



The influence of servant leadership and innovation on successful women entrepreneurs mediated by self-efficacy

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ABSTRACT

The aim of this research is to determine the influence of servant leadership and innovation on successful female entrepreneurs mediated by self-efficacy at Perusahaan Dagang (Trading Company) Dua Bintang. The method used in this research is quantitative, the data sources used are primary data, both from questionnaire results and survey data or journals. The sampling technique uses a saturated sample formula and sampling in this research was carried out by distributing questionnaires with a sample size of 69 respondents. This research used software in the form of computer software, namely the SmartPLS VERSION 3.0 program. The results of this research show that (1) the servant leadership variable does not have a significant influence on successful female entrepreneurs. (2) the innovation variable has a significant influence on successful female entrepreneurs. (3) the self-efficacy variable has a significant influence on successful female entrepreneurs. (4) the servant leadership variable has no significant influence on self-efficacy. (5) the innovation variable has a significant influence on self-efficacy. (6) the servant leadership variable which is mediated by self-efficacy does not have a significant influence on successful female entrepreneurs. (7) the innovation variable mediated by self-efficacy has a significant influence on successful female entrepreneurs.

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1. INTRODUCTION

In Bekasi Regency, the emergence of a number of Micro, Small and Medium Enterprises (MSMEs) provides an illustration of the dynamics of the developing local economy. MSME players start their businesses in various fields such as the culinary business, handicraft fashion, and so on, and they can market their products in various ways, both online and offline. In marketing products online, they can sell their products through e-commerce

applications such as Shopee, Lazada, Tokopedia and others, meanwhile if they choose offline, they can collaborate with agents and distributors who distribute MSME products.

The role of women in Indonesia in the development of micro, small and medium enterprises is very significant. The role of women as entrepreneurs is considered capable of increasing income and empowering the family economy (Amir et al., 2018). It can be seen that the annual turnover of companies led by women is IDR 10.200.000.000 IN 2020, in 2021 it will be 10.600.000.000, and in 2022 it will reach a turnover of 11.200.000.000. Based on the data above, it can be seen that during the last 3 years the Perusahaan Dagang (Trading Company) Dua Bintang has experienced an increase in turnover which has not been very significant and has not been as expected, so it can be concluded that an increase in turnover is needed to be able to develop its business. Thus, increasing turnover can play a role in influencing the sustainability of a business. Apart from that, a leadership style is needed that can prioritize the needs and accept the aspirations of consumers in order to increase revenue turnover. The success of women entrepreneurs can also be influenced by opportunities that involve self-confidence and compassion, which are indicators of servant leadership that play a role in becoming successful women entrepreneurs (Cho et al, 2020 in Setyaningrum & Muafi, 2023).

Servant leadership is a leadership approach that focuses more on the development of subordinates rather than the leadership of leaders, with an emphasis on empowering subordinates to achieve their highest potential (Retmono, 2017 in Suryati, 2021). It can be said that servant leadership has a positive and significant influence on successful female entrepreneurs (Setyaningrum & Muafi, 2023). This shows that a successful female entrepreneur is shaped by the servant leadership style that they apply to the company they lead. This finding is in line with the research conducted (Sims & Morris, 2018) who express a strong authenticity orientation when implementing a compassionate love servant leadership style in their business (Setyaningrum & Muafi, 2023). To achieve success in the MSME business, innovation, creative abilities and a high level of quality are needed so that business results are optimal, however, research (Setyaningrum & Muafi, 2023) also states that servant leadership in successful entrepreneurs still provides significant and insignificant results and requires other mediating roles that can be considered in the research model. Support from social media can also help increase knowledge and create new customers which will then encourage small and medium scale growth (Wiranawata, 2020).

Innovation is a multi-stage process of turning an idea into a new, better product, service or process so that it can increase competitiveness and differentiate itself in the market (Baregheh et al, 2009 in Setiawan & Soelaiman, 2022). Based on research, it is said that innovative behavior has a positive and significant influence on successful female entrepreneurs (Setyaningrum & Muafi, 2023). This shows that a successful entrepreneur must have the latest ideas or innovations to support the running of the company they lead (Setyaningrum & Muafi, 2023), however, there is also research which says that innovative behavior has no effect on the success of female entrepreneurs (Siwi Agustina, 2020). There are several things that influence the success of women entrepreneurs apart from innovative behavior, including their self-efficacy for the work they have done (Firdausiah & Etikariena, 2021).

