the local community is supportive of forming a favorable environment for entrepreneurship.	
PR	Increase in vocational skills	Entrepreneurship based on cultural values can improve vocational skills.	Ordinal
	Growth in entrepreneurship	A local entrepreneurial education program accelerates the growth of entrepreneurship.	

Increase in business and income	The special skills acquired by a local entrepreneurial education program are supportive of expanding business relationships and income (e.g., communication, tacit knowledge).
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Notes: EC defines the economic environment. OC represents the organizational culture. PR indicates the performance of entrepreneurship.

Sources: Modified from Saffu (2003), Paramita et al. (2015)

As indicators defined, a model was produced, as shown in Figure 1. The model involves each latent construct. Each indicator is linked to its corresponding latent constructs. Thus, there are connections between constructs.



The figure displays relationship between constructs. It also illustrates relationships which each hypothesis represents. The arrow connecting the economic environment to organizational culture shows H1. Likewise, H2, H3, and H4 are reified. PLS-SEM was employed for analysis. The data were analyzed in two ways. One is to estimate the outer model, and the other is to check the connection between a construct and its indicators. Constructs were examined with indicator reliability, convergent validity, and discriminant validity. Because each indicator gives shapes to constructs, and each construct represents its indicators. Each criterion observes an indicator’s total contribution to its corresponding construct. Loadings are of primary interest in evaluating reflective measurement models. Outer loadings assessed individual indicator reliability. A value of greater than 0.6 is considered reliable (Hair et al., 2017).

Figure 1: Research Framework

Construct validity is how accurately a set of indicators represents constructs (Hair et al., 2018; O’Leary-Kelly & Vokurka, 1998). Construct validity is assessed by four criteria: Cronbach’s Alpha, Average Variance Extracted (AVE), Composite reliability (CR), and Heterotrait-Monotrait Ratio (HTMT). Cronbach’s Alpha is generally used to examine the internal consistency of indicators (Bland & Altman, 1997; Taber, 2018; Tavakol & Dennick, 2011; Vaske et al., 2017). Its values could fall between 0 to 1, and an alpha level of greater than 0.7 is typically considered an acceptable (Taber, 2018; Tavakol & Dennick, 2011). Average Variance Extracted (AVE) measures convergent validity (Hair et al., 2018). AVE exhibits the extent to which a construct explains the variance of its indicators (Fornell & Larcker, 1981; Hair et al., 2018). An AVE of 0.5 or higher suggests an adequate convergence (Hair et al., 2018). Composite reliability (CR) measures the reliability and internal consistency of indicators representing a construct (Hair et al., 2018). A CR value of higher than 0.7 indicates that internal consistency exists (Bacon et al., 1995; Brunner & Süß, 2005; Chau, 1999; Fornell & Larcker, 1981). Heterotrait-Monotrait Ratio (HTMT) is a criterion for assessing discriminant validity (Hair et al., 2018). It examines the degree to which a construct or indicator is truly distinct from other constructs or indicators (Hair et al., 2018; Henseler et al., 2014; Yusoff et al., 2020). An HTMT value closing to 1 means a lack of discriminant validity (Yusoff et al., 2020; Zmnako & Chalabi, 2019). Construct validity is examined, and then the focus shifts to model diagnostics to improve the specified model. It involves assessing the overall model fit and path between constructs (Hair et al., 2018). Approximate fit indices and Standardized Root Mean Square Residual (SRMR) are important in PLS-SEM analysis. A rule of thumb is that SRMR over 0.1 suggests a problem with the fit (Hair et al., 2018). Besides, inference statistics will be used to assess exact fit measurements by squared Euclidean distance (d_{ULS}) and geodesic distance (d_{G}). The confidence interval (95% or 99%) should be larger than the initial value of the exact d_{ULS} and d_{G} fit criteria (Henseler et al., 2014).

4. Empirical Results

Respondents consist of fifty females in the women farmers group. All respondents were working as women entrepreneurs (100%). Thus, they became a fit target for the survey.

