

## The Existence of Women's Entrepreneurship in the VUCA Era: Analyzing The Role of Socio-Cultural Support System and Financing on MSMEs

Yerisma Welly<sup>1</sup>, Musa Fernando Silaen<sup>2</sup>, Debi Eka Putri<sup>3</sup>,  
Martin Yehezkiel Sianipar<sup>4</sup>

<sup>1,2,3</sup>Sekolah Tinggi Ilmu Ekonomi Sultan Agung, Indonesia

<sup>4</sup>Universitas Satya Terra Bhinneka, Indonesia

Correspondent: [yerisma.welly@gmail.com](mailto:yerisma.welly@gmail.com)<sup>1</sup>

Received : July 30, 2023

Accepted : October 13, 2023

Published : October 31, 2023

Citation: Welly, Y., Silaen, M, F., Putri, D, E., Sianipar, M, Y. (2023). The Existence of Women's Entrepreneurship in the VUCA Era: Analyzing The Role of Socio-Cultural Support System and Financing on MSMEs. *Ijomata International Journal of Management*, 4(4), 419-435.

<https://doi.org/10.52728/ijjm.v4i4.893>

**ABSTRACT:** The challenge for MSMEs in the digital era is the emergence of Volatility, Uncertainty, Complexity, and Ambiguity or VUCA, so that the role of socio-cultural support systems and relevant financing is needed for MSMEs, especially those based on women's entrepreneurship. This study aims to analyze how the role of the socio-cultural support system and financing in the development of women entrepreneurship-based MSMEs. This research is quantitative with survey method. Research data were collected through interviews; focus group discussions (FGDs); and surveys of respondents of women entrepreneurship-based MSMEs. Based on the research results, it is known that women entrepreneurship MSMEs can face the VUCA era through the role of the socio-cultural support system, especially dimension\_a and dimension\_b in developing their business. Then, there is also the role of the financing support system, namely dimension\_a and dimension\_b. The existence of MSME development supported by the role of the socio-cultural support system and financing will improve the economic conditions of MSME actors in a sustainable manner, even in the VUCA era.

**Keywords:** Women Entrepreneurship, Socio-cultural Support System, Financing, VUCA.



This is an open access article under the CC-BY 4.0 license

## INTRODUCTION

Today, no business sector is resistant to change including MSMEs. A MSME may have an effective marketing strategy, but it is unclear how long it will last (Millar et al., 2018); (Aimar & Smith, 2021). There are many clear examples of MSMEs that are not sensitive to changes and the dynamics of the business world that are changing so rapidly that they cause their businesses to close or lose money. These various forms of uncertain conditions require MSME actors to be able to adjust or adapt to existing changes immediately. Therefore, to face this VUCA era, MSME players need to be open-minded, get relevant support, and be able to adapt to the current uncertainty (Saksa, 2021); (Khalatur et al., 2021).

## The Existence of Women's Entrepreneurship in the VUCA Era: Analyzing The Role of Socio-Cultural Support System and Financing on MSMEs

Welly, Silaen, Putri, and Sianipar

---

VUCA is an acronym for volatility, uncertainty, complexity, and ambiguity that emerged from the ideas of the U.S. War College, which described the post-cold war global dynamics that continue to be uncertain. VUCA often characterizes future operational environments. The term VUCA is often seen in geopolitical and business contexts to describe an atmosphere of turbulence. Volatility means highly dynamic and rapidly changing conditions in various matters such as social, economic, and political conditions ([Bratianu et al., 2021](#)); ([Rocha et al., 2022](#)). Uncertainty means that there is an uncertain condition regarding conditions that are unexpected or surprising and can occur at any time. Complexity means that there are obstacles and chaos that exist in every organization. Ambiguity is intended to be a heavy burden reality that combines the meaning and variety of circumstances or the quality of the existing situation, feels floating, does not clarify, and is still questionable ([Barnes, 2021](#)); ([Gouveia, 2019](#)). This condition causes the dynamics in MSMEs to face challenges to be able to develop and advance at this time..

VUCA also refers to the atmosphere of the state and business in the world when due to industry, turnover occurs quickly to unpredictable challenges in the business world, and it can be seen that complex uncertainty makes it difficult to predict the complexity in which organizational chaos barriers arise and connect. Ambiguity is rare when one thing is clear and enforced, making it difficult to determine whether courage, responsibility, and mutual consent are needed ([Barnes, 2021](#)). Facing the Vuca era, MSMEs need to be sensitive, adaptive, constructive and understanding. Adaptive MSMEs are a fundamental ability needed in an effort to achieve business success. A business that has been running for five years, seven years, or has been running for a long time, does not guarantee that the business will be able to exist because the market is constantly changing. The current development of digital disruption makes everything seem automatic and increasingly massive, requiring every business actor to strive to maintain their existence ([Pearse, 2017](#)); ([Nowacka & Rzemieniak, 2021](#)); ([Hadar et al., 2020](#)).

In addition, the rapidly changing situation requires MSMEs to be sensitive in seeing opportunities, risks and challenges at once. For this reason, MSMEs also need to have a support system in order to maintain their existence in the midst of uncertain times like today. MSMEs' understanding of their support systems and innovations will be able to create conditions that make MSMEs survive in the vuca era ([Pati & Das, 2018](#)); ([Robu & Lazar, 2021](#)). Based on this explanation, it can be concluded that VUCA is an era full of uncertainty and can change at any time to be able to put pressure on all human life activities. VUCA can affect the growth of the business world. In addition, the VUCA era will affect the development of MSMEs. The role of the socio-cultural support system and financing will ultimately affect the development of women entrepreneurship-based MSMEs.

Furthermore, the United Nations (UN) has given MSMEs a major leadership role in most of the Sustainable Development Goals (SDGs), which are economy-related, including promoting inclusive and sustainable economic growth; increasing employment opportunities and decent work; advancing industrialization and sustainable innovation; and creating a positive impetus for higher quality of life, better education, and good health for all. Job creation through MSMEs often directly benefits the poor and vulnerable, especially women and youth, thereby directly reducing poverty, increasing incomes, and positively impacting household investments in education and health over time.