Entrepreneurial leadership self-efficacy is the level of confidence in one's ability to successfully perform roles and tasks related to leadership in an entrepreneurial context (Bagheri et al., 2013 in Wijaya, 2023). A high level of self-efficacy has a positive influence on entrepreneurial behavior because it can help them overcome challenges and maintain their business with full confidence (Menur et al., 2023).

Researchers conclude, based on the background previously described, that successful female entrepreneurs can be influenced by service leadership and innovation. Therefore, researchers are interested in conducting research "The Influence of Servant Leadership and Innovation on Successful Women Entrepreneurs Mediated by Self-

Efficacy at the Perusahaan Dagang Dua Bintang in Cikarang Selatan". The benefit of this research is that it provides information on the influence of service leadership, innovation, and self-efficacy to support the success of women entrepreneurs at the Two Bintang Trading Company in South Cikarang.

2. RESEARCH METHOD

The type of research used in this research is quantitative research, the data sources used are primary data from both questionnaire results and survey data or journals. The population in this study were PD Dua Bintang employees. The sampling technique used a saturated sample formula and sampling in this research was carried out by distributing questionnaires with a sample size of 69 respondents. This research uses software in the form of computer software, namely the SmartPLS VERSION 3.0 program. There are 3 steps for SmartPLS analysis, here are the details: (a) Outer Model Analysis (b) Inner Model Analysis, (c) Hypothesis Testing

3. RESULTS AND DISCUSSIONS

3.1 Result and Analysis of the Research

In this research, the Partial Least Square (PLS) method was used as an analysis tool through the SmartPLS 3.0 program.

3.2 Designing the Path of Outer Model

The outer model path design functions to connect independent, mediating and dependent variables. The design of this research route can be visualized in the following image:

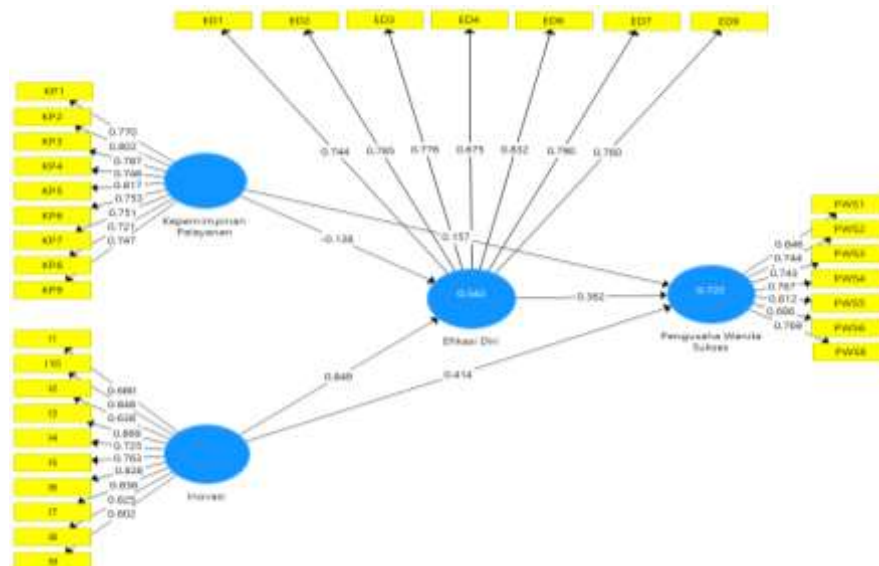


Figure 1 Outer Model Path

Source: Output of SmartPLS 3.0, processed primary data 2023

3.3 Validity Test

a. Convergent Validity

A research indicator will be considered valid if it has an outer loading value above 0.70 on each instrument. However, an outer loading value of 0.5 is still considered

sufficient. If the outer loading value is <0.5 then the question item must be eliminated (Ghozali 2015 in Laksono & Wardoyo, 2019)5 in Laksono & Wardoyo, 2019).

