

THE MINANGKABAU ENTREPRENEURS: THE TRAIT STRATEGIES FOR MARKETING, FINANCIAL, AND OPERATIONAL PERFORMANCE

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ABSTRACT: Minangkabau entrepreneurs in Indonesia offer a unique perspective on the trait-based entrepreneurial lineage, as they are culturally reinforced by their distinctive cultural norms, including their psychological aspects. This study aims to investigate the performance of marketing, financial, and operational as observed from their creative self-efficacy, intellectual capital, innovative work behavior, and the mediating role of perceived organizational support. This study adopts a quantitative approach where questionnaires are distributed to 254 MSMEs for path analysis construction using PLS-SEM. This study proves that Minangkabau entrepreneurs exhibit innovative behavior and provide trait-based support to their employees, further enhancing their marketing, financial, and operational performance. The government can accelerate the digital transformation and innovation of MSMEs in Indonesia by exploiting these traits in the construction of their policies.

Keywords: Minangkabau Entrepreneur; Performance; Trait; MSME

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INTRODUCTION

The importance of entrepreneurship in achieving economic success has been extensively studied, focusing on exploring the internal factors that contribute to successful entrepreneurship. Recent research highlights the significance of entrepreneurs' positive psychological traits and behaviors in enabling successful business performance (Sriboonlue & Puangpronpitag, 2019; Zhao & Huang, 2022). In recent literature, scholars have focused on entrepreneurs' psychological characteristics and behavior as essential factors for successful business performance. Small businesses must be innovative, and innovative entrepreneurs experience better growth and sustainability to survive competition (Sameer, 2022). The availability of resources influences behavior, and entrepreneurs' behavior can significantly impact small business growth and profit (Eviana et al., 2022). According to the psychological theory of entrepreneurship, personal characteristics, such as optimism and imagination, play a crucial role in an entrepreneur's success. Apart from that, Cultural factors significantly shape the success of entrepreneurship, as seen in the distinct traits and behaviors of Minangkabau entrepreneurs. The cultural focus on education and community-driven decision-making creates an environment favorable to entrepreneurial pursuits.

Minangkabau, West Sumatra in Indonesia, has a long history of successful entrepreneurship. The high interest in entrepreneurship among the Minangkabau community can be explained by several factors related to their cultural heritage and social structure. Firstly, cultural values such as cooperation and courage in facing challenges are primary drivers. At the same time, the matrilineal customary system provides economic incentives for women to engage actively in the business world. Moreover, the extensive Minangkabau diaspora may also fuel entrepreneurial interest, with Minangkabau people outside of West Sumatra feeling the need to become entrepreneurs to build a life in new places. The availability of entrepreneurship education and training, along with local economic challenges, provides additional context, although further information from empirical data would offer a more comprehensive understanding of these dynamics (Andri et al., 2020). The success of Minangkabau entrepreneurs is also attributed to their strong work ethic and determination. Apart from that, the success of Minangkabau entrepreneurs also lies in their ability to evaluate their business performance effectively across multiple perspectives. They understand the importance of marketing, financial, and operational performance and strive to excel in each area (Chaithanapat et al., 2022). By effectively reaching and appealing to their target market, maintaining a healthy financial position, and operating efficiently, Minangkabau entrepreneurs have built successful businesses contributing to the region's economic success. Additionally, as highlighted in recent research, their positive psychological traits and behaviors enable them to excel in these areas and drive their capabilities in building successful ventures (Arain et al., 2020; Mielniczuk & Laguna, 2020; Newman et al., 2018).

Currently, the business world in the Minangkabau is still dominated by Micro, Small, and Medium Enterprises (MSMEs), which can also employ more than 1.29 million people or around 87.57% of the total non-agricultural workforce. MSMEs have advantages, including producing goods and services close to community needs, utilizing local resources, and not relying on bank loans. However, MSMEs also have many limitations, such as limited access to banking, low human resources capabilities and knowledge, limited use of technology, and inability to keep up with changes in consumer preferences, especially those oriented towards exports (Chatzoglou & Chatzoudes, 2017; Elidemir et al., 2020; Munir & Beh, 2019). This is supported by data from the Central Statistics Agency of West Sumatra Province, which indicates that MSMEs in West Sumatra have not yet fully utilized the Internet in their buying and selling processes, as in Figure 1.