Along with the shift in economic and labor structure from industrial revolution 1.0 to industrial revolution 4.0, MSMEs are also growing in the current digital era. In line with this, in recent years, women entrepreneurship activities have become important in many countries as they promote economic as well as social development ([Noguera et al., 2013](#)). Much academic work has been done on women's entrepreneurship, particularly in relation to their practices, barriers, support and motivations ([Dean & Ford, 2017](#)), as well as their social and economic contributions ([Hughes et al., 2012](#)). This indicates that women's entrepreneurship has become an interesting research topic. On the other hand, the topic of MSMEs based on women's entrepreneurship has received less attention by policy makers, so that in its development it has faced challenges, especially in the role of the socio-cultural support system. Not only that, the existence of women entrepreneurship-based MSMEs tends to be considered less able to compete for financing support systems.

So far, the literature that discusses the determinants of MSME development in a region, especially those related to the socio-cultural support system and financing, has not been specific to the object of women's entrepreneurship. For example, there is a study investigating the determinants of MSME development where the research findings show that entrepreneurial skills, access to financing, and effective marketing have an impact on the growth of MSMEs in Mauritius. ([Bari et al., 2005](#)) using respondents from 54 MSMEs in Pakistan identified that lack of financing and poor support are the biggest challenges faced by MSMEs in the country. Then, ([Moktan, 2007](#)) through his study on 168 MSMEs in Bhutan revealed that access to finance, appropriate business regulations, and proper infrastructure are the main determinants of MSME progress. Furthermore, the results of other studies show that qualified human resources, strong social capital, good organizational systems, and extensive knowledge networks together have a positive impact on MSME business growth. In addition, a study ([Al-Shami et al., 2020](#)) concluded that entrepreneurial orientation and access to external financial resources are two important factors determining the ability of MSMEs to increase production because they increase the competitive advantage of MSMEs.

Especially research with a focus on MSMEs owned or managed by women. There is research by ([Sallah & Caesar, 2020](#)) that investigates how the impact of intangible assets available to women entrepreneurs or business owners contributes to their business performance. The findings focused on three intangible resources, namely social capital, human capital, and reputation capital, which showed that social capital, human capital, and reputation capital have a significant contribution to the growth of women entrepreneurship. Then, another study by ([Rahman, 2016](#)) which has findings of factors that influence the development of women entrepreneurship-based MSMEs in Bangladesh include: personal characteristics of respondents, characteristics of entrepreneurs, business capacity, and environmental factors including institutional support and services. Then, research ([Islam, 2019](#)) on women-run businesses in Bangladesh found that there are a number of socio-economic factors that greatly influence the development of MSME businesses, including: availability of MSME authority services, difficulties in obtaining start-up capital, community relations, family problems and gender discrimination, availability of training centers, availability of service tools, and availability of raw materials. In line with the studies that have been presented, it can be said that the unavailability of women's networks, technical training, access to financing, fear of failure, and the absence of supportive policies are some of the factors that hinder the development of women's entrepreneurship or the development of MSMEs managed by women.

## The Existence of Women's Entrepreneurship in the VUCA Era: Analyzing The Role of Socio-Cultural Support System and Financing on MSMEs

Welly, Silaen, Putri, and Sianipar

---

The phenomenon related to the socio-cultural support system experienced by MSMEs in Indonesia is generally related to the geographical conditions of Indonesia as an archipelago with a total of 16,771 islands spread throughout Indonesia ([Perikanan, 2021](#)). So that demographically Indonesia has 1,340 ethnic groups with 2,500 types of languages (Badan Pusat Statistika, 2018). In addition, BPS also recorded six recognized religions in Indonesia, namely Islam (87.18%), Christianity (6.97%), Catholicism (2.91%), Hinduism (1.69%), Buddhism (0.72%), and Confucianism (0.05%) ([Statistics Indonesia, 2021](#)). This diversity will certainly distinguish the behavior of one individual from another, which causes Indonesia to be categorized as a country that has diverse social, cultural, linguistic, ethnic, and religious values. In relation to entrepreneurship, socio-cultural values are thought to be one of the factors that support the development of entrepreneurship. Some elements of socio-cultural values related to entrepreneurship are identified such as beliefs, values, attitudes, habits, lifestyle behaviors as a result of the development of socio-cultural, religious, and educational conditions. However, the role of socio-cultural support system in the context of women entrepreneurship has not been widely researched and discussed ([Dutta, 2016](#)).

Furthermore, there is a phenomenon of entrepreneurial ability that does not spread proportionally with the composition of the population in terms of entities (socio-cultural) and religion. For example, there are certain ethnicities and religious adherents who appear to be more prominent in their entrepreneurial abilities compared to other ethnicities and religious adherents. As we know, Indonesia is a country with a Muslim population of 86.7% of the total population. But apparently, as reported by Forbes data in 2020, nine out of ten successful entrepreneurs as the richest people in Indonesia are not indigenous ethnicities and or adherents of Islam, but from among ethnic Chinese and non-Muslims. In fact, the ethnic Chinese population is only 0.05% of Indonesia's total population ([Badan Pusat Statistika, 2018](#)). Yet they control 60% of all wholesale businesses, 75% of retail businesses, and manage 68% of the largest businesses headquartered in Indonesia. This phenomenon is interesting to be researched further, especially in building an ideal socio-cultural support system in the development of women-based entrepreneurship in Indonesia. Thus, the formulation of the first research problem is how the role of the socio-cultural support system in the development of MSMEs based on women's entrepreneurship.

In addition to the socio-cultural support system, the financing support system is one of the support systems that need to be considered by entrepreneurs when starting or developing a business. The amount of financing and capital structure between entrepreneurs or MSMEs will differ from one another, which will depend on the asset structure, profitability, and growth of the business. However, not all entrepreneurs have sufficient access to financing sources, especially when they are just starting out. There is also research that reveals that it is very important to understand financing needs in an effort to encourage the existence and growth of small and medium enterprises (SMEs) because access to finance is one of the significant challenges for SMEs ([Rupeika-Apoga, 2014](#)). Similarly, another study revealed that gaining access to capital is one of the biggest hurdles when starting a new business and has the potential to severely impact entrepreneurial ventures. So it can be said that the inherent problem an entrepreneur faces in the early days of his or her business is attracting outside capital, given the lack of collateral and sufficient cash flow and the existence of significant information asymmetries with investors.