Table 1 Outer Loading

Variable	Indicator	Outer Loading	Validity
Servant Leadership	KP1	0.770	Valid
	KP2	0.802	Valid
	KP3	0.787	Valid
	KP4	0.746	Valid
	KP5	0.817	Valid
	KP6	0.753	Valid
	KP7	0.751	Valid
	KP8	0.721	Valid
	KP9	0.747	Valid
Innovation	I1	0.680	Valid
	I2	0.638	Valid
	I3	0.869	Valid
	I4	0.725	Valid
	I5	0.763	Valid
	I6	0.828	Valid
	I7	0.836	Valid
	I8	0.825	Valid
	I9	0.802	Valid
	I10	0.848	Valid
Successful Women Entrepreneurs	PWS1	0.846	Valid
	PWS2	0.744	Valid
	PWS3	0.743	Valid
	PWS4	0.767	Valid
	PWS5	0.812	Valid
	PWS6	0.686	Valid
	PWS8	0.769	Valid
	Self-efficacy	ED1	0.744
ED2		0.785	Valid
ED3		0.776	Valid
ED4		0.675	Valid
ED6		0.832	Valid
ED7		0.790	Valid
ED9		0.760	Valid

Source: Output of SmartPLS 3.0, processed primary data 2023

The overall indicator components already have an outer loading value of greater than 0.5 as seen in data table 1 above, so they are suitable for use in further research and analysis.

b. Discriminant Validity

Discriminant validity is a cross loading value which functions to determine whether a construct has adequate discriminants. Discriminant Validity can be seen in the square Average Variance Extracted (AVE) value. Discriminant validity is said to be achieved if the AVE value is > 0.5 (Laksono & Wardoyo Paulus, 2019)

Table 2 Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Servant Leadership	0,588
Innovation	0,616
Successful Women Entrepreneurs	0,590
Self-efficacy	0,589

Source: Output of SmartPLS 3.0, processed primary data 2023

c. Reliability Test

Reliability Test is assessed using 2 (two) methods, namely Composite Reliability and Cronbach's Alpha. A variable can be said to have good reliability if the Composite Reliability value is > 0.7 and the Cronbach's Alpha value is > 0.6 (Laksono & Wardoyo Paulus, 2019).

Table 3 Composite Reliability

Variable	Composite Reliability	Result
Servant Leadership	0,928	Reliable
Innovation	0,941	Reliable
Successful Women Entrepreneurs	0,909	Reliable
Self-efficacy	0,909	Reliable

Source: Output of SmartPLS 3.0, processed primary data 2023

Based on table 4 above, it can be concluded that the composite reliability value for all constructs is > 0.7 , which means that all constructs meet the composite reliability criteria and each construct in this study has a high reliability value. The reliability test is also strengthened by Cronbach's Alpha value. The following are the results of the reliability test with Cronbach's Alpha:

Table 4 Cronbach's Alpha

Variable	Cronbach's Alpha	Result
Servant Leadership	0,913	Reliable
Innovation	0,930	Reliable
Successful Women Entrepreneurs	0,883	Reliable
Self-efficacy	0,883	Reliable

Source: Output of SmartPLS 3.0, processed primary data 2023

Based on table 5 above, it can be concluded that the Cronbach's alpha value for all constructs is > 0.6 , which means all constructs meet the Cronbach's alpha criteria and each construct in this study has a high reliability value.

d. Inner Model Analysis

After carrying out validity tests and reliability tests, this research can be continued by testing the structural model or inner model. Inner model analysis can be assessed via R-Square. The following is the R-Square value of this research:

Tabel 5 R-Square

Variable	R-Square	R-Square Adjusted
Successful Women Entrepreneurs	0,722	0,709

Source: Output of SmartPLS 3.0, processed primary data 2023

Based on table 6 above, the resulting R-Square value is 0.722. It can be explained that the influence of the servant leadership variable (X1), innovation variable (X2) on successful women entrepreneurs (Y) gives a value of 0.722. This leads into the interpretation that the variable construct of successful women entrepreneurs can be explained by the variables servant leadership, innovation, and self-efficacy with the self-efficacy variable as a mediating variable between servant leadership and innovation for successful female entrepreneurs with a percentage of 72.2%. Meanwhile, the remaining 27.8% is explained by other variables outside this research.