Table 3: Demographic Characteristic

Variable	Description	Respondents	
		Frequency	%
Age	20-35	4	8.0
	36-44	32	64.0
	45-54	6	12.0
	55-64	5	10.0
	60+	3	6.0
	Total	50	100.0
Gender	Female	50	100.0
	Total	50	100.0
Education	Primary school	4	8.0
	Junior high school	39	78.0
	Senior high school	4	8.0
	Bachelor	3	6.0
	Total	50	100.0
Occupation	Entrepreneur	50	100.0
	Total	50	100.0
Monthly income	≤ IDR 1,000,000	-	-
	> IDR 1,000,000 – 5,000,000	50	100.0
	> IDR 5,000,000	-	-
	Total	50	100.0

Note: IDR means Indonesian currency.

Source: own research

It also found that most respondents have low education levels (junior high school). Table 4 shows summary statistics for indicators.

Table 4: Summary Statistics for Indicators

Indicators	Min.	Max.	Mean	Std. Dev.
A. Economic environment				
1. EC1	2	5	3.980	0.883
2. EC2	2	5	4.420	0.777
3. EC3	2	5	3.940	0.810
4. EC4	2	5	4.060	0.810
Average			4.100	
Category			High	
B. Organizational culture				
1. OC1	1	5	4.160	0.833
2. OC2	2	5	4.060	0.810
3. OC3	2	5	4.360	0.656
Average			4.193	
Category			High	
C. Performance of entrepreneurship				
1. PR1	3	5	4.360	0.714
2. PR2	3	5	4.240	0.736
3. PR3	2	5	4.040	0.871
Average			4.213	
Category			Very High	

Source: own research

All constructs generally tend to have high scores: economic environment is 4.100; organizational culture is 4.193; entrepreneurship performance is 4.213. The outer loadings between a construct and its indicators indicate that all indicators are valid (outer loadings > 0.6).

Table 5: Assessment of Measurement Model

Constructs	Indicator	Outer loadings	AVE	CR	Cronbach's alpha
Economic	EC1	0.751	0.609	0.861	0.786
	EC2	0.740			
	EC3	0.798			
	EC4	0.829			

Organizational	OC1	0.834	0.668	0.856	0.743
	OC2	0.939			
	OC3	0.654			
Performance	PR1	0.907	0.763	0.906	0.849
	PR2	0.841			
	PR3	0.872			

Source: SmartPLS' results

Table 5 shows that all indicators fulfill construct validity and reliability criteria. Each of Cronbach’s alpha and composite reliability is greater than 0.7. The AVE of greater than 0.5 suggests convergent validity. HTMT examined discriminant validity.

Table 6: HTMT Correlation Ratio

Constructs	Correlation	Bootstrapping (95% CIBC)		
		Bias	2.5%	97.5%
Organizational → Economic	0.834	0.008	0.613	1.019
Performance → Economic	0.303	0.054	0.124	0.589
Performance → Organizational	0.460	0.026	0.192	0.742

Source: SmartPLS' results

Table 6 shows that discriminant validity is fulfilled. When the conceptual distinction is stressed, a threshold value of 0.85 is suggested (Hair et al., 2018). And approximate fit indices also support this study, as shown in Table 7.

Table 7: Approximate Fit Indices

Statistics	SRMR	D_ULS	D_G
Estimated model	0.093	0.477	0.196
Confidence interval 95%	0.082	0.598	0.367
Confidence interval 99%	0.104	0.755	0.462

Source: SmartPLS' results

Table 7 shows that the Standardized Root Mean Square Residual is 0.093. Its value of less than 0.1 or 0.08 is considered a good fit (Hu & Bentler, 1999). And, d_ULS and d_G confidence intervals are greater than the estimated value. It indicates that d_ULS and d_G fit its criteria. To test hypotheses, bootstrapping ran with 5,000 bootstrap subsamples. The results are illustrated in Figure 2, Tables 8, and 9.

