

Cultural perspectives of business performance and subjective well-being

Anak Agung Istri Ngurah Marhaeni^{a*} and I Gusti Ayu Purnamawati^b

^aUniversitas Udayana, Indonesia

^bUniversitas Pendidikan Ganesha, Indonesia

CHRONICLE

Article history:

Received: June 20, 2020

Received in revised format:

August 30 2020

Accepted: September 18, 2020

Available online:

September 18, 2020

Keywords:

Subjective well-being

Business performance

Cultural

ABSTRACT

Women's entrepreneurship is closely related to managerial effectiveness and innovation and women's limited access to economic resources greatly influences women's welfare. This study aimed to analyze the effects of woman empowerment, entrepreneurial orientation, business network, and business performance on subjective well-being. The research design was in the form of explanatory research and used structural equation modeling. The population in this study were all weaving businesses in Bali Province. Determination of samples in this study was based on non-probability sampling. The sampling used in this study was 112 women weaving business owners. The results of this study reveal that entrepreneurial orientation and business networks had significant effects on business performance and subjective well-being, while women's empowerment had no effect, although it was moderated by the role of bricolage. This research measurement was based on the spiritual philosophy of Tri Hita Karana in cultural perspectives.

© 2021 by the authors; licensee Growing Science, Canada

1. Introduction

Today, women produce 41 percent of workers paid off-farm, compared to 35 percent in 1990. Giving women equal rights to economic resources such as land and property is a vital target for realizing sustainable development goals. It also ensures universal access to sexual and reproductive health. Currently there are more women entering public positions than ever before, and encouraging women leaders to help strengthen gender equality policies and laws (United Nations Development Programme, 2018). Empowerment refers to the capacity of individuals, groups and / or communities to control their circumstances, use their strength and achieve their own goals, and the process by which, individually and collectively, they can help themselves and others maximize their quality of life (Adams, 2008). The development of civilization in Indonesia is currently growing in the scope of culture and practical ideology so that it has a negative impact on various aspects of life and community structure. Various attempts have been made by the central and regional governments so that every element of society, especially women, is able to be empowered in accordance with the existing rules, but these efforts do not run smoothly, so that every program aimed at empowering women, seems to be a program that normatively able to be addressed with minimal. In fact, the level of women's ability in all regions of Indonesia has not been reached, even women's empowerment is a measure of the success of programs that are quantitatively able to meet the expectations of the central government. Organizational progress managed by women will lead to an increase in business performance which then impacts on the level of national economic growth and community welfare, especially women. National economic growth is indirectly strongly influenced by the development of globalization which causes changes in the mindset and order of people's lives from the era of tradition to the era of free and competitive competition.

* Corresponding author.

E-mail address: marhaeni_agung@unud.ac.id (A. Ag. I. N. Marhaeni)

Bali Province with the excellence of creativity and art possessed by its people has the opportunity to develop the craft industry to its full potential. Weaving crafts closely with the traditions and culture of Balinese people. The fluctuating GRDP growth in Bali Province was accompanied by the development of the manufacturing industry sector, especially the textile and apparel industry. To increase economic growth and welfare of the people in Bali Province, the government makes different policies such as prioritizing the industrial sector. The guidance and development of SMEs received great attention from the government given its role in the development of a society-based economy through labor-intensive production processes that are able to absorb a large workforce, expand employment opportunities and increase income. In accordance with the general policy direction of national development 2015-2019 the first was to promote inclusive and sustainable economic growth. In 2011, Ikat woven cloth began to develop again due to cheap raw materials and the development of various Ikat woven cloth motifs that fit the market needs. Most Balinese ikats were designed and manufactured for the benefit of the local Balinese market, so the colors, motifs and designs were according to the tastes of the Balinese people. If we only focus on the local market in Bali, the output that could be absorbed would be even smaller, coupled with the entry of types of fabric from outside Bali, which makes Bali's Endek craftsmen increasingly panting in running their businesses. In addition to have a strategic orientation, the network also provides resources for newborn entrepreneurs to increase important resources in building a business, including information, advice, and access to finance (Kim & Sherraden, 2014). The strong ties of women contribute to increasing the motivation and performance of their business stated by Chowdhury et al. (2013) and Yetim (2008). Empowerment is often associated with social movements, social change (Askheim, 2003), and performance. Women's performance can be changed through empowerment strategies. Jönsson (2010) claims that empowerment is closely related to self-expression, strength, influence, participation, and control. Three different types of empowerment: social, psychological, and political, were proposed by Friedmann (1992). Riger (1993) explains that psychological empowerment is very important, because it consists of beliefs about the ability, effectiveness, and readiness of women to be part of activities to exercise control in the political and social environment.