e. Hypothesis Analysis

Hypothesis testing in this research can be seen in the Path Coefficient table which functions to test whether a hypothesis can be accepted or rejected. The Path Coefficient

criterion is 5%, $t = 1.96$. If the t-statistic value is greater (> 1.96), then the hypothesis is significant or H_0 is rejected and H_a is accepted. The Path Coefficient table for this research is as follows:

Table 6 Path Coefficient

Variable	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Servant Leadership -> Successful Women Entrepreneurs	0,157	0,187	0,121	1,300	0,194
Innovation -> Successful Women Entrepreneurs	0,414	0,389	0,155	2,676	0,008
Self-efficacy -> Successful Women Entrepreneurs	0,362	0,348	0,126	2,883	0,004
Servant Leadership -> Self-efficacy	-0,138	-0,102	0,165	0,837	0,403
Innovation -> Self-efficacy	0,849	0,831	0,148	5,743	0,000

Source: Output of SmartPLS 3.0, processed primary data 2023

Hypothesis 1

The coefficient of the t-statistic parameter for the variable Servant Leadership (X1) -> Successful Women Entrepreneurs has a value of 1,300. Therefore, it is declared not significant (t table significance 5% = 1.96) or it can be stated that H_{01} is accepted and H_{a1} is rejected.

Hypothesis 2

The coefficient of the t-statistic parameter for the variable Innovation (X2) -> Successful Women Entrepreneurs has a value of 2.676. Therefore, it is declared significant (t table significance 5% = 1.96) or it can be stated that H_{02} is rejected and H_{a2} is accepted.

Hypothesis 3

The coefficient of the t-statistic parameter for the variable Self-Efficacy (Z) -> Successful Women Entrepreneurs has a value of 2.883. Therefore, it is declared significant (t table significance 5% = 1.96) or it can be stated that H_{03} is rejected and H_{a3} is accepted.

Hypothesis 4

The coefficient of the t-statistic parameter for the variable Servant Leadership (X1) -> Self-Efficacy has a value of 0.837. Therefore, it is declared not significant (t table significance 5% = 1.96) or it can be stated that H_{04} is accepted and H_{a4} is rejected.

Hypothesis 5

The coefficient of the t-statistical parameter for the variable Innovation (X2) -> Self-Efficacy has a value of 5.743. Therefore, it is declared significant (t table significance 5% = 1.96) or it can be stated that H_{05} is rejected and H_{a5} is accepted.

To be able to test the hypothesis between the servant leadership variable for successful female entrepreneurs mediated by self-efficacy and the innovation variable for successful female entrepreneurs mediated by self-efficacy, the Bootstrapping test was carried out and produced the following findings:

Table 7 Special Indirect Influence

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistic (O/STDEV)	P Values
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			(STDEV)		
Servant Leadership -> Self-efficacy -> successful women entrepreneurs	-0,050	-0,038	0,063	0,794	0,428
Innovation->self-efficacy -> successful women entrepreneurs	0,308	0,296	0,131	2,342	0,020

Source: Output of SmartPLS 3.0, processed primary data 2023

Hypothesis 6

The coefficient of the t-statistic parameter for the variable Servant Leadership (X1) -> Self-Efficacy -> Successful Women Entrepreneur has a value of 0.794. Therefore, it is declared not significant (t table significance 5% = 1.96) or it can be stated that Ho6 is accepted and Ha6 is rejected.

Hypothesis 7

The coefficient of the t-statistic parameter for the variable Innovation (X2) -> Self-Efficacy -> Successful Women Entrepreneur has a value of 2.342. Therefore, it is declared significant (t table significance 5% = 1.96) or it can be stated that Ho7 is rejected and Ha7 is accepted.