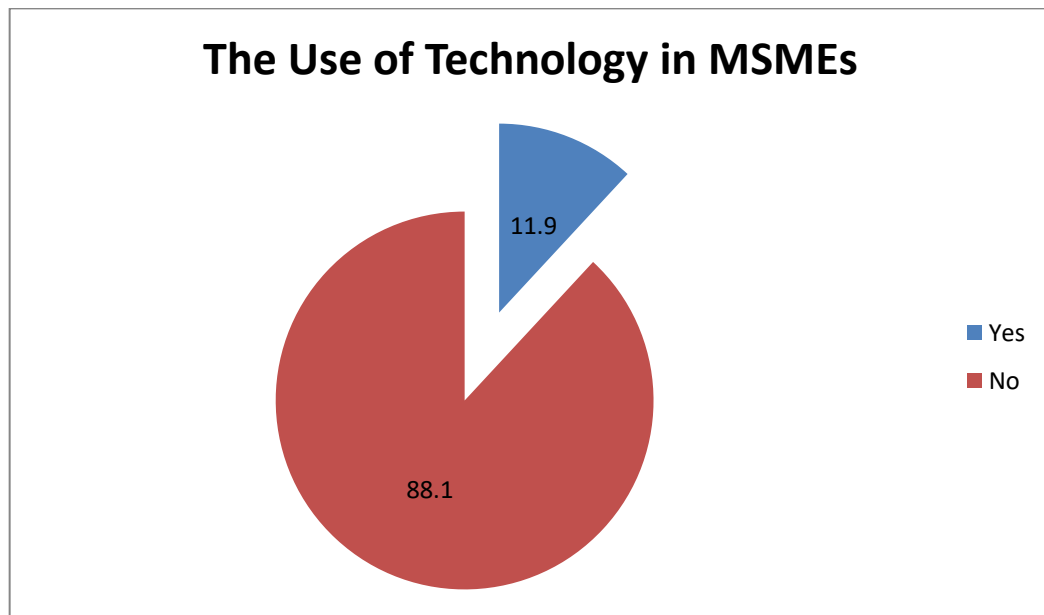


Figure 1. Percentage of MSMEs by Computer and Internet Usage

Based on Figure 1, it is evident that the utilization of technology among SMEs in West Sumatra is only at 11.9%, despite being a crucial aspect for businesses to survive and adapt to the current dynamic environment. The utilization of technology in SMEs is divided into two levels: individual and organizational levels, where each level has its respective roles (Singh & Sarkar, 2019; Uddin et al., 2020). At the executive level, leaders who utilize technology will focus on the effectiveness and efficiency of business processes and facilitate decision-making (Afsar & Masood, 2018; García-Juan et al., 2019). Meanwhile, at the individual level, employees will solve problems, serve customers, and enhance their capabilities as employees. Thus, an analysis of MSME performance is needed to provide an overall picture of MSMEs and their development prospects to assess the potential and performance of MSMEs in Minangkabau and their prospects in the future.

The Minangkabau people inherit a strong entrepreneurial personality from their ancestors, which is a critical factor in their success. This personality is closely related to their innovative behavior (Andri et al., 2020). Developing new ideas and taking risks in business are integral parts of the Minangkabau entrepreneurial personality and have become essential to economic success (Ghosh et al., 2019; Narzary & Palo, 2021). Innovative behavior helps them to gain higher profits and expand their businesses (Wang et al., 2022). Their success in developing businesses and achieving success has made Minangkabau entrepreneurs an excellent example for entrepreneurs in Indonesia and even abroad.

Based on the perspective of business owners, providing support to employees, theoretically known as perceived administrative support, is crucial for organizational performance. It is the perception of employees regarding how much their organization cares about their well-being and interests (Tarasawatpipat & Mekhum, 2020). This perception can include various aspects such as management support, organizational policies, communication, career development opportunities, and a positive work environment (Detnakarin & Rurkkhum, 2019). Perceived corporate support is crucial for an organization's success in retaining quality employees and improving performance (Eviana et al., 2022). In the digital era, organizations can demonstrate support to their employees through technology that facilitates practical work, meets employees' expectations for flexibility, and facilitates better communication and collaboration (Bolodeoku et al., 2022; Hasani & O'Reilly, 2021). For example, organizations can provide employees access to various digital platforms, such as applications or software, that help them complete tasks more efficiently and effectively. However, as shown in Figure 1., it is not only employees who do not utilize technology but also business owners who do not optimize technology in their business processes.

Afsar and Masood (2017) proved how employees' perception of contextual factors can impact their innovative work behavior and how creative self-efficacy plays a role in this relationship. These findings enhance the understanding of how person-by-context interactions influence innovative work behavior and contribute to developing the interactional perspective of innovative work behavior. Newman et al.'s (2018) study explains that creative self-efficacy is more effective in promoting innovative behavior when employees work under a strong entrepreneurial leader. The results suggest that leaders who demonstrate entrepreneurial behaviors and guide employees toward entrepreneurial opportunities are likelier to promote innovation among employees with higher levels of creative self-efficacy. Meanwhile, Teng et al. (2019) research explains that in the hospitality industry, creativity and psychological empowerment can lead to more innovative behavior, especially in a work environment that encourages knowledge sharing. This information can help businesses understand how to foster creativity and innovation in their employees. Furthermore, the study of Javed et al. (2020) revealed that creative self-efficacy plays a significant role in innovative work behavior. The findings suggest that HR managers should focus on hiring leaders with inclusive

qualities and employees who display innovative work behavior to implement new changes effectively in the workplace.