The weaving industry in Bali is included in the business field of the textile and apparel industry, it is a cultural product as a result of the manufacturing sector which still uses a lot of non-machine looms. There are still weavers who use looms called *cag-cag* that are used by sitting on the ground or floor. The weaving handicraft industry in Bali Province which is a local wisdom-based business still faces many obstacles in its growth, both from the lack of business centers and the marketing aspects of business results in the form of Endek cloth and Songket. Endek produced from the Ikat industry in Bali on average still uses traditional motifs and designs, some of which are only used during traditional ceremonies. This cultural heritage causes some types of cloth which are considered sacred and are closely related to religious ceremonies (Sukawati, 2009). The nature of tradition and community life in Bali in general are full of religious ceremonies and philosophical values. The existence of *Tri Hita Karana's* spiritual philosophy, is namely the three causes of happiness in life (Purnamawati et al., 2015). Its implementation can shape the character of Balinese who care about the relationship between humans and God (*parahyangan*), humans with each other (*pawongan*), and humans with the environment (*palemahan*) (Wirawan & Widana, 2020). Judging from the social aspect, woven fabric in principle can be used as clothes or body coverings, as a symbol of ties of brotherhood (*menyama braya*) (Adnyani et al., 2019). Meanwhile, if viewed from the cultural aspect, woven fabric can be used in many traditional and religious ceremonies of the Balinese people, who are often known as *Panca Yadnya*. Woven fabric is not just cloth that has artistic value, but more than that, Endek fabric also has a very high economic value. Proven to date the Endek and Songket woven fabric industry are able to open up employment opportunities and improve the welfare of local communities as well as cultural wisdom (Purnamawati, 2017).

2. Literature Review and Hypothesis Development

The increasing importance of women's involvement in economic activities results in the need for maximum empowerment in order to increase the active role of women in improving family welfare. The current paradigm of economic development is the development in the industrial sector. The growing industrial sector in Bali is Small and Medium Enterprises (SMEs). SMEs make a major contribution to the growth of Bali's GRDP. The existence of SMEs that have a large role in sustaining the country's economy, especially when a crisis occurs, but ironically small industries in maintaining their existence in the midst of increasingly fierce competition often experience obstacles both because of factors originating from within the industry itself or factors originating from outside the industry. Empirical studies have shown that women's empowerment is positively related to motivation (Zhang & Bartol, 2010), job satisfaction and organizational commitment (Liden et al., 2000), as well as business performance and work effectiveness (Spreitzer et al., 1997), creativity and innovation (Pieterse et al., 2009). Finally, not only is a person's ability to manage a company, but his efforts will also have an impact on organizational results (Ashforth, 1989). Each of the three elements of women's entrepreneurship empowerment influences indirectly in various entrepreneurial studies. In line with the idea of empowerment, previous research shows that self-determination is a strong motivating factor among women entrepreneurs (Buttner & Moore, 1997). Empowerment of women's entrepreneurship will be positively related to business performance, in this case corporate income. Successful adoption of bricolage behavior can help in the development of businesses managed by women to better handle market uncertainties, survive challenges, and even grow amid limited resources. Bricolage provides motivation to strengthen the effect of empowerment on company performance. A study conducted by Bojica et al. (2015) explores the relationship between bricolage, company performance and growth opportunities in a context characterized by extreme resource scarcity. The results found that bricolage has a positive influence on company performance. The role of bricolage differs depending on the type of strategy the company is developing.

The relationship between entrepreneurial orientation and business performance was also expressed by Covin and Slevin (1986), who stated that there was a correlation between entrepreneurial attitudes (defined as risk taking, product innovation, and proactive or aggressive attitudes of top management) towards company performance. Other views also state that strategic attitude is not a significant predictor of independent company performance. Zahra (1991) research found a positive relationship between entrepreneurial orientation and profitability and business growth; Smart and Conant (1994) revealed that entrepreneurial orientation and business performance had significant relationship. While Covin et al. (1994) found no significant relationship between entrepreneurial orientation on business performance, while studies conducted by Zahra and Covin (1995) stated a significant relationship. Related to work involvement, there are studies that consistently show a positive relationship between work engagement and performance among employees, namely Bakker and Bal (2010) and Halbesleben and Wheeler (2008).