3.4 Implications of Research Results for Theory

Based on the results of testing and data processing carried out by the author using the SmartPLS 3.0 application, the following are the final conclusions obtained for each hypothesis in this research: the results of this research show that the Servant Leadership variable (X1) has no significant influence on Successful Women Entrepreneurs (Y) at the leadership of the Perusahaan Dagang Dua Bintang in Cikarang Selatan. The results are based on path coefficient testing on the inner model which shows the t-statistical results for the Servant Leadership variable which is 1.300 and is declared not significant because the statistical value is <1.96 (1.400<1.96). Therefore, the hypothesis 1 test states that Ho is accepted and Ha is rejected. The research results in (Setyaningrum & Muafi, 2023) shows that servant leadership has a positive and significant influence on successful female entrepreneurs. However, in this research it was discovered that after the servant leadership variable for successful female entrepreneurs was applied to the Perusahaan Dagang Dua Bintang in Cikarang selatan, there are results showing that servant leadership has no influence on female entrepreneurs. This result is in line with the research of (Setyaningrum & Muafi, 2023) which states that servant leadership in successful entrepreneurs still provides significant and insignificant results and requires other mediating roles that can be considered in the research model.

The results of this research show that the Innovation variable (X2) has a significant influence on Successful Women Entrepreneurs (Y) among the leaders of Perusahaan Dagang Dua Bintang in Cikarang Selatan. The results are based on path coefficient testing on the inner model which shows the t-statistic results for the Innovation variable, which is 2.676 and is declared significant because the statistical value is > 1.96 (2.676> 1.96). Therefore, hypothesis 2 test states that Ho is rejected and Ha is accepted. It can be interpreted that the more innovation increases, the more influence it has on successful female entrepreneurs at Perusahaan Dagang Dua Bintang in Cikarang Selatan. The results of this research are in line with research of (Setyaningrum & Muafi, 2023) which states that innovative behavior has a positive and significant influence on successful female entrepreneurs. This shows that a successful entrepreneur must have the latest ideas or innovations to support the running of the company they lead.

The results of this research show that the variable Self-Efficacy (Z) has a significant influence on Successful Women Entrepreneurs (Y) among the leaders of Perusahaan Dagang Dua Bintang in Cikarang Selatan. The results are based on path coefficient testing on the inner model which shows t-statistic results for the Self-Efficacy variable which is 2.883 and is declared significant because the statistical value is > 1.96 ($2.883 > 1.96$). Therefore, hypothesis 3 test states that H_0 is rejected and H_a is accepted. It can be interpreted that the more self-efficacy increases, the more influence it has on successful female entrepreneurs at Perusahaan Dagang Dua Bintang in Cikarang Selatan. The results of this research are in line with research of (Menur et al., 2023) which states that a high level of self-efficacy has a positive influence on successful female entrepreneurs because it can help them overcome challenges and maintain their business with full confidence.

The results of this study show that the Servant Leadership variable (X1) does not have a significant influence on Self-Efficacy (Z) among the leaders of Perusahaan Dagang Dua Bintang in Cikarang Selatan. The results are based on the path coefficient test on the inner model which shows the t-statistical results for the Servant Leadership variable which is 0.837 and is declared not significant because the statistical value is < 1.96 ($0.837 < 1.96$). Therefore, hypothesis 4 test states that H_0 is accepted and H_a rejected. The research result of (Menur et al., 2023) which states that there is a positive influence of servant leadership on self-efficacy. However, in this research it is known that the servant leadership variable on self-efficacy applied to Perusahaan Dagang Dua Bintang in Cikarang Selatan has results that show that servant leadership has no influence on a leader's self-efficacy. The results of this research are in line with research in (Ji & Yoon, 2021) which states that servant leadership has an indirect influence on self-efficacy, namely through the mediation of vocational calling.

The results of this research show that the Innovation variable (X2) has a significant influence on the Self-Efficacy (Z) among the leaders of Perusahaan Dagang Dua Bintang in Cikarang Selatan. The results are based on path coefficient testing on the inner model which shows the t-statistic results for the Innovation variable which is 5.743 and is declared significant because the statistical value is > 1.96 ($5.743 > 1.96$). Therefore, the hypothesis 5 test states that H_0 is rejected and H_a is accepted. It can be interpreted that the more innovation increases, the more influence it has on the self-efficacy of a leader at Perusahaan Dagang Dua Bintang in Cikarang Selatan. The results of this research are in line with research in journals (Ningrum, 2020) which states that there is a positive and significant influence between innovative behavior and self-efficacy. This shows that a higher level of innovative behavior will be in line with an increase in the level of self-confidence possessed by a leader.