The next research problem is the limited access to financing for MSMEs at the macro level due to several reasons, namely: 1) limited accessibility of financial resources (demand gap); 2) limited availability of financing for MSMEs (supply gap); 3) lack of knowledge of potential financial resources (knowledge gap); and 4) reluctance of financial institutions to provide funds to MSMEs (benevolence gap) ([Kumar & Rao, 2015](#)). In addition, the willingness and ability to access finance is also influenced by entrepreneurial behavior, for example, risk averse entrepreneurial behavior will affect access to and use of financial services. Conversely, an entrepreneur who has a high risk-taking attitude will have more courage in accessing external sources of financing for business development ([Beck & Cull, 2014](#)). In the Indonesian context, there are many sources of financing that can be used as alternatives for entrepreneurial business development, for example: 1) bank financing both government and commercial credit programs; 2) credit and commercial program financing from non-bank financial institutions, especially microfinance institutions such as cooperatives, PNM, and the like; 3) Financial Technology (Fintech); 4) Crowd Funding, where along with the development of information and technology, alternative sources of financing crowd funding and financial technology are quite developed and are in great demand by young entrepreneurs. However, the lack of research to discuss the support system for financing MSMEs based on women's entrepreneurship is the reason for conducting this research.

Furthermore, according to survey data, although there are many financing schemes offered by formal institutions, business actors, especially those of micro and small scale, approximately 60% are not interested in accessing financing from credit. This shows that only 40% have accessed financing from banks, and the remaining 60% finance their business allegedly from their own capital, borrowing from family, friends, relatives, or accessing sources of financing from non-banking institutions such as cooperatives, PNM, pawnshops, and other non-banking institutions ([Kumar & Rao, 2015](#)). Based on this phenomenon, the formulation of the second research problem is how the role of the financing support system in the development of MSMEs based on women's entrepreneurship.

## **METHOD**

This research is located in Pematangsiantar City (North Sumatra) with a sample analysis unit of women entrepreneurship-based MSMEs. The selection of this city is because in this region there is a fairly high proportion of female entrepreneurs. This research has a literature and field research design with a causality quantitative approach. The data collection method of this research was carried out by field research, where this method of data collection was carried out directly on the object of research. This research was conducted by collecting research data sourced from primary data by making observations, distributing questionnaires, and conducting interviews with respondents in Pematang Siantar City as the research analysis unit. Respondents of this study are women entrepreneurship-based MSMEs determined by purposive sampling and convenience sampling methods ([Kuncoro, 2013](#)). According to ([Hair et al., 2014](#)), if the population is unknown, then the determination of the amount of research data (sample) is determined by 5-10 times the number of observed indicators (observed variables). This study uses 42 items of observation indicators, so the number of research samples determined is  $42 \times 5 = 210$  samples. Meanwhile, the time dimension of the research is a cross-sectional study from June 2023 to September 2023. The

data collection stage of this study was carried out by research members who were assisted by other research members who came from students. Data processing and analysis in this study used the SEM method with Partial Least Squares Modeling (PLS-SEM).

The research approach used supports the research objectives, namely: (a) to determine the role of the socio-cultural support system in the development of women's entrepreneurship-based MSMEs in Pematang Siantar City; and (b) to determine how the patterns and sources of financing of women's entrepreneurship-based MSMEs and where they get the financing information. Based on this, hypothesis-1: the socio-cultural support system has an impact on the development of women entrepreneurship-based MSMEs; and hypothesis-2: the financing support system has an impact on the development of women entrepreneurship-based MSMEs. This research was conducted on the basis of strong data collection, both in the process of initial observation looking for phenomena and in the process during the research process. For this reason, the data obtained needs to be verified and validated to be accurate in measuring the research constructs. Then testing the estimates and hypotheses of the research model using the Partial Least Square Structural Equation Model (PLS-SEM) method. This is because in research with PLS-SEM, all data is assumed to be normally distributed and used in complex models (Hair et al., 2014). Testing using PLS-SEM consists of testing the outer model using three types of tests, namely Construct Reliability, Average Variance Extracted (AVE) and Discriminant Validity tests, while for the inner model test process can be carried out using three types of tests, namely Path Value, R-Square, and Hypothesis Test. Research Hypothesis Test to develop a causal model that can predict the development of MSMEs based on the influence of socio-cultural values and financing support systems.

## **RESULTS AND DISCUSSION**

This research takes the object of research in the form of respondents of women entrepreneurship-based MSMEs in Pematang Siantar City. A total of 210 female entrepreneurship-based MSME respondents became the unit of analysis to draw research conclusions. Based on observations from the field, it is known that MSME activities greatly affect economic development in an area. From the survey results and interviews that this research has conducted, it is known that women entrepreneurship-based MSMEs are a category of MSMEs that need to get support from various parties. Therefore, this research developed two research hypotheses, namely:

1. The socio-cultural support system has a positive and significant effect on the development of women entrepreneurship-based MSMEs;
2. The financing support system has a positive and significant effect on the development of women entrepreneurship-based MSMEs.

The analysis used in this research is Partial Least Square (PLS) with SmartPLS 4.0 software. In PLS analysis there are two basic evaluations that need to be done, namely: measurement model testing (outer model) and structural model testing (inner model). The following describes the results of testing the PLS model in this study.

Before testing the structural model (inner model), it is necessary to test the measurement model (outer model). Outer model testing aims to determine indicators that reflect a construct or latent

## The Existence of Women's Entrepreneurship in the VUCA Era: Analyzing The Role of Socio-Cultural Support System and Financing on MSMEs

Welly, Silaen, Putri, and Sianipar

variable that cannot be measured directly. Analysis of research indicators is carried out empirically, namely by testing the validity and reliability that reflect the parameters of latent variables that are built based on theory and empirical studies. This study uses three latent variables, namely: 1) Socio-cultural Support System which is measured by support: Family, Government, Non-governmental Organizations, Communities/Associations, Community Leaders, and Religious Leaders; 2) Financing Support System measured by Loan Availability, Special Financing Program for MSMEs, Financial Inclusion, and Ease and Speed of Financing Process; and 3) Women Entrepreneurship-Based MSME Development as measured by MSME Growth, MSME Competitiveness, MSME Productivity, and MSME Sustainability.

Evaluation of the latent variable measurement model is analyzed by looking at the factor loading value of each indicator. The factor loading value in PLS can be seen based on the analysis results in Figure 1 and Table 6. If the value is above 0.7, it is highly recommended, however, the factor loading value of 0.5 to 0.6 is still tolerable.