H₁: Empowerment of women and entrepreneurial orientation have positive effects on business networks in the weaving industry businesses in Bali Province.

H₂: Empowerment of women, entrepreneurial orientation, business networks and bricolage have positive effects on business performance in weaving industry businesses in Bali Province.

H₃: Bricolage moderates the effect of women's empowerment on business performance in the weaving industry business in Bali Province.

H₄: Empowerment of women, entrepreneurial orientation, business networks and business performance have positive effects on subjective well-being in the weaving industry in Bali Province.

H₅: Business networks mediate the influence of women's empowerment and entrepreneurial orientation on business performance in the weaving industry in Bali Province.

H₆: The business network mediates the influence of women's empowerment and entrepreneurial orientation on subjective well-being of the weaving industry in Bali Province.

H₇: Business performance mediates the effect of women's empowerment, entrepreneurial orientation, and business networks on subjective wellbeing in the weaving industry in Bali Province.

3. Method

This research is in the form of explanatory research. The research design used in this study is a quantitative and uses structural equation modeling analysis. This research was conducted on businesses engaged in the weaving industry in Bali Province. SMEs was chosen as the object of research since it is able to absorb a relatively large workforce and is one of the mainstay sectors of the community in Bali Province. The selection of research locations was conducted purposively by considering the existence of weaving industrial centers, entrepreneurial activities, and economic development in the relevant regency. Determination of samples selected in this study was based on using non-probability sampling. The sampling used in this study was 112 women weaving business owners. This study uses an instrument in the form of a questionnaire. The type of scale used in this study uses an ordinal scale. Each item in the questionnaire is arranged in Likert scale from Score 1 = Strongly Disagree; Score 2 = Disagree; Score 3 = Neutral; Score 4 = Agree; to Score 5 = Strongly Agree. Structural equations in the inner model can be formulated:

$$\begin{aligned} X_4 &= \beta_1 X_1 + \beta_2 X_2 + \varepsilon_1 \\ Y_1 &= \beta_3 X_1 + \beta_4 X_2 + \beta_5 X_3 + \beta_6 X_4 + \beta_7 X_1 X_3 + \varepsilon_2 \\ Y_2 &= \beta_7 X_1 + \beta_8 X_2 + \beta_9 X_4 + \beta_{10} Y_1 + \varepsilon_3 \end{aligned}$$

where

$$\begin{array}{lll} X_1 = \text{Woman Empowerment} & X_3 = \text{Bricolage} & Y_1 = \text{Business Performance} \\ X_2 = \text{Entrepreneurial orientation} & X_4 = \text{business network} & Y_2 = \text{Subjective Wellbeing} \end{array}$$

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$ = path coefficient and $\varepsilon_1, \varepsilon_2$ = inner residual

4. Analysis and results

Based on the results of PLS data processing, a full model of the relationship of indicators with their constructs, and the relationships between constructs are built and Table 1 demonstrates the results of R-Square and Adjusted R-Square.

Table 1
R-Square Value

Latent Variable	R-Square	Adjusted R-Square	Information
Business Network (X_4)	0.512	0.503	Moderate
Business Performance (Y_1)	0.668	0.653	Strong
Subjective Well-being (Y_2)	0.619	0.605	Moderate

Based on R^2 in Table 1 it we can calculate Q^2 or Stone Geiser Q-square test, namely $Q^2 = 1 - ((1 - R^2_1) (1 - R^2_2)) = 0.96$.

Q^2 value of 0.96 means that 96 percent of the variation of the well-being of weaving craft SMEs in Bali Province can be explained by variations in women's empowerment, entrepreneurial orientation, bricolage, business network, business performance and more or less than 4 percent is explained by other variables outside the study. Table 2 shows the results of t-value, for all the relationships.