The results of this study show that the variable Servant Leadership (X1) before being mediated by self-efficacy has no significant influence on Successful Women Entrepreneurs (Y) among the leaders of Perusahaan Dagang Dua Bintang in Cikarang Selatan with a t-statistic value of 1,300. Meanwhile, the results are based on path coefficient testing on the inner model which shows the t-statistic result of hypothesis 6 after being mediated by self-efficacy, which is 0.794 ($0.794 < 1.96$). Therefore, the hypothesis 6 test states that H_0 is accepted and H_a is rejected. In addition to that, it can be interpreted that the direct influence value is 1.300 and the indirect influence is 0.794. Apart from that, this also means that the self-efficacy variable as a mediating variable weakens the servant leadership variable on successful female entrepreneurs, so that the self-efficacy variable cannot mediate the influence of servant leadership on successful female entrepreneurs. The higher the level of servant leadership and self-efficacy of a leader at Perusahaan Dagang Dua Bintang, the less influence it has on successful female entrepreneurs.

The results in this study show that the Innovation variable (X2) before being mediated by self-efficacy has a significant influence on Successful Women Entrepreneurs

(Y) at the leadership of Perusahaan Dagang Dua Bintang in Cikarang Selatan with a t-statistic value of 2.676. Meanwhile, the results are based on path coefficient testing on the inner model which shows the t-statistic for hypothesis 7 after being mediated by self-efficacy, which is 2.342 ($2.342 > 1.96$). Therefore, hypothesis test 7 states that H_0 is rejected and H_a is accepted. In addition to that, it can be interpreted that the direct influence value is 2.676 and the indirect influence is 2.342, which means that the self-efficacy variable as a mediating variable weakens the innovation variable on successful female entrepreneurs among the leaders of Perusahaan Dagang Dua Bintang in Cikarang Selatan.

4. CONCLUSION

Based on the problem formulation, literature review, and analysis data that have been interpreted in this research, it can be concluded that servant leadership does not significantly influence successful female entrepreneurs at Perusahaan Dagang Dua Bintang in Cikarang Selatan. This is because other mediating variables are needed so that servant leadership can influence successful female entrepreneurs. Innovation has a significant influence on successful female entrepreneurs at Perusahaan Dagang Dua Bintang in Cikarang Selatan. This shows that a successful entrepreneur must have the latest ideas or innovations to support the running of the company they lead. Self-efficacy has a positive and significant influence on successful female entrepreneurs of Perusahaan Dagang Dua Bintang in Cikarang Selatan. This happens because a high level of self-efficacy can help in overcoming challenges and maintaining business with full confidence.

Servant leadership does not have a significant influence on the self-efficacy of an entrepreneur at Perusahaan Dagang Dua Bintang in Cikarang Selatan. This is because a leader sometimes does not use high levels of service and dedication to the company he leads. Innovation has a significant influence on the self-efficacy of an entrepreneur at Perusahaan Dagang Dua Bintang in Cikarang Selatan. This happens because a higher level of innovative behavior will be in line with an increase in the level of self-confidence that an entrepreneur has in the company. Self-efficacy as a mediating variable plays a role in weakening the influence of servant leadership on successful female entrepreneurs at Perusahaan Dagang Dua Bintang in Cikarang Selatan. This means that self-efficacy does not have any influence as a mediator between servant leadership and successful female entrepreneurs. Self-efficacy as a mediating variable plays a role in weakening the influence of innovation on successful female entrepreneurs as leaders at Perusahaan Dagang Dua Bintang in Cikarang Selatan. This is because innovation has a significant influence on successful female entrepreneurs among the leaders of Perusahaan Dagang Dua Bintang in Cikarang Selatan. Furthermore, with self-efficacy, the significance value decreases but still produces a significant influence on successful female entrepreneurs. It is hoped that the results of this research can provide information that can be used as a basis, support and contribution of thought to decision makers in an effort to increase income and carry out business development. For future researchers, it is hoped that the results of this research can be used as a reference regarding management science and with more varied independent variables or with a larger and more specific sample size.

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