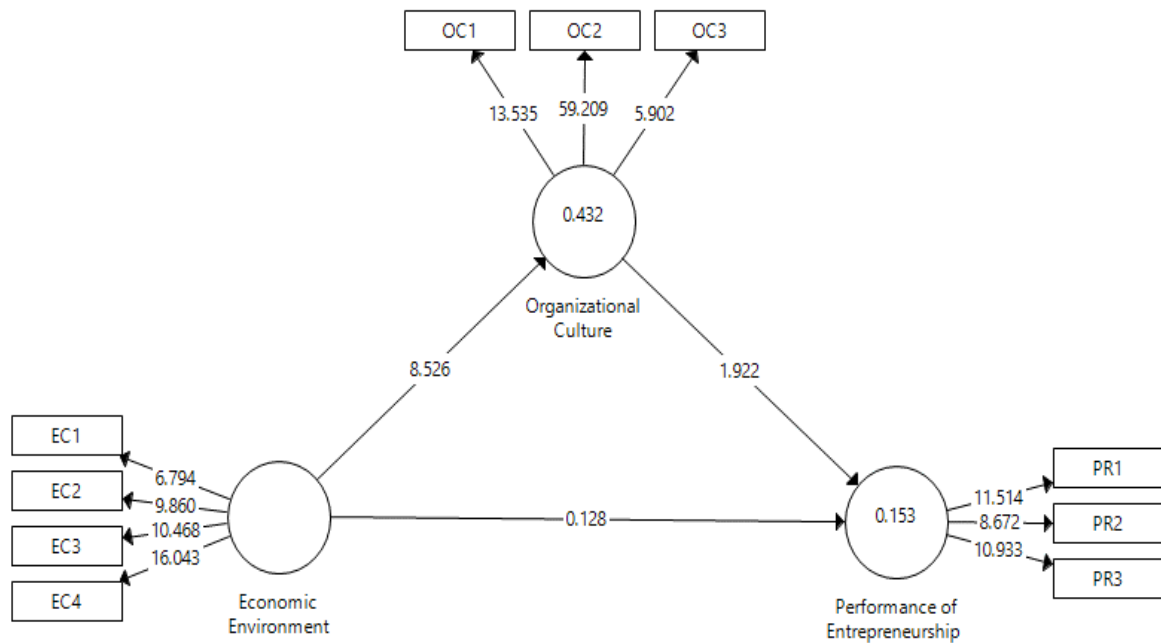


Figure 2: Simple Mediation Output

Note: 0.432 and 0.153 represent R-squared values of organizational culture and performance of entrepreneurship, respectively.

Figure 2 illustrates that the economic environment defines 43.2% (0.432) of organizational culture variation. By the same token, the economic environment represents 15.3% (0.153) of the performance of entrepreneurship variation. Those R-squared values also supposes full mediation.

Table 8: Goodness-of-Fit Index

Constructs	AVE	R ²	GoF = $\sqrt{AVE \times R^2}$
Economic	0.609	-	-
Organizational	0.668	0.432	-
Performance	0.763	0.153	-
Average	0.680	0.293	0.446

Source: SmartPLS' results

The Goodness of Fit index of 0.446 indicates a satisfactory model fit and considerable predictive power.

Table 9: Direct, Indirect, and Mediation Test

Hypothesis	Direct effects	β	T-stat.	Bootstrapping (95% CIBC)		
				Bias	2.5%	97.5%
H ₁	Economic → Organizational	0.657	8.526***	0.014	0.458	0.780
H ₂	Organizational → Performance	0.372	1.922*	0.018	-0.090	0.699
H ₃	Economic → Performance	0.027	0.128	0.006	-0.366	0.446
	Indirect effects	β	T-stat.	Bootstrapping (95% CIBC)		
				Bias	2.5%	97.5%
H ₄	Economic → Organizational → Performance	0.245	1.784*	0.017	-0.063	0.493
	Mediation test		Test.stat	Std.error	<i>p</i>	
	Economic → Organizational → Performance		1.871	0.131	0.061*	