Table 2
Path Coefficient or Variable Direct Effect

Variable	Original sample	Standard deviation	t-Statistic	P- Value	Significant
X1 → Y1	0.082	0.094	0.874	0.383	Insignificant
X2 → Y1	0.195	0.068	2.870	0.004	Significant
X3 → Y1	0.181	0.083	2.179	0.030	significant
X4 → Y1	0.472	0.108	4.354	0.000	significant
X1*X3 → Y1	-0.089	0.060	1.486	0.138	Insignificant
X1 → X4	0.439	0.090	4.882	0.000	significant
X2 → X4	0.473	0.064	7.424	0.000	significant
X1 → Y2	0.051	0.087	0.584	0.560	Insignificant
X2 → Y2	0.298	0.085	3.500	0.001	significant
X4 → Y2	0.328	0.105	3.112	0.002	Significant
Y1 → Y2	0.245	0.108	2.270	0.024	Significant

* significant at p-value < 0.05
** unsignificant at p-value > 0.05

Based on Table 2, greater business performance is influenced by entrepreneurial orientation compared to empowering women, bricolage with a coefficient of 0.472 compared to 0.082 and 0.195. Furthermore, subjective well-being is most influenced by business performance, which has a stronger influence, with a coefficient of 0.328 compared to empowering women, and entrepreneurial orientation and business performance with a comparison coefficient of 0.051; 0,298 and 0.245.

Table 3
Indirect Effects of Exogenous Variables on Endogenous Variables through Mediation Variables

Variable Correlation	Mediating Variable	Original Sample	Standard Deviation	t- Statistics	P- Value	Significant
X1 → Y1	X4	0.207	0.065	3.199	0.001	Significant
X2 → Y1	X4	0.223	0.056	3.985	0.000	Significant
X1 → Y2	Y1	0.215	0.062	3.456	0.001	Significant
X2 → Y2	Y1	0.258	0.058	4.421	0.000	Significant
X4 → Y2	Y1	0.116	0.059	1.971	0.049	Significant

* significant at p-value < 0.05

Based on the information in Table 3, the indirect effect of an exogenous variable on endogenous variables through mediating variables is explained. The full structural model of the influence of variables on women's empowerment, entrepreneurial orientation, business networks, bricolage, business performance, and subjective well-being is shown in Fig. 1.

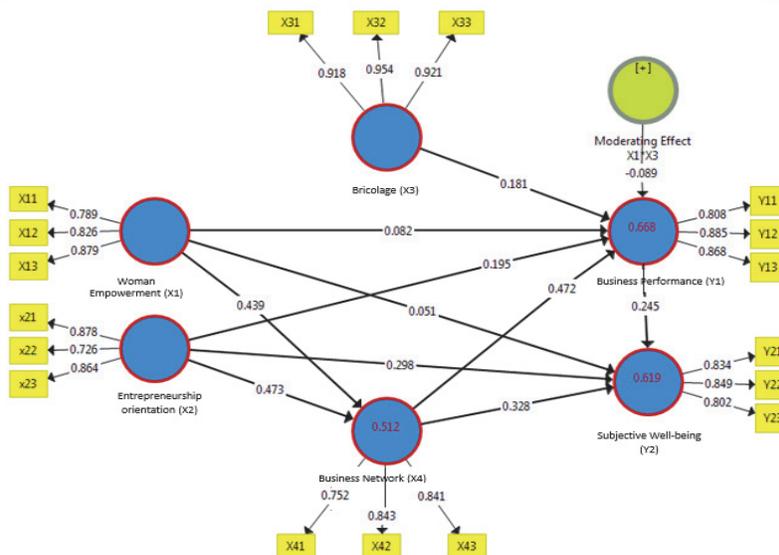


Fig. 1. The full structural model.

5. Discussion

Women Empowerment and entrepreneurial orientation effect on business networks in the weaving industry businesses in Bali Province

The existence of weaving handicraft SMEs managed by women certainly has an impact on the surrounding environment. This support is carried out by forming a business community network to get new ideas that are useful in business development, especially in terms of design, coloring techniques, production and marketing techniques to increase the number of productivity, number of orders, and expand the buyer network (Ofoegbu et al., 2013). The support of the business community network results in ease in gaining new market opportunities and expanding supply chains, ease of obtaining technology for production and also ease in utilizing technology in marketing. In addition to joining the business community network to get useful new ideas, after the production process, a broad product marketing network is needed by utilizing business opportunities. The existence of SME marketing networks to increase the distribution channel of weaving product marketing and introducing / selling products has become easier and the network and reach is wider. In addition, if this market access can be managed well, it can increase consumer loyalty and marketing networks. According to Alrubaiee & Al-Nazer (2010), along with a rapidly evolving and rapidly changing environment, companies cannot maintain an attitude characterized by attracting customers or expanding new markets. The key success factor for survival in a mature market depends on the sustainability of long-term relationships with stakeholders (Garcia-Madariaga & Valor, 2007).