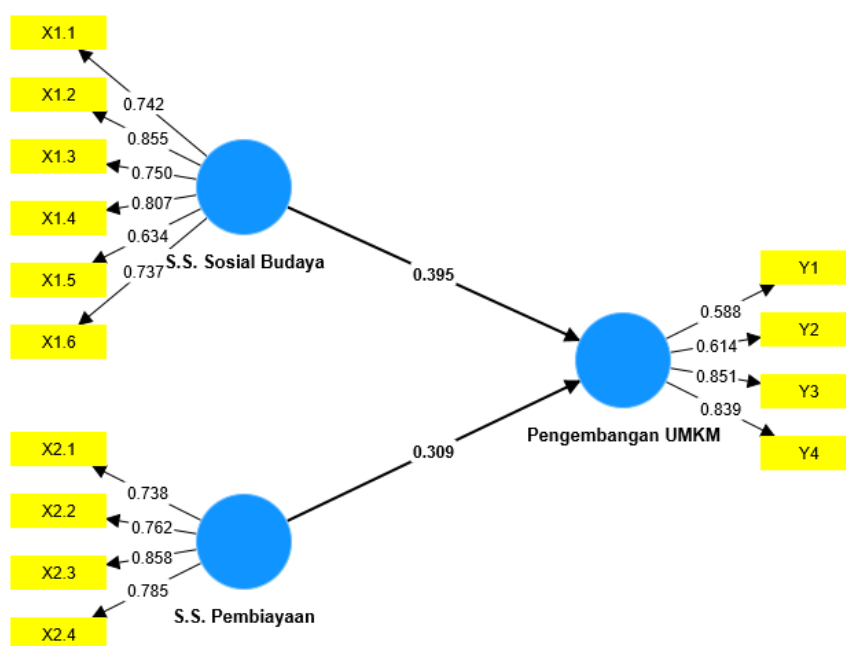


Figure 1. Results of PLS Alogarithm Analysis with SmartPLS 4.0

The factor loading value can be shown through the following table:

Table 1. *Outer Loading*

Latent Variable	Indicator	Outer Loading
<i>Socio-cultural Support System</i>	Family (X1.1)	0,742
	Government (X1.2)	0,855
	Non-governmental Organization (X1.3)	0,750
	Community/Association (X1.4)	0,807
	Community Leaders (X1.5)	0,634
	Religious Leaders (X1.6)	0,737

## The Existence of Women's Entrepreneurship in the VUCA Era: Analyzing The Role of Socio-Cultural Support System and Financing on MSMEs

Welly, Silaen, Putri, and Sianipar

<b>Financing Support System</b>	Loan Availability	(X2.1)	0,738
	Special Financing Program for MSMEs	(X2.2)	0,762
	Financial Inclusion	(X2.3)	0,858
	Ease and Speed of Financing Process	(X2.4)	0,785
<b>Women Entrepreneurship-Based MSME Development</b>	MSME Growth	(Y1)	0,588
	MSME Competitiveness	(Y2)	0,614
	MSME Productivity	(Y3)	0,851
	MSME Sustainability	(Y4)	0,839

The analysis results in Figure 1 and Table 1 above show that the factor loading value on each indicator is generally  $> 0.7$ , in several indicators such as X1.5, Y1, and Y2 have factor loading values of 0.634, 0.588, and 0.614, respectively, these values are  $> 0.5$  (still tolerable). This indicates that all variable indicators are valid and significant, or have met convergent validity because all factor loading values are above 0.5.

In addition to convergent validity, there are two other criteria in evaluating latent variable measurements, namely discriminant validity and composite reliability. The following are the results of the analysis obtained.

**Table 2. Construct Reliability and Validity**

Latent Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability (rho_a)</i>	<i>Composite Reliability (rho_c)</i>	<i>Average Variance Extracted (AVE)</i>
<b>Women Entrepreneurship-Based MSME Development</b>	0,714	0,798	0,819	0,538
<b>Financing Support System</b>	0,794	0,801	0,866	0,619
<b>Socio-cultural Support System</b>	0,851	0,867	0,889	0,573

Based on the results of the analysis in Table 2, it can be explained that all Average Variance Extracted (AVE) values are  $> 0.5$ , which means that the AVE value is good for the three latent variables, namely the development of women's entrepreneurship-based MSMEs, the financing support system, and the socio-cultural support system because it has a value of more than 0.5. It can also be interpreted that the latent variables used have met the validity criteria for use. Meanwhile, the Composite Reliability and Cronbachs Alpha values of both rho\_a and rho\_b on each latent variable are  $> 0.7$ . This means that the three latent variables are reliable to use.



### Model Coefficient Testing and Research Hypotheses

The model (inner model) is evaluated based on the coefficient value of the relationship between latent variables. Testing the model coefficient is done by looking at the estimated coefficient value and the critical point value of the t statistic which is significant at  $\alpha$  5%. Hypothesis testing is carried out between variables:

- 1) Socio-cultural Support System on Women Entrepreneurship-Based MSME Development;
- 2) Financing Support System on Women Entrepreneurship-Based MSME Development.

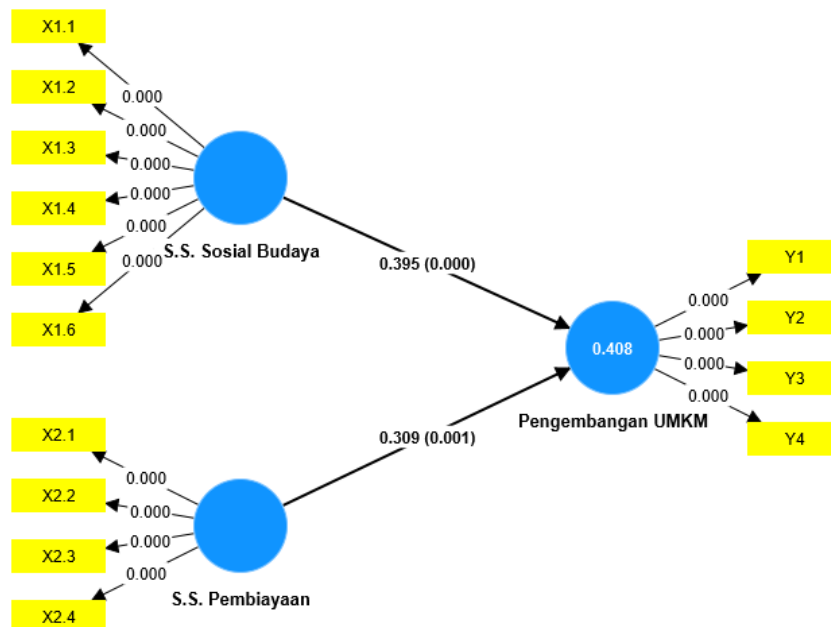


Figure 2. PLS Bootstrapping Analysis Results (Path Coefficients and Pvalue) with SmartPLS 4.0