Sources: SmartPLS' results and Sobel calculator

Given the outcome, economic environment positively influences organizational culture ($\beta_1 = 0.657$; $p < 0.01$; CIBC= 0.458 ~ 0.780). It also shows that organizational culture significantly influences performance of entrepreneurship ($\beta_2 = 0.372$; $p < 0.10$; CIBC= -0.090 ~ 0.699). The direct effect of economic environment on performance of entrepreneurship is not supported ($\beta_3 = 0.027$; $p > 0.10$; CIBC= -0.366 ~ 0.446). But there is a positive and indirect effect of economic environment on performance of entrepreneurship ($\beta_4 = 0.245$; $p < 0.10$; CIBC= -0.063 ~ 0.493). The indirect (mediated) effect is in line with the Sobel test results (Test. Stat 1.871; $p < 0.10$). It proves that organizational culture has its mediating role in the relationship between economic environment and performance of entrepreneurship. In mediation test, it shows that full mediation exists.

5. Discussion

The findings show that the economic environment significantly affects organizational culture (Soegiono et al., 2019). Atahau et al. (2020) noted that local governance is affected by the economic activity in rural areas to combat the poverty. Robbins and Coulter (2020) suggested that the external economic situation affects the formation of organizational structure and that the structure embodies organizational cultural features. Those views accord well with the cultural logic for the indigenous group. Women's decision to start a business is influenced by their socio-cultural background (Ahl, 2006).

The women entrepreneurial activities based on local wisdom in East Sumba relate to its triple bottom line framework. Sumbanese belief (Marapu) has maintained harmony between nature, society, and the economy. The economic values indicate rotu padang (livestock preservation), tungu

uhu (livestock preservation), mihi parotu (fishery preservation), and hillu kandutuku (livestock preservation), and it is linked to indigenous organizations' consensus (kabunggur patabokul). It indicates the existing SDG performance in East Sumba shows a large improvement in backup climate action (SDG 13). Entrepreneurs could aid in the resolution of environmental issues by assisting institutions in achieving their objectives. And by doing things that institutions couldn't do, they're able to create new services and institutions (York & Venkataraman, 2010).

Nowadays, women entrepreneurs have been struggling with economic recovery during the prevalence and persistence of Covid-19. Women entrepreneurs in East Sumba have also made much effort to rebuild its economy sustainably. Ancestors of the Sumbanese (Marapu) have shaped ideological underpinning for sustainable entrepreneurship. Sustainable entrepreneurship involves local communal values. Entrepreneurship is in consonance with environmental sustainability. It ranges from weaving and trading to nature conservation. Women entrepreneurship encompasses a wide range of activities to alleviate the poverty in rural areas.

In rebuilding the economy in the indigenous group, the women entrepreneurs cast themselves in the role of the locomotive. The harmonious relationship between nature and humans encourages sustainability. Women entrepreneurs regard nature as a source of livelihood. Especially, women entrepreneurs have their expertise in managing natural sustainability, even though the women entrepreneurs are at the lower level in their socioeconomic status. Therefore, women entrepreneurs involve themselves in the decision-making process for regional development. Women entrepreneurs develop social capital for themselves to vitalize their economic condition (Cardella et al., 2020).