Women Empowerment, entrepreneurial orientation, business networks and bricolage effect on business performance in weaving industry businesses in Bali Province

Business performance is a variable that is considered important for all types of companies, especially with regard to the fact that an increasingly competitive economic environment makes performance more important. Performance shows the ability or results obtained by business actors to survive in meeting the needs of life and improving welfare. Guidance is carried out on weaving craftsmen by Bank Indonesia including preparing experts for training in yarn dyeing techniques, design and assistance of weaving equipment such as non-machine looms. In addition, it helps to establish business sites in each village in the form of training and weaving processes, meeting places, and production showrooms. Easy access to raw materials will cause SMEs to have many choices for obtaining cheap raw materials (Edwards-Schachter et al., 2015). Some managerial technical support training is also in the form of training in the use of technology in business operations, this condition is certain to improve business performance, especially in terms of using technology that can be utilized in order to obtain raw materials, coordinate the production process and also in terms of marketing support (Ahmedova, 2015). Through the application of technology, weaving craftsmen are able to meet customer demands in a timely manner. Technical support of production and technical finance in order to improve business performance in line with research conducted by Mishra (2013); Ibrahim et al. (2016); Vala et al. (2015).

The statement was reinforced by the statement of one of the Sekar Jepun weaving handicraft SME owners, Mrs. Etny Kusti-yah Sukarsa (70 years old) located on Jalan Gatot Subroto Timur, Denpasar, namely:

“For me, access to raw materials and labor is not easy. If looking for women workers to be trained can actually, the solution must be patient and slowly look for, no one wants to cook from that. Just being trained for one month to weave can definitely be done. I just originally founded this business not from generation to generation, but because it pioneered initially from learning, as long as I want to be able to. I routinely attend training from the Department and often also take part in fashion shows to increase sales. The training can provide information for design and promotion techniques.” (Interview, January 4, 2020).

Bricolage moderates the effect of women's empowerment on business performance in the weaving industry business in Bali Province

To be involved in a successful bricolage, a woman must also be confident in her ability as an entrepreneur. Hmieleski and Baron (2008) found that in entrepreneurs with high self-efficacy, bricolage behavior is positively related to company performance; However, bricolage is negatively associated with performance at low levels of self-efficacy. For women entrepreneurs who seek to influence company outcomes in a resource-constrained environment, bricolage can be a means to overcome such obstacles. Research by Digan et al (2019) states that women's entrepreneurship empowerment is positively related to business performance (corporate income). The benefits of empowerment can be further enhanced for women entrepreneurs who manage resource constraints through bricolage, and meet entrepreneurial challenges through psychological capital. Most of the previous inductive case studies show a positive relationship between bricolage and company performance which usually considers results in evaluating innovations, or future growth (if used wisely). Iqbal (2020) revealed the integrated framework of organizational networks, entrepreneurial bricolage, strategic agility and business performance in an industrial context 4.0. The results state that the positive effect of organizational networks on strategic agility ultimately improves the business performance of producers. In addition, strategic agility also acts as a mediator between organizational networks and business performance.

Women Empowerment, entrepreneurial orientation, business networks and business performance effect on subjective well-being in the weaving industry in Bali Province

The role of women's empowerment has a positive, but not significant effect on subjective well-being through indicators of life satisfaction based on the results of respondents' answers that show good attitude and the results of the following interview with Mrs. Kadek Antari (56 years), owner of UKM Weaving Endek Lukis in Banjar Kawan, Sulang Village, District Dawan, Klungkung Regency, stated:

“Those who are aware of being involved in the development process, income from the business of NIKI cannot be said to improve the welfare of Tyang and employees here. But if it is said that overall life satisfaction seems like humans will never be satisfied, to fulfill the will will not be enough, but if needs alone are enough”. (Interview, December 8, 2019).

Entrepreneurship often drives positive changes in society that provide breakthroughs in commercial or social innovation that contribute to prosperity. Entrepreneurship is also a potential source of personal development, growth and well-being (Stephan, 2018). Research Wiklund et al. (2019) which states that the subjective well-being of entrepreneurs as a key factor in financial success and entrepreneurial success in the long run. So, entrepreneurs must nurture and improve their own welfare to achieve positive long-term business results.