Mura et al. (2012) found that intellectual capital promotes innovative behavior in organizations, emphasizing the importance of continuous improvement. Managers can use these findings to encourage creative work behavior among their employees. In the study by Ullah and Mirza (2021), it was revealed that ethical leadership has a positive impact on employees' innovative performance. The study also discovered that two types of intellectual capital, human and social capital, affect the relationship between ethical leadership and employees' creative performance. Meanwhile, Pokrovskaia et al. (2021) found that networking is essential for coordinating remote teams and administrators. However, the results also showed that administrators overlook imperative factors contributing to innovation, such as creativity and motivation. The boundaries between intellectual capital components are also unclear and challenging to control. The study suggests that developing trust and personal responsibility within the network can have a positive synergetic effect.

Detnakarin and Rurkkhum (2019) explain that performance-based payment, directly and indirectly, affects organizational citizenship behavior, and perceived organizational support partially mediates the indirect effect. These findings offer valuable insights into the relationship between payment policies and employee behavior. Du et al. (2018) also add that perceived organizational support affects in-role business performance. The highest in-role performance occurs when job control and perceived organizational support are high, rather than when both are low. Furthermore, Hasani and Reilly (2020) explain that the compatibility, observability, and trialability of new technologies positively impact organizational performance. The study also finds that external pressures, such as industry and customer pressures, positively impact startup companies' performance.

This study seeks to delve into the specific dynamics of Minangkabau entrepreneurs' success, namely creative self-efficacy (CSE) and intellectual capital (IC), influence business success by investigating their relationship with innovative behavior (IWB), perceived organizational support (POS), and business performance in marketing (MP), financial (FP), and operational (OP) dimensions. Unlike previous research that has primarily focused on the relationship between innovative behavior and perceived organizational support, this study uniquely aims to understand how creative self-efficacy and intellectual capital contribute to entrepreneurial success. The ultimate goal is to contribute valuable insights that can inform government initiatives in supporting and enhancing the performance of MSMEs, particularly those led by Minangkabau entrepreneurs. This research aims to facilitate the development of effective coaching strategies and regulatory measures, ultimately strengthening the role of MSMEs in local economic activities and fostering increased employment opportunities.

THEORETICAL REVIEW

Innovative Work Behavior and The Antecedents

Creative self-efficacy strongly influences an individual's capacity to generate novel ideas and exhibit innovative work behavior. Confidence and belief in one's creative abilities are strongly connected to actual creative performance (Newman et al., 2018). Not only does creative self-efficacy impact individual performance, but it also plays a role in team dynamics, influencing the level of innovation within a group. For organizations, understanding and enhancing creative self-efficacy can lead to a more innovative and competitive workforce (Santoso et al., 2019). This highlights the importance of recognizing and nurturing creative self-efficacy among employees to drive innovation and success in the business (Teng et al., 2020).

In today's fast-paced and constantly changing work environment, innovation is critical for organizations to stay competitive and succeed. Creative self-efficacy drives employees to engage in innovation-based work and achieve innovation goals (Afsar & Masood, 2018). By having confidence in their ability to perform tasks with superior creativity, employees with high creative self-efficacy are more likely to take on challenging tasks, identify problems, and generate new ideas (Arain et al., 2020). They are also more likely to promote their ideas and gain recognition from others, which can lead to the successful implementation of innovative solutions for the organization's benefit (Narzary & Palo, 2021). Therefore, fostering a culture that supports and enhances employees' creative self-efficacy is vital for promoting creativity, innovation, and growth within the organization (Javed et al., 2021).

While individuals may conceive innovative ideas, organizations need to manage intellectual capital effectively to support individuals' creative behavior and exploit their innovation potential (Friedman & Carmeli, 2017; Wang et al., 2022). Intellectual capital management is, therefore, necessary for organizations to harness the full potential of their employees and facilitate innovation (Pokrovskaiia et al., 2021). By providing a supportive environment that encourages and rewards innovation, organizations can create a culture of creativity and establish a competitive edge in the market. Therefore, effective intellectual capital management is critical for organizations to succeed in today's rapidly changing business environment (Mura et al., 2012).