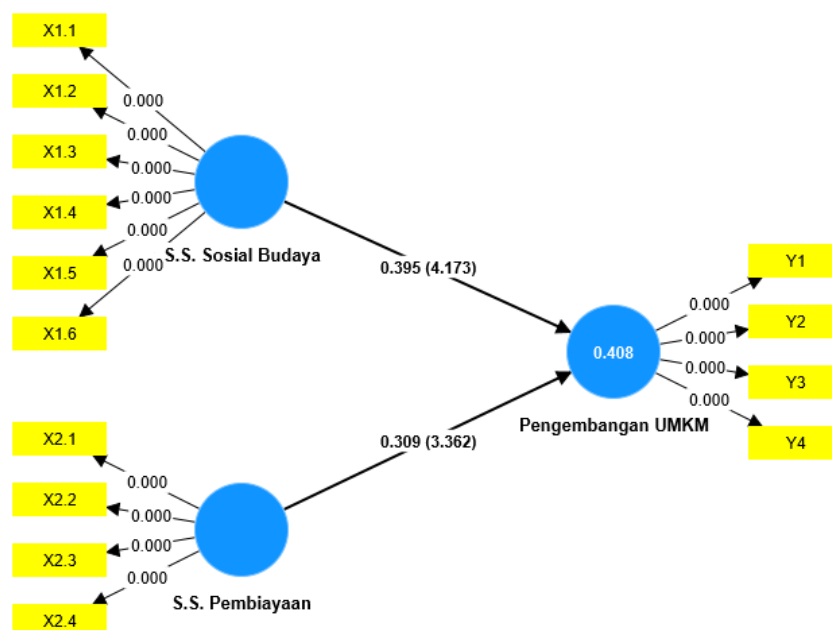


Figure 3. Results of PLS Bootstrapping Analysis (Path Coefficients and Tvalue /Statistics) with SmartPLS 4.0

Testing the effect between variables can be seen from the comparison between the tcount value and the ttable value or between the pvalue and  $\alpha$ . The error rate ( $\alpha$ ) used is 5% or 0.05 with a t table of 1.96. The test criteria used, namely H0 is rejected if the tcount > ttable value or pvalue <  $\alpha$  (0.05). Figure 2 and Figure 3 are the results of the PLS bootsrtapping analysis of path coefficient testing. The results of hypothesis testing can be explained as follows.

**a. The Role of Socio-Cultural Support System on Women Entrepreneurship-Based MSME Development**

The hypothesis to be tested is the effect of the Socio-Cultural Support System on the Development of MSMEs Based on Women's Entrepreneurship with the following hypothesis:

H1 : The socio-cultural support system has a positive and significant effect on the development of women's entrepreneurship-based MSMEs.

**Table 3. The Results of the Role of Socio-Cultural Support System on Women's Entrepreneurship-Based MSME Development**

Path	Coefficient	t <sub>count</sub>	P <sub>value</sub>	H <sub>0</sub>	H <sub>1</sub>
S.S Socio-Cultural -> MSME Development	0,395	4,173	0,000	Rejected	Accepted

The analysis results in Table 3 show the coefficient estimate value of 0.395. The coefficient is positive, which means that the socio-cultural support system has a positive influence on the development of women's entrepreneurship-based MSMEs. The tcount value (4.173) > ttable (1.96) with a significance value or pvalue (0.000) <  $\alpha$  (0.05) was obtained. Thus H1 which states that the socio-cultural support system has a positive and significant effect on the development of women's entrepreneurship-based MSMEs is accepted, so it can be said that the socio-cultural support system is a factor that significantly influences the development of women's entrepreneurship-based MSMEs. A positive effect means that the more the socio-cultural support system increases, the more the development of women's entrepreneurship-based MSMEs will increase.

**b. The Role of Financing Support System on Women Entrepreneurship-Based MSME Development**

The hypothesis to be tested is the effect of the Financing Support System on the Development of MSMEs Based on Women's Entrepreneurship with the following hypothesis:

H1 : The financing support system has a positive and significant effect on the development of women's entrepreneurship-based MSMEs.

**Table 4. The Results of the Role of Financing Support System on Women's Entrepreneurship-Based MSME Development**

Path	Coefficient	t <sub>count</sub>	P <sub>value</sub>	H <sub>0</sub>	H <sub>1</sub>
S.S Financing -> MSME Development	0,309	3,362	0,001	Rejected	Accepted

The analysis results in Table 4 show the coefficient estimate value of 0.309. The coefficient is positive, which means that the financing support system has a positive influence on the development of women's entrepreneurship-based MSMEs. It is obtained that the tcount value (3.362) > ttable (1.96) with a significance value or pvalue (0.000) <  $\alpha$  (0.05). Thus H2 which states that the financing support system has a positive and significant effect on the development of women's entrepreneurship-based MSMEs is accepted, so it can be said that the financing support system is a factor that significantly influences the development of women's entrepreneurship-based MSMEs. A positive effect means that the more the financing support system increases, the more the development of women's entrepreneurship-based MSMEs will increase.

### **Goodness of Structural Model (Inner Model)**

The goodness of the structural model can be evaluated based on the R square (R2) value and the Effect Size (f2) value. The R2 value shows the level of determination of the independent (exogenous) variables on the dependent (endogenous) variable. The greater the R2 value, the better the level of determination produced. The following is the resulting R2 value.

**Table 5. Model Goodness with R square (R2)**

	<i>R Square</i>	<i>R Square Adjusted</i>
<b>MSME Development</b>	0,408	0,403

The analysis results in the table above show that the R2 value for the endogenous variable of MSME development is 0.408 or 40.8%. This explains that the variability of the endogenous variable of MSME development can be explained by the variability of the exogenous variables by 40.8%, while the remaining 59.2% is influenced by other factors not explained in this study.