Business networks mediate the influence of women's empowerment and entrepreneurial orientation on business performance in the weaving industry in Bali Province

Business networks are an important part of business activities. Business networks are able to improve business performance, especially business community networks because the presence of a business community network of craftsmen can get useful new ideas that will cause SMEs to have many opportunities to expand product marketing networks and update information network systems to expand supply chains (Sila, 2007), improving business performance ultimately increases craftsmen's subjective well-being because there is satisfaction in life in running a business, while also improving business performance in terms of increasing production and timely order completion (Kadocsa & Borbás, 2010). In addition to joining the business community network to get useful new ideas, after the production process, a broad product marketing network is needed by utilizing business opportunities. The existence of SME marketing networks to improve the distribution channels of weaving product marketing and introducing / selling products has become easier and the wider the network and its reach, the improvement in business performance will ultimately increase the subjective well-being of women entrepreneurs. Subjective well-being, especially in terms of improving marketing performance in expanding market reach and increasing customers. In addition, if this market access can be managed well, it can increase consumer loyalty and marketing networks.

The business network mediates the influence of women's empowerment and entrepreneurial orientation on subjective well-being of the weaving industry in Bali Province

The indirect influence of women's empowerment on subjective well-being, means that women's empowerment that has a significant and positive effect on subjective well-being cannot be separated from the role of the business network in the weaving industry in Bali Province. The results of this study indicate that by strengthening the empowerment of women from weaving businesses in the Province of Bali, it will improve the business performance of weaving businesses, so as to be able to improve subjective well-being for the weaving industry in Bali Province. Women's empowerment is carried out in the form of technical support, namely managerial and financial technical training that can improve business performance and women's empowerment especially in terms of human resource competencies and entrepreneurial skills (Vala et al., 2015). Some managerial technical support training is also in the form of training in the use of technology in business operations, especially with the support of business community networks, product marketing networks and information networks that can multiply the supply chain, so this condition can certainly improve business performance (Ahmedova, 2015). Welfare improvement efforts are always carried out by women entrepreneurs of weaving SMEs in food, income, and health. Workforce assistance activities are carried out on an incentive basis in addition to improving skills as well as efforts to ensure social security and health (Mousiolis & Bourletidis, 2015).

Business performance mediates the effect of women's empowerment, entrepreneurial orientation, and business networks on subjective wellbeing in the weaving industry in Bali Province

The results of this study indicate that an increase in business performance that can be realized by women in the weaving industry in Bali Province, will be meaningful in increasing subjective well-being through the achievement of personal satisfaction levels that reflect the quality of one's life. Related to work involvement, research that consistently shows a positive relationship between work engagement and performance is Dej (2011) found a positive relationship between job satisfaction and subjective entrepreneurial success and positive job involvement related to subjective entrepreneurial success expressed by Dijkhuizen (2015), business growth and subjective business performance. Through increased business productivity, timeliness in completing work or production, and certain costs incurred in order to improve quality, ultimately can increase life satisfaction, optimism, and harmonious social relations. Subjective well-being is not only seen from the economic side (income) but also includes other subjective well-being such as civil liberties, freedom from crime, a clean environment and the condition of a physically and mentally healthy population. The influence of these three efforts in improving social subjective

well-being is marked by an increase in real income, level of education, health and a sense of security and comfort. Research related to the influence of business performance on subjective well-being, was revealed in the study Sacks et al. (2010). The process of balancing steps in socioeconomic progress as a measure of subjective well-being can be done through increasing economic capacity (performance). Nikolaev et al. (2019) state that the subjective well-being of entrepreneurs is a key factor in financial success and entrepreneurial success in the long run. This study further proves that psychological factors plays an important role. If women entrepreneurs are ready to learn new techniques, they can implement new innovations because they are rarely afraid of failure.

6. Conclusion

The ability to develop new ideas in an innovative way, the courage to take risks and be proactive in service and technology through entrepreneurial orientation by women in weaving businesses have proven to have a significant impact on business performance and also subjective well-being, as well as productivity achieved by women. Although weaving SMEs do not experience a sharp increase, the gratitude and life satisfaction felt by women weaving SMEs perpetrators can maintain the sustainability of hereditary handicraft business as a form of preservation of Balinese local wisdom and at the same time become the foundation for fulfilling life needs. This shows that SMEs expect the support of the government and various parties in terms of training and training in production techniques, networks and marketing technology. Women's empowerment has the least influence on business performance and subjective well-being compared to other variables in the study, this condition is also supported by the statement of SMEs that there are fundamental problems related to access to raw materials, access to labor, and market access. The lack of innovation is related to market access and raw materials that are still limited.