Intellectual capital has two dimensions: human and social (Ullah et al., 2021). Human and social capital are essential in promoting employee and firm performance and growth. Human capital, which includes employees' skills, knowledge, and abilities, is a vital asset for businesses and can be developed over time for a competitive advantage. Social capital, which involves the connections and relationships between employees and their perceptions of organizational support, can influence employee performance and innovation. This means that both human and social capital can be antecedents of employees' innovative performance (Banmairuoy et al., 2022; Iqbal et al., 2020). By building a supportive and collaborative working environment, organizations

can enhance their human and social capital, leading to increased employee engagement and innovation and improved performance and growth. Based on this, this study proposes the following hypothesis:

H1a-b: a. Creative self-efficacy and b. intellectual capital affects innovative work behavior

H2: innovative work behavior affects perceived organizational support

Perceived Organizational Support and The Impacts on Business Performance

Innovation is not just an individual activity but a collective achievement that requires the organization's support. Employees who perceive high levels of organizational support tend to feel more committed to their organization and are more likely to engage in innovative behavior that can contribute to the company's overall success (Tarasawatpipat & Mekhum, 2020). Additionally, employees who feel supported by the organization are more likely to have a positive attitude, leading to increased job satisfaction and a higher likelihood of remaining with the organization (Schuckert et al., 2018; Zhao & Huang, 2022). As a result, a positive cycle of increased employee innovative performance and improved business performance can be created through high levels of perceived organizational support.

Research has shown that organizational support can positively impact a company's marketing, financial, and operational performance (Chaithanapat et al., 2022). When employees feel valued and supported, they are more likely to engage in behaviors that benefit the company, such as providing excellent customer service, innovating new products or services, and promoting its brand (Li et al., 2018). Additionally, employees who feel supported by their organization are less likely to experience turnover, reducing the costs associated with recruitment and training (Du et al., 2018). This can positively impact the company's bottom line, increasing profitability and financial performance (Eviana et al., 2022). Furthermore, organizational support can also contribute to operational performance by improving productivity and efficiency, as employees who feel supported are more likely to be motivated and engaged in their work.

In addition, leaders can also encourage using digital tools to enhance communication and collaboration among team members, promote learning and development opportunities through online training and resources, and provide remote work options to increase flexibility and work-life balance (Hasani & O'Reilly, 2021). Overall, it is essential for leaders to recognize the role of digital support in promoting team member well-being and performance and to invest in the necessary digital tools and resources to facilitate this support (Horkoff et al., 2019; Roman et al., 2019). Organizations thus can strengthen their competitive advantage and achieve sustainable success in the digital era, as in the following hypothesis

H3a-c: Perceived organizational support affects a. marketing performance, b. financial performance, and c. operational performance

H4a-b: innovative work behavior and perceived organizational support mediate a. creative self-efficacy and b. intellectual capital against marketing performance

H5a-b: innovative work behavior and perceived organizational support mediate a. creative self-efficacy and b. intellectual capital against financial performance

H6a-b: innovative work behavior and perceived organizational support mediate a. creative self-efficacy and b. intellectual capital against operational performance

H7: There are differences between businesses that support digital and those that do not

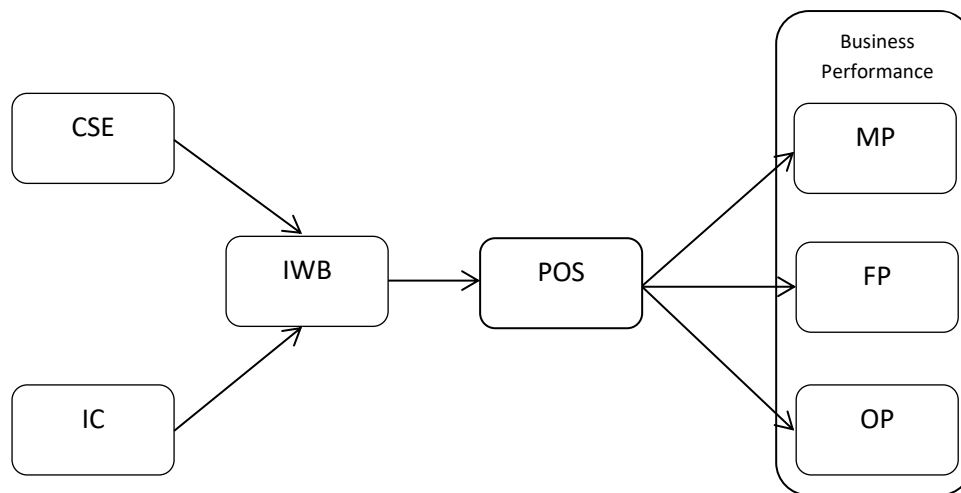


Figure 2. Conceptual Framework Framework

METHODOLOGY

Sampling and Data Collection Process

This study utilized a quantitative research approach, which involved the distribution of questionnaires to Minangkabau entrepreneurs in West Sumatra, Indonesia. According to data from the Central Statistics Agency, there are approximately 94,392 MSMEs in West Sumatra as of 2020. To determine the sample size, the Slovin formula was used (Sekaran & Bougie, 2016), resulting in the distribution of questionnaires to 383 SMEs. Out of these, 254 respondents returned the questionnaire. The sampling technique used in this study was random sampling.