This study proved that organizational culture has a significant effect on the performance of entrepreneurship. The findings corroborate the mediating role of organizational culture in the relationship between economic environment and entrepreneurship performance. The supportive organizational culture nurtures the perception of entrepreneurial opportunity and capability to deal with profitable resources (Sullivan, 2000; Lee et al., 2005; Short et al., 2010; Atterton et al., 2011). He et al. (2020) stated that the environmental quality of sustainable development is positively related to opportunity-based entrepreneurship. Environmental degradation and climate change could be addressed through opportunity entrepreneurship. The kabunggur patabokul embodies traditional values of resource distribution in East Sumba. Kabunggur patabokul contributes to East Sumba development (e.g., allocation of agricultural land and savanna). The women's entrepreneurial knowledge and capabilities in East Sumba have been directed to the agriculture and livestock industry. Behram and Özdemirci (2014) said that flexibility, efficiency, and independence embodied in a supportive organization are favorable terms for creativity and innovation. However, women's entrepreneurship is adoptive rather than innovative and is reactive rather than proactive. The findings corroborate the relevance and significance of autonomy stemming from individual entrepreneurial orientation (Dahal & Krisjanti, 2021). Behram and Özdemirci (2014) suggested that autonomy boosts entrepreneurship and is dictated by organizational belief and value. According to

Kawharu et al. (2017), socio-cultural values play an important role in the entrepreneurship development. Therefore, people with strong cultural traits outperform others in entrepreneurship (Shabudin et al., 2016).

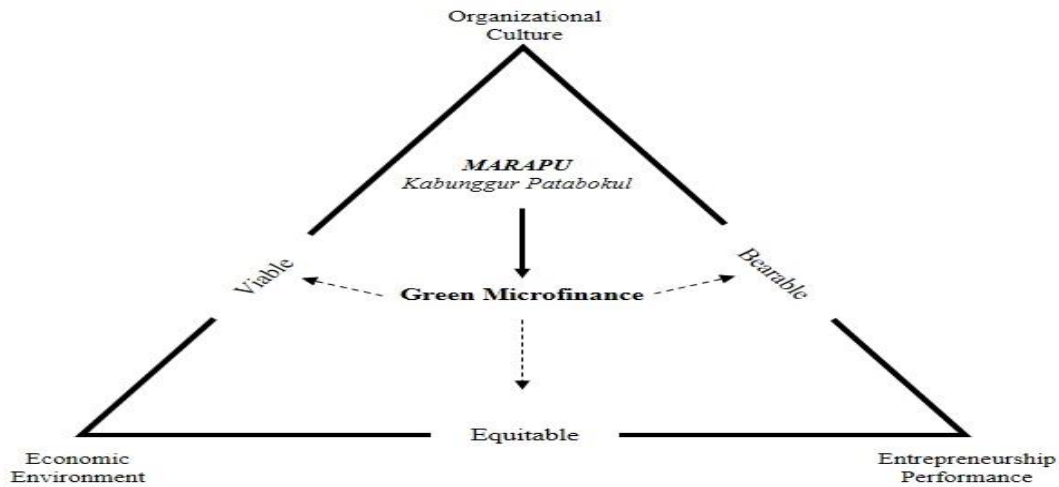
Indigenous organizations proceed on the principle of self-governance to distribute public resources. Brick (2008) explored three types of indigenous organizations in Afghanistan: Shura, Malik, and Mullah. In Afghanistan, indigenous organizations have strong power in rural areas where more than 80% of the population lives (Brick, 2008). Thus, state-led projects were often frustrated by indigenous communities, whose culture is so conservative that it would not allow any changes (Brick, 2008). The study of those indigenous organizations bears some resemblance to this study.

In Indonesia, indigenous organizations exercise their dominion over its rural region. For instance, the resistance of the Samin community thwarted approval for the construction of a cement factory in the Kendeng mountain (Central Java, Indonesia). It would damage land use and low water absorption and reduce soil fertility in the Kendeng Mountains. From the perspective of ecology, it would certainly have a negative impact. But from the perspective of business, it would have a positive effect. It found that indigenous organizations have strong dominion over their region (Putri, 2017b, 2017a).