References

- Adams, R. (2008). *Empowerment, Participation and Social Work (Practical Social Work Series)* (4th ed.). United Kingdom: Red Globe Press.
- Adnyani, N. K. S., Purnamawati, I. G. A., & Sulindawati, N. L. G. E. (2019). Internalization of Braya's amazing values as a management of business control in Endek Clothing SME and Klungkung Songket (Case Study Approach). *Akrual*, 10(2), 145–156.
- Ahmedova, S. (2015). Factors for increasing the competitiveness of Small and Medium-Sized Enterprises (SMEs) in Bulgaria. *Procedia - Social and Behavioral Sciences*, 195, 1104 – 1112.
- Alrubaiee, L., & Al-Nazer, N. (2010). Investigate the impact of relationship marketing orientation on customer loyalty: The customer's perspective. *International Journal of Marketing Studies*, 2(1), 155–174.
- Ashforth, B. E. (1989). The experience of powerlessness in organizations. *Organizational Behavior and Human Decision Processes*, 43(2), 207–242.
- Askheim, O. P. (2003). Empowerment as guidance for professional social work: an act of balancing on a slack rope. *European Journal Of Social Work*, 6(3), 230–240.
- Bakker, A. B., & Bal, P. M. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83, 189–206.
- Bojica, A. M., Istanbuli, A., & Fuentes-fuentes, M. D. M. (2015). Bricolage and growth strategies: Effects on the performance of Palestinian women-led firms. *Journal of Developmental Entrepreneurship*, 19(4), 1–23.
- Buttner, E. H., & Moore, D. P. (1997). Women's organizational exodus to entrepreneurship: Self-reported motivations and correlates with success. *Journal of Small Business Management*, 35(1).
- Chowdhury, M. S., Islam, R., & Alam, Z. (2013). Constraints to the development of small and medium sized enterprises in Bangladesh: An empirical investigation. *Australian Journal of Basic and Applied Sciences*, 7(8), 690–696.
- Covin, J. G., & Slevin, D. P. (1986). The development and testing of an organizational-level entrepreneurship scale. In R. Ronstadt, J. A. Hornaday, R. Peterson, & K. H. Vesper (Eds.). *Frontiers of Entre-Preneurship Research*, 628–639.
- Covin, J. G., Slevin, D. P., & Schultz, R. L. (1994). Implementing strategic missions: Effective strategic, structural and tactical choices. *Journal Of Management Studies*, 31(4), 481–506.
- Dej, D. (2011). *Exploring Entrepreneur Success From A Work Psychology Perspective: The Development and Firstvalidation of A New Instrument*. TU Dresden.
- Digan, S. P., Sahi, G. K., Mantok, S., & Patel, P. J. (2019). Women's perceived empowerment in entrepreneurial efforts: The role of bricolage and psychological Capital. *Journal of Small Business Management*, 57(1), 206–229.
- Dijkhuizen, J. (2015). *Entrepreneurship, easier said than done: A study on success and well-being among entrepreneurs in the Netherlands*. Ridderkerk.
- Edwards-Schachter, M., Barrioluengo, M. S., García-Granero, A., & Quesada, H. (2015). Disentangling competences: interrelationships on creativity, innovation and entrepreneurship. *Thinking Skills and Creativity*, 16, 1–40.
- Friedmann, J. (1992). *Empowerment: The Politics of Alternative Development*. Oxford, United Kingdom: Blackwell.
- Garcia-Madariaga, J., & Valor, C. (2007). Stakeholders management systems: Empirical insights from relationship marketing and market orientation perspectives. *Journal of Business Ethics*, 71(4), 425–439.
- Halbesleben, J. R. B., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work and Stress*, 22(3), 242–256.
- Hmieleski, K. M., & Baron, R. A. (2008). When does entrepreneurial self-efficacy enhance versus reduce firm performance? *Strategic Entrepreneurship Journal*, 2(1), 57–72.