Measurement

This study utilized established measurement approaches for the variables under investigation. The CSE was measured using the method developed by Teng et al. (2019), while the IC was measured using the approach developed by Pokrovskaja et al. (2021). IWB was measured using the approach developed by Taherparvar et al. (2014), and POS was measured using the method developed by Detnakin and Rurkkhum (2019). Lastly, BP was measured using the approach Chaithanapat et al. (2020) set. All these variables were assessed using a five-point Likert scale, ensuring consistency and comparability across the measurements.

Data Analysis

Various statistical techniques were employed to test the validity and reliability of the constructs. Factor loading assessed the relationship strength between each item and its respective construct. Construct reliability and Average Variance Extracted (AVE) were calculated to measure the reliability and convergent validity of the constructs. Discriminant validity was evaluated using the Fornell-Larcker Criterion, which examines whether the constructs are distinct. Contribution testing with Rsquare was used to determine how each construct contributes to the variation in the dependent variables. Path analysis was conducted using a structural model to analyze the causal relationships among the variables. Moreover, Multi-Group Analysis (MGA) was performed to investigate the moderating effect of Digital Support (DS) on the relationship between the variables in different groups (Hair et al., 2017).

RESULTS

Respondents Profile

The respondents' gender was almost balanced, but there were more women (50.4%), and 61.1% were young entrepreneurs (<40 years old), with a predominance of high school and below education at 64.6%. This explains that Minangkabau entrepreneurs prefer practical business practices rather than theories learned in formal education, and they have spent their potential youth to become entrepreneurs. In addition, 53.5% of the respondents had 2-10 employees, and 67.7% had used technology in their business processes, whether for seeking information, promotion, or decision-making.

Validity and Reliability Test

This study used the value of Loading Factor, Fornell-Larcker Criterion, and AVE values to test validity. In contrast, Cronbach alpha and composite reliability were used to test reliability, as shown in Tables 1, 2, and 3:

Table 1. Loading Factor

Items	Statement	Outer Loading
Innovative Work Behavior (IWB)		
IWB1	The ability to come up with novel ideas to improve processes	0.781
IWB2	The ability to introduce innovative practices in my work.	0.723
IWB3	The ability to consistently seek out new and creative solutions due	0.815
IWB4	The ability to continuously pursue innovation.	0.753
IWB5	The ability to contribute to the development of innovative strategies	0.798
Creative Self-Efficacy (CSE)		
CSE1	The ability to generate strong creative ideas	0.821
CSE2	The ability to use creative problem-solving skills	0.742
CSE3	The ability to have a high level of confidence in creative capabilities	0.791
Intellectual Capital (IC)		

Items	Statement	Outer Loading
IC1	The ability to possess valuable knowledge and expertise in a field	0.894
IC2	The intellectual assets contribute significantly to the work	0.846
IC3	The intellectual capacity positively impacts decision-making.	0.913
Perceived Organizational Support (POS)		
POS1	I feel supported by the organization in my creative endeavors	0.682
POS2	The organization values and encourages my innovative contributions	0.712
POS3	I perceive the organization as supportive of my creative initiatives	0.744
POS4	The organization recognizes and rewards innovative efforts.	0.695
Marketing Performance (MP)		
MP1	Marketing initiatives significantly contribute to business success.	0.802
MP2	The marketing strategies employed positively impact business outcomes.	0.835
MP3	My business excels in marketing activities.	0.787
Financial Performance (FP)		
FP1	The financial aspects of my business are well-managed.	0.922
FP2	Effective financial management positively influences overall business success.	0.895
FP3	Financial strategies contribute significantly to business stability.	0.943
Operational Performance (OP)		
OP1	The operational strategies implemented contribute to business success.	0.767
OP2	My business operates seamlessly, ensuring optimal efficiency and performance.	0.800
OP3	Operational efficiency is a strength of my business.	0.822

In Table 1, the Outer Loading values for each statement have been calculated. As a general criterion, if the Outer Loading value exceeds 0.6 (Hair et al., 2017), the statement is significantly associated with the measured latent variable. Therefore, from the table, it can be interpreted that all statements have met the commonly used validity standards, reinforcing the confidence that each statement effectively represents the measured construct.

Table 2. Fornell-Larcker Criterion

Construct	FP	IC	IWB	MP	OP	POS	CSE
Financial Performance	0.832						
Intellectual Capital	0.513	0.831					
Innovative Work Behavior	0.594	0.627	0.763				
Marketing Performance	0.616	0.601	0.613	0.878			
Operational Performance	0.577	0.645	0.669	0.576	0.862		
PSO	0.575	0.553	0.589	0.587	0.637	0.759	
Creative Self-Efficacy	0.549	0.518	0.500	0.510	0.559	0.644	0.804

Based on the results of discriminant validity using the Fornell-Larcker Criterion, it can be seen that the correlation between different latent variables in

the model must be smaller than the AVE value of each respective latent variable (Hair et al., 2017). Furthermore, looking at the AVE values in Table 3 below:

Table 3. Reliability Test

Construct	Cronbach Alpha	Composite Reliability	AVE	R-Square
Financial Performance	0.657	0.651	0.693	0.140
Intellectual Capital	0.777	0.781	0.691	-
Innovative Work Behavior	0.762	0.771	0.582	0.435
Marketing Performance	0.706	0.727	0.771	0.150
Operational Performance	0.660	0.693	0.743	0.191
Perceived Organizational Support	0.633	0.642	0.575	0.347
Creative Self-Efficacy	0.726	0.735	0.647	-

The study used the Fornell-Larcker Criterion and AVE values to test construct validity, as well as Cronbach's alpha and composite reliability to test construct reliability, which can be observed in Table 1 and Table 2. The results showed that the AVE values of all constructs exceeded the minimum threshold of 0.5, indicating good convergent validity. In addition, the composite reliability and Cronbach's alpha values for all constructs exceeded the minimum threshold of 0.6, indicating good internal consistency and reliability. All reliability values were well above the recommended threshold, meaning that all research constructs met the required criteria for validity and reliability. Therefore, the results of this study can be considered trustworthy and used to draw valid conclusions (Hair et al., 2017).

Hypothesis Testing

The direct effect was tested using SEM-PLS, where the bootstrapping approach was used to estimate the direct and indirect effects. Bootstrapping used 5000 subsamples with 95% interval bias-corrected evidence. Additionally, MGA testing was conducted to examine digital support's moderating effect on business performance dimensions. The results of testing three models are presented: the first was a comprehensive test, the second only tried respondents who received digital support, and the third sampled respondents who had not yet received digital support.

The study's hypotheses and findings can be summarized as follows: First, both Core Self-Evaluation (CSE) and Intellectual Capital (IC) significantly contribute to Innovative Work Behavior (IWB), jointly explaining 43.5% of IWB variance. Second, IWB directly and substantially affects Perceived Organizational Support (POS), accounting for 34.7% of the variance in POS.

Third, POS significantly influences Multiple Performance Dimensions (MP), Financial Performance (FP), and Organizational Performance (OP), with the highest impact on OP at 19.1%, followed by 15% on MP and 14% on FP. Fourth, while the expectation was that CSE and IC, mediated by IWB and POS, would increase MP, this effect wasn't consistent across all models. Fifth, the anticipated positive impact of CSE and IC on FP when mediated by IWB and POS was supported in some models but not in others. Sixth, CSE and IC increased OP when mediated by IWB and POS in all models. Lastly, in the moderating analysis with Digitalization (DS) as the moderating variable, only one significant path was found - from IC to IWB. This suggests that technology usage significantly impacts how Intellectual Capital influences Innovative Work Behavior, with tech-savvy businesses recognizing the importance of intellectual capital in fostering innovation. At the same time, those less technologically oriented may not fully grasp this connection. Table 4 and Figure 3 show the summary of inner quality data analysis.