Effect Size (f2) is a measure used to assess the relative impact of an independent variable (exogenous) on the dependent variable (endogenous). The following is the f2 value obtained.

**Table 6. Model Goodness with Effect Size (f<sup>2</sup>)**

<b>Exogenous Variable</b>	<i>Effect Size (f<sup>2</sup>)</i>	
	<b>S.S. Socio-Cultural</b>	<b>S.S. Financing</b>
<b>MSME Development</b>	0,154	0,094

Based on the results of the analysis above, it can be explained that the exogenous variable that has a higher impact on the endogenous variable of women's entrepreneurship-based MSME development is the socio-cultural support system variable with an f2 value of 0.154. The socio-cultural support system variables in this case are family support, government, non-government institutions, communities/associations, community leaders, and religious leaders.

### **The Impact of the VUCA Era on MSME Development**

VUCA stands for volatility, uncertainty, complexity, and ambiguity, where this term is often used as a buzzword associated with times of economic turmoil, sluggish markets, and crises that occur.

Various factors that change in the current conditions and are difficult to predict can weigh on the future of one's organization or business. On the other hand, MSME actors can encourage ideas to prepare businesses or adapt to VUCA conditions that are being or will be faced ([Cousins, 2018](#)); ([Lepeley & Nicholas Beutell, 2021](#)); ([Troise et al., 2022](#)). These various studies state that VUCA conditions greatly affect the existence of a business.

First, volatility effects encompass the speed, size, impact and dynamics in a wide range of social, economic and political issues. Some situations are volatile, and their duration and temporal extension are unpredictable. Under these unstable conditions, business leaders must be able to scan for trends in business change ([Antonacopoulou, 2018](#)) ([Baran & Woznyj, 2020](#)). For example, in the current disruptive era, leaders must be able to read how to expand market share and what is needed to advance their business. Leaders must also know how technological developments can have a positive impact on business development. By understanding the level of change internally and externally, business people can maintain themselves optimally ([Cousins, 2018](#)). This condition requires the role of local governments regarding the touch of technology in production carried out by local communities, as it is known that most MSME players are still simple and apply manual/conventional methods in producing a product. Meanwhile, global developments that are so rapid with technological devices are rarely utilized by business actors in the microscopic and medium fields. For this reason, MSME activities based on women's entrepreneurship often experience stagnation compared to business actors who utilize technological devices to manage their businesses.

Second, the uncertainty effect describes the loss of predictability and planning of events and variables. This condition leads to the loss of some important information. In addition, uncertain environmental changes can cause substantial industry shifts or even change the company itself. Suppose that MSME players cannot adapt to these uncertain conditions. In this case, unstable conditions will result in two possibilities: the entry of superior products into the market and massive new offerings from significant competitors ([Lepeley & Nicholas Beutell, 2021](#)). The pandemic conditions that have lasted for the past two years have drowned women entrepreneurship-based MSMEs, especially in the tourism and culinary sectors.

Third, the influence of complexity describes the chaos and disorder of environmental factors. Therefore, MSME actors can feel and anticipate many complex factors and influences, but sometimes the number of these complex factors causes an excessive burden on the company. This complexity can be illustrated by the difference in perception between consumer desires, the point of view of certain community groups, and applicable regulations ([Daud et al., 2021](#)). For example, a leather bag manufacturer whose customer requests to provide genuine leather is opposed by the animal rescue community or environmental activists and regulations from the local government. This condition certainly has an impact on the existence of the business in the future. In women entrepreneurship-based MSMEs, business forms such as food management, fish, shrimp paste factories, cracker factories, and food stall businesses are indicated to cause accumulation of waste both organic and plastic which creates friction between business actors and local environmental activities. Therefore, it is necessary to strengthen cooperation between the community (business actors), environmental activists, and the academic community to carry out trash and waste management.

Fourth, the ambiguity effect describes unclear causal relationships in the business environment. This ambiguity condition is a floating situation, and clarity is uncertain. An unclear climate can be seen, for example, when an MSME goes beyond its usual activities and enters a (new) market with a (new) product for a (new) target group ([Baran & Woznyj, 2020](#)). Women entrepreneurship-based MSMEs still have to determine how to attract consumers and increase their sales. Natural resource management by MSME players is still done traditionally by local communities, and modernization measures are needed to improve the economic growth of women entrepreneurship-based MSMEs.

### **The Impact of Socio-Cultural Support System on MSME Development**

Based on the results of testing the first hypothesis, it can be explained that the socio-cultural support system has a positive and significant influence on the development of women entrepreneurship-based MSMEs. The results of this analysis prove that the higher the socio-cultural support system of women entrepreneurship-based MSMEs, the positive impact on the development of these MSMEs. Thus, women entrepreneurship-based MSMEs need to have a socio-cultural support system such as family, government, non-government institutions, communities/associations, community leaders, and religious leaders ([Sallah & Caesar, 2020](#)). This is also supported by empirical study statements that prove a positive relationship between the dimensions of the socio-cultural support system and the development of MSMEs (Islam, 2019). Dimensions such as family, government, and community/association support are the factors that most determine the development of MSMEs for the better ([Rahman, 2016](#)). These dimensions of the socio-cultural support system need to get more attention from stakeholders of women entrepreneurship-based MSMEs.

In this study, the lack of a socio-cultural support system, such as family support factors, is one of the reasons why women entrepreneurship-based MSMEs cannot develop. This is in line with research, which found that MSMEs with female actors need family support factors in order to progress. In addition, the development of MSMEs based on women's entrepreneurship needs to get support factors from the government in the form of policies that favor and support women's entrepreneurship. The results of this study are in line with research, which found that the factors that play a role in the development of MSMEs are primarily government support factors. Then, the role of communities or associations related to MSMEs is a factor that influences the development of MSMEs based on women's entrepreneurship. This is in line with research conducted by, which found that the community or association factor is an important factor in the development of MSMEs.