- Ibrahim, Z., Abdullah, F., & Ismail, A. (2016). International business competence and small and medium enterprises. *Procedia-Social and Behavioral Sciences*, 224, 393–400.
- Iqbal, Q., Ahmad, N. H., Tjahjono, H. K., & Nasim, A. (2020). Enhancing business performance of Pakistani manufacturing firms via strategic agility in the Industry 4.0 Era: The role of entrepreneurial bricolage as moderator enhancing business performance of Pakistani manufacturing firms via strategic agility. In *Innovation Management and Business Practices in Asia* (pp. 7–117). IGI Global.
- Jönsson, J. H. (2010). Beyond empowerment: Changing local communities. *International Social Work*, 53(3), 393–406.
- Kadocsa, G., & Borbás, L. (2010). Possible ways for improving the competitiveness of SMEs. A central-european approach. In *International Conference on Management, Enterprise and Benchmarking* (pp. 103–122). Budapest, Hungary.
- Kim, S., & Sherraden, M. (2014). The impact of gender and social networks on microenterprise business performance. *The Journal of Sociology & Social Welfare*, 41(3), 49–69.
- Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships and work outcomes. *Journal of Applied Psychology*, 85(3), 407–416.
- Mishra, A. (2013). Role of government in developing entrepreneurs. *AISECT University Journal*, 2(4).
- Nikolaev, B., Boudreaux, C. J., & Wood, M. (2019). Entrepreneurship and subjective well-being: The mediating role of psychological functioning. *Entrepreneurship Theory and Practice*, 1–38.
- Ofoegbu, E. O., Akanbi, P. A., & Joseph, A. I. (2013). Effects of contextual factors on the performance of small and medium scale enterprises in Nigeria: A case study of Ilorin metropolis. *Advances in Management & Applied Economics*, 3(1), 95–114.
- Pieterse, A. N., Knippenberg, D. Van, Schippers, M., & Stam, D. (2009). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment transformational and transactional leadership. *Journal of Organizational Behavior*, 31(4), 609–623.
- Purnamawati, I. G. A. (2017). Endek craft on balinese woman for local economic empowerment model (Klungkung MSMEs Geographical Indication Product). *International Journal of Business, Economics and Law*, 14(3), 16–19.
- Purnamawati, I. G. A., Adnyani, N. K. S., & Suastika, I. N. (2015). The conservation of Perang Pandan tradition for the socio-economic life of adult community in Tenganan Pagringsingan Bali. In *Procedia-Social and Behavioral Sciences* (pp. 135–141). Denpasar, Bali: Science Direct, Elsevier.
- Riger, S. (1993). What's Wrong with Empowerment. *American Journal of Community Psychology*, 21(3), 279–292.
- Sacks, D. W., Wolfers, J., & Stevenson, B. (2010). *Subjective well-being, income, economic development and growth* (NBER Working paper Series No. Paper 16441). Cambridge.
- Sila, I. (2007). Examining the effects of contextual factors on TQM and performance through the lens of organizational theories. *Journal of Operations Management*, 25(1), 83–109.
- Smart, D. T., & Conant, J. S. (1994). Entrepreneurial orientation, distinctive marketing competencies and organizational performance. *Journal of Applied Business Research*, 10(3), 28–38.
- Spreitzer, G. M., Kizilos, M. A., & Nason, S. W. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction, and strain. *Journal of Management*, 23(5), 679–704.
- Stephan, U. (2018). Entrepreneurs' mental health and well-being: A review and research agenda. *Academy of Management Perspectives*, 32(3), 290–322.
- Sukawati, C. G. A. P. (2009). Membangun Bali dengan Spirit Yadnya dan Berbasis Kearifan Lokal. *Bisnis Bali*, p. 12.
- United Nations Development Programme. (2018). Sustainable development goals, goal 5: Gender quality.
- Vala, K. T.-E., Lampela, H., & Heilmann, P. (2015). Survival skills in SMEs—continuous competence renewing and opportunity scanning. *Journal of East-West Business*, 21, 1–21.
- Wiklund, J., Nikolaev, B., Shir, N., Foo, M.-D., & Bradley, S. (2019). Entrepreneurship and well-being: Past, present, and future. *Journal of Business Venturing*, 34, 579–588.
- Wirawan, I. W. A., & Widana, I. N. M. (2020). Construction of a multicultural civilization in memarek tradition. *International Journal of Innovation, Creativity and Change*, 11(4), 126–144.
- Yetim, N. (2008). Social capital in female entrepreneurship. *International Sociology*, 23(6), 864–885.
- Zahra, S. A. (1991). Predictors and financial outcomes of corporate entrepreneurship: An exploratory study. *Journal of Business Venturing*, 6(4), 259–285.
- Zahra, S. A., & Covin, J. G. (1995). Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. *Journal of Business Venturing*, 10(1), 43–58.
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation and creative process engagement. *Academy of Management Journal*, 53(1), 107–128.