The findings show that the economic environment does not significantly affect women entrepreneur performance in an indigenous society. It does not advocate a prevalent view. Enough has been said that economic condition significantly affects the entrepreneurship (Martínez-Fierro et al., 2016). Based on the focus group discussion, the Sumbanese (East Sumba) entrepreneurial spirit is less developed. And most women entrepreneurial activities in East Sumba are dominated by migrants from the Javanese, Bima, Bugis, Wewewa, and ethnic Chinese: Ethnic Chinese are engaged in trading (retailing); Bimanese are selling clothes; Javanese are selling food and glassware; Wewewa (Southwest Sumba) are selling vegetables. It is probable that an influx of people facilitates rural business. The women entrepreneurs in East Sumba are less able to compete with other ethnicities. And the relationship between economic environment and entrepreneurship performance relies on the accessibility to rural microfinance institutions (MFIs) (Beisland et al., 2015; Kiendrebeogo & Minea, 2016; Kumarasamy & Singh, 2018). Atahau et al. (2020) noted that MFIs could be an instrument of financing for entrepreneurship in rural areas.

The local entrepreneurs are not intrinsically motivated to do better in their tasks and outcomes. And they are not determined to outperform competitors by developing new value-added products. By the same token, they are unwilling to monitor their customers' needs and preferences (Dahal & Krisjanti, 2021). Due to community's poor economic situation, people are hesitant to try out a new economic activity (Gogoi et al., 2020; Rahman, 2019). This study was limited to the consideration of women's entrepreneurship. It has shown a propensity for small businesses and limited access to financial resources. Proceeding on entrepreneurship hinges on competence in recognizing opportunities, obtaining resources, using opportunities, and achieving efficiency and effectiveness

(Alvarez & Barney, 2017; Alvarez & Busenitz, 2001). Indigenous entrepreneurship has low competitiveness from their less competitive economic environment (Dahal & Krisjanti, 2021).



Notably, financial resource is an important element to be leveraged in entrepreneurship.

Based on our findings, we developed the triple bottom line for rural entrepreneurship in Sumba (Figure 3).

Figure 3: The Triple Bottom Line of Rural Entrepreneurship of Sumbanese

Source: own research

Marapu values is strongly adhered by Sumbanese consensus such as kabunggur patabokul become the foundation of rural entrepreneurship activities. Interaction between economic environment and organizational culture constructs resulted in the viability of green microfinance. Interaction between organizational culture and entrepreneurship performance constructs lead to the bearably of green microfinance. Then, the economic environment and entrepreneurship performance interaction create equitability of green microfinance. The triple bottom line could be used as a framework of using bottom-up approach in developing rural entrepreneurship. Hence, culture-led organization becomes a policy alternative for the local government to support the climate action (SDG 13) and gender equality (SDG 5) in Sumba.