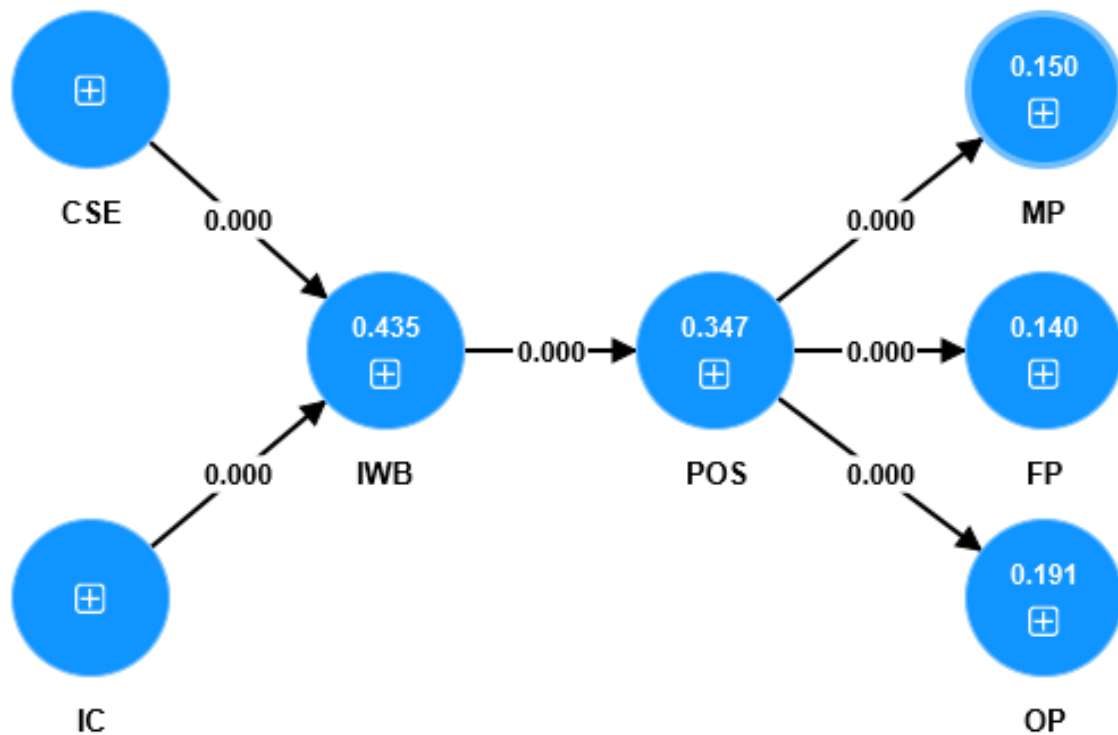


Figure 3. Bootstrapping Result

Table 4. Bootstrapping Result

Path	Model 1 (M1)			Model 2 (M2)			Model 3 (M3)			MGA
	OS	T Stats	PV	OS	T Stats	PV	OS	T Stats	PV	
CSE -> IWB	0.240	3.998	0.000	0.275	3.682	0.000	0.241	2.828	0.005	0.764
IC -> IWB	0.502	8.127	0.000	0.664	8.081	0.000	0.424	5.376	0.000	0.048
IWB -> POS	0.589	10.285	0.000	0.639	5.068	0.000	0.565	10.509	0.000	0.564
POS -> MP	0.387	6.347	0.000	0.369	3.217	0.001	0.421	6.504	0.000	0.697
POS -> FP	0.375	5.606	0.000	0.312	1.964	0.050	0.414	7.061	0.000	0.560
POS -> OP	0.437	6.303	0.000	0.568	4.236	0.000	0.370	5.568	0.000	0.209
CSE -> IWB -> POS -> MP	0.055	2.828	0.005	0.065	1.794	0.073	0.057	2.369	0.018	0.903
IC -> IWB -> POS -> MP	0.114	3.324	0.001	0.157	2.053	0.040	0.101	3.185	0.001	0.538
CSE -> IWB -> POS -> FP	0.053	2.610	0.009	0.055	1.340	0.180	0.056	2.294	0.022	0.910
IC -> IWB -> POS -> FP	0.111	3.151	0.002	0.132	1.507	0.132	0.099	3.401	0.001	0.791
CSE -> IWB -> POS -> OP	0.062	2.816	0.005	0.100	2.023	0.043	0.050	2.246	0.025	0.373
IC -> IWB -> POS -> OP	0.129	3.267	0.001	0.241	2.421	0.016	0.089	2.951	0.003	0.118

*M1: Complete Overview
 *M2: Digital Support Overview
 *M3: No Digital Support Overview
 * OS : Original Sample
 * T Stats : T Statistics
 * PV : P-Value

DISCUSSION

Based on the bootstrapping results, CSE has a positive and significant effect on IWB, which adds to the literature and is supported by previous studies (Afsar & Masood, 2018; Javed et al., 2021; Newman et al., 2018; Teng et al., 2020). Individuals with high levels of creative self-efficacy are more likely to believe in their ability to generate innovative ideas and solutions and act on those ideas (Arain et al., 2020). This confidence can motivate individuals to take risks, think outside the box, and experiment with new approaches to their work (Ghosh et al., 2019; Mielniczuk & Laguna, 2020). Additionally, IC has a positive and significant effect on IWB, which also contributes to the development of literature and is supported by previous studies (Mura et al., 2012; Narzary & Palo, 2021; Wang et al., 2022). Intellectual capital refers to the knowledge, skills, and abilities that individuals bring to their work, as well as the knowledge assets held by the organization (Pokrovskaja et al., 2021). Employees with access to a broad range of knowledge assets and who can effectively leverage those assets are more likely to engage in innovative work behaviors.

Furthermore, IWB has a positive and significant effect on POS, supported by previous studies (Bolodeoku et al., 2022; Santoso et al., 2019). Perceived organizational support refers to an employee's perception of how much their organization values and supports their well-being and success. When employees feel that their innovative ideas and contributions are valued, this can further reinforce their commitment and motivation and enhance their sense of perceived organizational support.

The research results also showed that POS has a positive and significant effect on MP, FP, and OP, supported by previous research (Detnakin & Rurkkhum, 2019; Du et al., 2018; Eviana et al., 2022). MP refers to the organization's ability to create and deliver customer value through effective marketing strategies and tactics. Employees who perceive that their organization supports and values their well-being and success are more likely to be motivated and committed to their work. This can lead to higher customer satisfaction and loyalty levels, positively impacting marketing performance (Chaithanapat et al., 2022; Liu & Atuahene-Gima, 2018). FP refers to the organization's ability to generate revenue and profits. When employees feel supported and valued by their organization, they are more likely to be engaged and committed to their work, which can lead to higher levels of productivity and efficiency (Taherparvar et al., 2014; Tsai & Huang, 2020) in the form of higher levels of operational performance (Andri et al., 2020; Van Wart et al., 2019). This can include improved process efficiency, reduced errors and waste, and better decision-making.