### **The Role of Financing Support System on MSME Development**

The research results developed through the second hypothesis show that the financing support system has a positive and significant effect on the development of women entrepreneurship-based MSMEs. The results of this study confirm that financing support factors such as loan availability, special financing programs for MSMEs, financial inclusion, and the ease and speed of the financing process are factors that influence the development of women entrepreneurship-based MSMEs. The main role of the financing support system in this study is found in the financial inclusion factor, which is in line with research ([Rupeika-Apoga, 2014](#)) which found that financial inclusion is a determining factor of MSME development. Operating in any field, financial inclusion of

MSME actors is crucial in determining whether or not an MSME develops. In addition, other factors such as support for loan availability are also factors that influence MSME development, where the results of this study are in line with the findings of. Then, the factor of support for special financing programs for MSMEs in this study is something that determines the development of MSMEs based on women's entrepreneurship. The findings of this study are in line with research by ([Schwienbacher & Larralde, 2010](#)), which found that the support factor of MSME-specific financing programs is necessary in increasing the capacity of women MSME actors.

## **CONCLUSION**

The results concluded that all hypotheses were accepted from the two hypotheses developed to test the direct effect. It has been proven that there is an influence of socio-cultural support system and financing support system on the development of women entrepreneurship-based MSMEs. The importance of the socio-cultural support system plays a major role in improving the development aspects of women's entrepreneurship-based MSMEs. This means that if the socio-cultural support system of an MSME is high, it will be followed by an increase in the development of the MSME and vice versa. Furthermore, it has also been proven that the financing support system plays a role in improving the development of women entrepreneurship-based MSMEs. This means that if the financing support system of a women's entrepreneurship-based MSME is high, it will be followed by an increase in the development aspects of the MSME and vice versa. Then it can also be concluded that the current VUCA era also has an impact on the survival of women entrepreneurship-based MSMEs. The challenges of the current VUCA era are also very relevant for women entrepreneurship-based MSMEs. Therefore, the role of socio-cultural support systems and relevant financing is needed so that women entrepreneurship-based MSMEs can maintain their existence.

Seeing the vital role of the socio-cultural support system and financing in women entrepreneurship-based MSMEs in the current VUCA era, MSME actors and all stakeholders related to MSMEs need to improve both support systems. The results of this study also have limitations, namely weaknesses in the aspect of the number of samples used so that it is not enough to generalize the characteristics of a wider range of business actors. For this reason, further research needs to add the number of samples to better represent the wider MSME population. In addition, the lack of research on the topic of "VUCA approach" juxtaposed with the development of women entrepreneurship-based MSMEs provides a great opportunity for researchers and practitioners to conduct further research.

On this occasion, the authors would like to thank DRPM for the budget provided for the National Competitive Research scheme for Beginner Lecturers for the implementation year 2023. The authors would also like to express their deepest gratitude to all parties involved in the process of completing the research and publication of the results of this study, including the entire academic community of the Sultan Agung College of Economics, as well as the management team of this journal who provided constructive input to improve this article.

## REFERENCE

- Aimar, C., & Smith, D. K. (2021). VUCA: A MANAGEMENT TOOL FOR DEALING WITH CHALLENGES IN CHANGING ENVIRONMENTS. *Global Journal of Entrepreneurship (GJE)*, 5(1).
- Al-Shami, S., Mamun, A. Al, Sidek, S., & Rashid, N. (2020). Causes of failure among Malaysian female entrepreneurs: A qualitative case study of Malaysian microcredit borrowers. *Qualitative Research in Financial Markets*, 12(1), 43–71. <https://doi.org/10.1108/QRFM-12-2018-0142/FULL/XML>
- Antonacopoulou, E. (2018). Organisational Learning for and with VUCA: Learning Leadership Revisited. In *Teoria e Prática em Administração* (Vol. 8, Issue 2, pp. 10–32). [livrepository.liverpool.ac.uk](https://livrepository.liverpool.ac.uk). <https://doi.org/10.21714/2238-104x2018v8i2s-40869>
- Badan Pusat Statistika. (2018). *Population of Indonesia*.
- Baran, B. E., & Woznyj, H. M. (2020). Managing VUCA: The human dynamics of agility. In *Organizational Dynamics*. [ncbi.nlm.nih.gov](https://pubmed.ncbi.nlm.nih.gov/).
- Bari, F., Ali, C., & Haque, E. (2005). *SME Development in Pakistan: Analyzing the constraint on Growth* (3; Pakistan Resident Mission Working Paper Series).
- Barnes, S. (2021). Radical Knowledge Management: Using Lessons Learned From Artists to Create Sustainable Workplaces. *Frontiers in Artificial Intelligence*, 4, 598807. <https://doi.org/10.3389/FRAI.2021.598807/BIBTEX>
- Beck, T., & Cull, R. (2014). SME Finance in Africa. *Journal of African Economies*, 23(5), 583–613. <https://doi.org/10.1093/JAE/EJU016>
- Bratianu, C., Stanescu, D. F., & Mocanu, R. (2021). Exploring the Knowledge Management Impact on Business Education. *Sustainability* 2021, Vol. 13, Page 2313, 13(4), 2313. <https://doi.org/10.3390/SU13042313>
- Cousins, B. (2018). Design thinking: Organizational learning in VUCA environments. *Academy of Strategic Management Journal*, 17(2).
- Daud, W. N. W., Fakhrol Anwar Zainol, & Segumpan, R. G. (2021). Knowledge Management, Human Capital and Organizational Innovation as Drivers of Quality Higher Education in Malaysia: Lessons for Gulf Countries. *International Journal of Management*, 11(12). <https://doi.org/10.34218/ijm.11.12.2020.025>
- Dean, H., & Ford, J. (2017). Discourses of entrepreneurial leadership: Exposing myths and exploring new approaches. [Http://Dx.Doi.Org/10.1177/0266242616668389](http://Dx.Doi.Org/10.1177/0266242616668389), 35(2), 178–196. <https://doi.org/10.1177/0266242616668389>
- Dutta, S. (2016). Entrepreneurship and Sociocultural Factors. [Http://Dx.Doi.Org/10.1177/0262728015615484](http://Dx.Doi.Org/10.1177/0262728015615484), 36(1), 41–60. <https://doi.org/10.1177/0262728015615484>
- Gouveia, L. B. (2019). Emerging alternatives to leadership and governance in a digital ecosystem. *ECMLG – 15th European Conference on Management Leadership and Governance*.