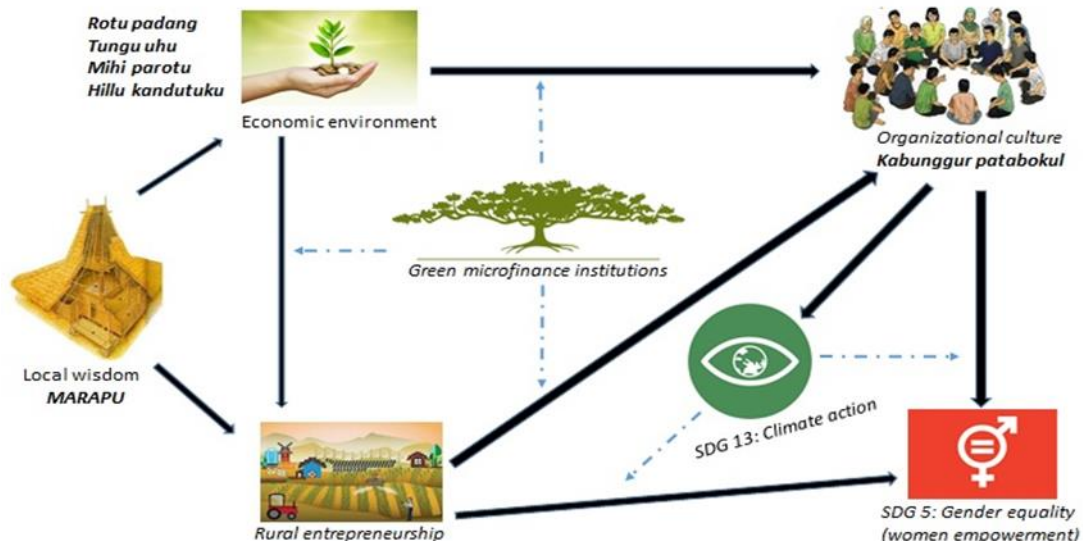


Figure: 4 Pro-Climate and Gender Policy Through Organizational Culture

Source: own research

Collaborations on pro-climate and pro-gender policy in comprehensive relation with rural entrepreneurship is showed in Figure 4 above. To achieve the target, establishing the women entrepreneur community for testing the climate and gender policy through green microfinance institutions is a possible solution for poverty alleviation in rural areas (Atahau et al., 2021). In addition, Lee and Huruta (2022) highlighted that local wisdom-based financial literacy has been also identified as a viable alternative for mainstreaming women's empowerment in local development. Therefore, gender-targeted programs could consider pro-literacy policies in rural development.

6. Conclusion

The findings show that the economic environment relates to organizational culture in East Sumba. Local economic practices (rotu padang, tungu uhu, mihi parotu, and hillu kandutuku) have been decided through a local consensus (kabunggur patabokul) for poverty alleviation. This study addressed the direct and indirect (mediated) effect of organizational culture on women entrepreneur performance. Kabunggur patabokul is firmly wedded to the distribution of resources. The entrepreneurial knowledge and capabilities of women entrepreneurs are dictated by the Marapu spirit whose idea includes the sustainability of nature. Notably, the climate action through the role of a local organization in East Sumba provides opportunities for women's entrepreneurial activity in the agricultural and livestock sectors. Organizational culture exerts a strong influence on climate action and gender equality in rural areas. The women are encouraged to become entrepreneurs in such an environment by giving incentives and a supportive culture. Therefore, the East Sumba government needs to support their access to education and training, infrastructure, and funding sources through green microfinance institutions. Furthermore, our findings do not advocate the third hypothesis. In terms of economic governance, indigenous organizations' power surpasses local government authority in rural areas. And women entrepreneurs are limited by the low level of access to ordinary financial resources. In this context, women's entrepreneurial knowledge and capability are naturally realized through the environment-oriented microfinancing (MFIs) (Atahau et al., 2021).

The theoretical implication of our study regarding to the mediating effect of organizational culture on economic and entrepreneurship performance relation. The fully mediating effect of organizational culture on the relationship between these two variables is our main research contribution. The policy implications are related to the local government's support to enhance the organizational culture's role in managing indigenous' initiatives based on their local knowledge. Furthermore, collaboration between related stakeholders (villagers, government, non-government organization, and local university) is important to support entrepreneurship's initiatives in rural development. The methodological implication of this research relates to bootstrapping technique.

Bootstrapping is a nonparametric procedure for determining the statistical significance of PLS-SEM results such as path coefficients, Cronbach's alpha, HTMT, AVE, CR, SRMR, D_ULS, D_G, and R2. Our findings also stress the importance of implementing local knowledge based on indigenous culture in entrepreneurship initiatives. It serves as the social implications since organizational culture will facilitate preservation initiatives offered by women farmers group.

Along with its strengths, our study has several limitations. Data collection was limited to East Sumba so that the findings could not be generalized to another region. For example, future research could examine a larger research location such as women's farmer groups across Indonesia. Using purposive sampling could decrease external validity, although it has a strong point for studying women entrepreneurs. PLS-SEM is not necessarily better than other methods of evaluating possible higher-order and interactive effects. Thus, future research could use random sample techniques to recruit prospective respondents. The existing COVID-19 pandemic could have an effect on field data collection. As a result, we recommend that future research include in-depth interviews to support research data collection.

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