The mediation testing found that CSE can increase MP, which IWB and POS mediate. However, the opposite is perceived from the perspective of entrepreneurs who do not utilize technology. On the other hand, the variable IC also shows that it can increase MP, which IWB and POS mediate in each model. The employee's perception of organizational support can also mediate the relationship between intellectual capital and marketing performance.

Employees who feel that their organization supports their skills are more likely to be engaged in their work. This can reinforce the positive effect of intellectual capital on IWB, as employees who feel supported are more likely to engage in innovative work behaviors (Iqbal et al., 2020; Li et al., 2018). They are more likely to be motivated to deliver superior marketing performance, which can further reinforce the positive effect of intellectual capital on marketing performance.

In the mediation testing of CSE and IC on FP mediated by IWB and POS, there is a similarity in Model 2. This means that businesses that have not utilized technology believe it cannot be supported by innovation and organizational support. Financial performance can only be improved through the skills and experience possessed by employees. However, in contrast to Model 3, businesses that utilize technology believe that creativity will facilitate employees to explore technology that can help them improve the company's financial performance. Meanwhile, there is an indirect effect of CSE and IC on OP mediated by IWB and OP. All models have low levels of significance, indicating that controlling creativity in employees will help them in their work, and their abilities will also facilitate them in carrying out their work (AlAjmi, 2022; Stojcic et al., 2018).

In the MGA testing, it is evident that there is one significant difference between IC and IWB. Businesses that rely on technology tend to have a more advanced and modern perspective, as technology plays a crucial role in their operations and business development. Therefore, they are aware that employees who possess knowledge, skills, and abilities to develop new technology, create innovative products or services, and improve business processes can provide a competitive advantage behavior (Hasani & O'Reilly, 2021; Ullah et al., 2021). On the other hand, businesses that do not yet use technology may not fully understand intellectual capital's important role in shaping innovation. This could happen because they have not yet felt the direct impact of investing intellectual capital in improving business performance. However, this lack of understanding does not mean intellectual abilities cannot shape innovative behavior. On the contrary, investing in intellectual capital is also crucial for businesses that do not use technology, as it can help employees improve their knowledge and skills and enhance business capabilities to compete in an increasingly competitive market (Chatzoglou & Chatzoudes, 2018; Pokrovskaja et al., 2021).

The Minangkabau tribe, renowned for its rich cultural heritage, offers a unique perspective when examined through various organizational variables. Creative Self-Efficacy (CSE) within the Minangkabau context is influenced by the community's emphasis on creativity and innovation, which is evident in their traditional arts, crafts, and performance arts. Intellectual Capital (IC) among the Minangkabau is deeply rooted in the community's collective knowledge, skills, and cultural wisdom passed down through generations, contributing to a unique form of intellectual wealth. Innovative Work Behavior (IWB) within the tribe is shaped by encouraging individual creativity and the

collective sharing of creative ideas, fostering a dynamic and inventive work culture. Additionally, Perceived Organizational Support (POS) is influenced by the strong sense of community and mutual assistance inherent in Minangkabau society, where individuals feel supported and valued in their professional endeavors.

Furthermore, the Minangkabau's distinct socio-cultural context significantly impacts the relationships between these variables. The interplay between creative self-efficacy, intellectual capital, and innovative work behavior within the tribe is influenced by traditional practices, rituals, and communal values that encourage creativity and collaboration. Perceived organizational support is deeply ingrained in the Minangkabau's collective ethos, shaping workplace relationships and individual performance dynamics. This unique blend of cultural elements also contributes to a distinctive form of business performance, where success is measured not only in economic terms but also in preserving and promoting the community's cultural identity and values.

FURTHER STUDY

This study has offered valuable insights into the dynamics of creativity, intellectual capital, innovative work behaviors, perceived organizational support, and their impact on Minangkabau entrepreneurs' business performance. There are numerous opportunities for further research. Future investigations could investigate cross-cultural analyses to ascertain how these relationships manifest in diverse cultural contexts. Longitudinal studies could explore the evolution of these relationships over time. Moreover, exploring moderating factors such as industry type, organization size, and market competition could provide a more nuanced understanding. Qualitative research methods could uncover the underlying mechanisms and nuances of these relationships. Additionally, intervention studies could assess the practical effectiveness of strategies to foster creativity and intellectual capital in business contexts. Furthermore, the impact of government policies on digital transformation and innovation in MSMEs could be analyzed more comprehensively. Lastly, comparing findings with entrepreneurs from other regions and ethnic backgrounds within Indonesia could offer deeper insights into the uniqueness of entrepreneurial ecosystems. These research avenues would contribute to a richer understanding of the complex interplay between creativity, intellectual capital, and business performance, benefitting scholars and practitioners.

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