## The Existence of Women's Entrepreneurship in the VUCA Era: Analyzing The Role of Socio-Cultural Support System and Financing on MSMEs

Welly, Silaen, Putri, and Sianipar

---

- Hadar, L. L., Ergas, O., Alpert, B., & Ariav, T. (2020). Rethinking teacher education in a VUCA world: student teachers' social-emotional competencies during the Covid-19 crisis. *Https://Doi.Org/10.1080/02619768.2020.1807513*, 43(4), 573–586. <https://doi.org/10.1080/02619768.2020.1807513>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th Edition ed.). Harlow: Pearson Education Limited.
- Hughes, K. D., Jennings, J. E., Brush, C., Carter, S., & Welter, F. (2012). Extending Women's Entrepreneurship Research in New Directions. *Https://Doi.Org/10.1111/j.1540-6520.2012.00504.x*, 36(3), 429–442. <https://doi.org/10.1111/J.1540-6520.2012.00504.X>
- Islam, N. (2019). Socioeconomic Factors of Women Entrepreneurship Development in Bangladesh. *SSRN Electronic Journal*. <https://doi.org/10.2139/SSRN.3500834>
- Kerr, W. R., & Nanda, R. (2011). Financing Constraints and Entrepreneurship. In *Handbook of Research on Innovation and Entrepreneurship* (pp. 88–103). Edward Elgar Publishing Ltd. <https://doi.org/10.4337/9781849807760.00015>
- Khalatur, S., Velychko, L., Pavlenko, O., Karamushka, O., & Huba, M. (2021). A model for analyzing the financial stability of banks in the VUCA-world conditions. *Banks and Bank Systems*, 16(1), 182–194. [https://doi.org/10.21511/BBS.16\(1\).2021.16](https://doi.org/10.21511/BBS.16(1).2021.16)
- Kumar, S., & Rao, P. (2015). A conceptual framework for identifying financing preferences of SMEs. *Https://Doi.Org/10.1080/13215906.2015.1036504*, 22(1), 99–112. <https://doi.org/10.1080/13215906.2015.1036504>
- Kuncoro, M. (2013). *Metode Riset Untuk Bisnis dan Ekonomi* (Edisi 4). Penerbit Erlangga.
- Lepeley, M. T., & Nicholas Beutell. (2021). Soft Skills for Human Centered Management and Global Sustainability: Soft Skills The Lingua Franca of Human Centered Management in the Global VUCA Environment. In *Routledge* (1st ed.). Routledge.
- Millar, C. C. J. M., Groth, O., & Mahon, J. F. (2018). Management Innovation in a VUCA World: Challenges and Recommendations. *Https://Doi.Org/10.1177/0008125618805111*, 61(1), 5–14. <https://doi.org/10.1177/0008125618805111>
- Moktan, S. (2007). Development of Small and Medium Enterprises in Bhutan. *Http://Dx.DoI.Org/10.1177/097152310701400205*, 14(2), 251–282. <https://doi.org/10.1177/097152310701400205>
- Noguera, M., Alvarez, C., & Urbano, D. (2013). Socio-cultural factors and female entrepreneurship. *International Entrepreneurship and Management Journal*, 9(2), 183–197. <https://doi.org/10.1007/S11365-013-0251-X/METRICS>
- Nowacka, A., & Rzemieniak, M. (2021). The Impact of the VUCA Environment on the Digital Competences of Managers in the Power Industry. *Energies 2022, Vol. 15, Page 185*, 15(1), 185. <https://doi.org/10.3390/EN15010185>
- Pati, P., & Das, A. (2018). Capability Development in Dynamic Business Environment: A Framework for Practitioners. *IIMS Journal of Management Science*, 9(1), 14. <https://doi.org/10.5958/0976-173X.2018.00002.7>



## The Existence of Women's Entrepreneurship in the VUCA Era: Analyzing The Role of Socio-Cultural Support System and Financing on MSMEs

Welly, Silaen, Putri, and Sianipar

---

- Pearse, N. J. (2017). Change Management in a VUCA World. *Visionary Leadership in a Turbulent World: Thriving in the New VUCA Context*, 81–105. <https://doi.org/10.1108/978-1-78714-242-820171005/FULL/XML>
- Perikanan, K. K. dan. (2021). *Data Jumlah Pulau di Indonesia*. <https://kkp.go.id/djprl/p4k/page/4270-jumlah-pulau>
- Rahman, M. A. (2016). *An assessment of the factors affecting performance of women entrepreneurs in SMEs of Bangladesh*.
- Robu, D., & Lazar, J. B. (2021). Digital Transformation Designed to Succeed: Fit the Change into the Business Strategy and People. *Electronic Journal of Knowledge Management*, 19(2), pp133-149. <https://doi.org/10.34190/EJKM.19.2.2411>
- Rocha, R. G., Kragulj, F., & Pinheiro, P. (2022). Practical wisdom, the (not so) secret ingredient for responsible knowledge management. *VINE Journal of Information and Knowledge Management Systems*, 52(3), 426–447. <https://doi.org/10.1108/VJIKMS-09-2021-0211/FULL/XML>
- Rupeika-Apoga, R. (2014). Financing in SMEs: Case of the Baltic States. *Procedia - Social and Behavioral Sciences*, 150, 116–125. <https://doi.org/10.1016/J.SBSPRO.2014.09.013>
- Saksa, N. (2021). *The role of entrepreneurial leadership in business performance : a study on innovation in the VUCA world*.
- Sallah, C. A., & Caesar, L. D. (2020). Intangible resources and the growth of women businesses: Empirical evidence from an emerging market economy. *Journal of Entrepreneurship in Emerging Economies*, 12(3), 329–355. <https://doi.org/10.1108/JEEE-05-2019-0070/FULL/XML>
- Schwienbacher, A., & Larralde, B. (2010). Crowdfunding of Small Entrepreneurial Ventures. *SSRN Electronic Journal*. <https://doi.org/10.2139/SSRN.1699183>
- Statistics Indonesia. (2021). *Hasil Sensus Penduduk 2020*. Berita Resmi Statistik. <https://www.bps.go.id/pressrelease/2021/01/21/1854/hasil-sensus-penduduk-2020.html>
- Troise, C., Corvello, V., Ghobadian, A., & O'Regan, N. (2022). How can SMEs successfully navigate VUCA environment: The role of agility in the digital transformation era. *Technological Forecasting and Social Change*, 174(April 2021), 121227. <https://doi.org/10.1016/j.techfore.2021.121227>