Al-Kharaj: Journal of Islamic Economic and Business
Volume 7 (4), 2025
P-ISSN: 2686-262X; E-ISSN: 2685-9300

The Effect of Entrepreneurial Orientation on Organizational Resilience Through Entrepreneurial Bricolage Study on Small Businesses of IWAPI Members in Banten Province

Erna Maulina[1], Reza Damayanti[2]
[1]Universitas Padjadjaran, Sumedang, Indonesia
[2]Universitas Padjadjaran, Sumedang, Indonesia
Email: erna.maulina@unpad.ac.id, reza21011@mail.unpad.ac.id

***Keywords**: Entrepreneurial Orientation, Organizational Resilience, Entrepreneurial Bricolage, Small Businesses*

Abstract

*The abstract contains a brief description of the **purpose**: describes the objectives and hypotheses of the research. **Methods**: describes the essential features of the research design, data, and analysis. It may include the sample size, geographic location, demographics, variables, controls, conditions, tests, descriptions of research design, details of sampling techniques, and data gathering procedures. **Results**: describes the key findings of the study, including experimental, correlational, or theoretical results. It may also provide a brief explanation of the results. **Implications**: show how the results connect to policy and practice and provide suggestions for follow-up, future studies, or further analysis.*

INTRODUCTION

businesses, both new business ventures and developments of existing businesses, with the aim of creating value for the market or society. Entrepreneurship is thus seen as a driver of economic growth, job creation, community development, guardian of company sustainability and development of business organizations. Entrepreneurship also has an impact on the local and national economy. For example, when entrepreneurs can continue to innovate, create, and compete by creating new value, these efforts will contribute to the dynamics and resilience of society.

Indonesia compared to other countries still has a relatively low level of entrepreneurship. The percentage of entrepreneurs in Indonesia is currently around 3.47 percent. Meanwhile, based on statistical data from (Asmini) Et al., 2024) the Global Entrepreneurship Index, in 2023, Indonesia is 75th out of 137 countries with a score of 26. This means that Indonesia's index value is comparable to developing Southeast Asian countries such as Vietnam. The data indicates that entrepreneurship has not been widely adopted or embraced by the Indonesian people. Meanwhile, in the current global era, entrepreneurial behavior is a demand for every individual and institution.

One of the business institutions that contribute to the community's economy is Micro, Small and Medium Enterprises (MSMEs). Based on data from the Ministry of Cooperatives and SMEs, MSMEs accounted for 61.07% of Indonesia's Gross Domestic Income (GDP) in 2023, or nearly Rp. 9,580 trillion. This shows that MSMEs contribute significantly to the economy of the Indonesian people, both financially and non-financially, such as the creation of new products, community resilience and job creation. MSMEs are estimated to employ around 97% of the workforce in Indonesia. This figure increases every year. In addition, Figure 1.1 confirms the important contribution of MSMEs to the Gross Domestic Product (GDP).

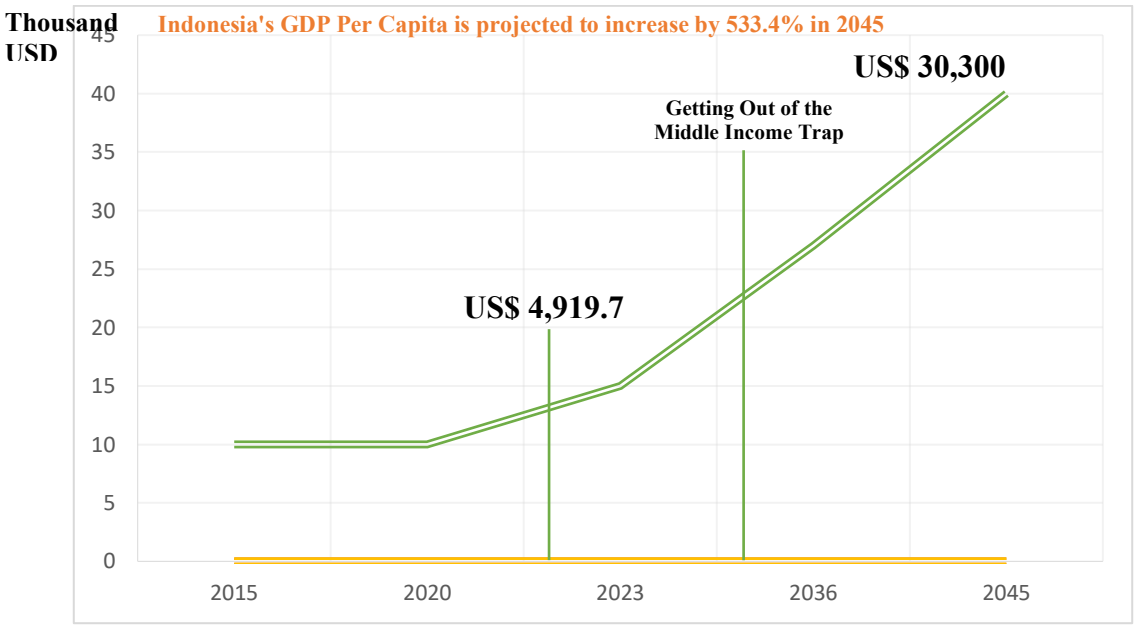

Figure 1.1 Projected GDP Per Capita 2045 (USD)
Source: Ministry of Cooperatives and Cooperatives (2023)

In the field of entrepreneurship study , MSMEs are seen as entrepreneurial institutions or organizations. This refers to two types of entrepreneurship that are relevant to the characteristics faced, namely opportunity entrepreneurship and neseccity entrepreneurship (Huang et al., 2023) . MSMEs are built because of opportunities or because MSMEs are faced with pressing conditions and limited resources.

Considering the two types of entrepreneurship characteristics above, MSMEs that are of concern today, especially related to the Sustainable Development Goals (SDGs) and empowerment programs, are MSMEs managed by women entrepreneurs. Figure 1.2 shows the competitive position of Indonesian women entrepreneurs compared to other ASEAN countries. Indonesia has the highest percentage of female entrepreneurs. This indicates the important role of women in the development of MSMEs in Indonesia.

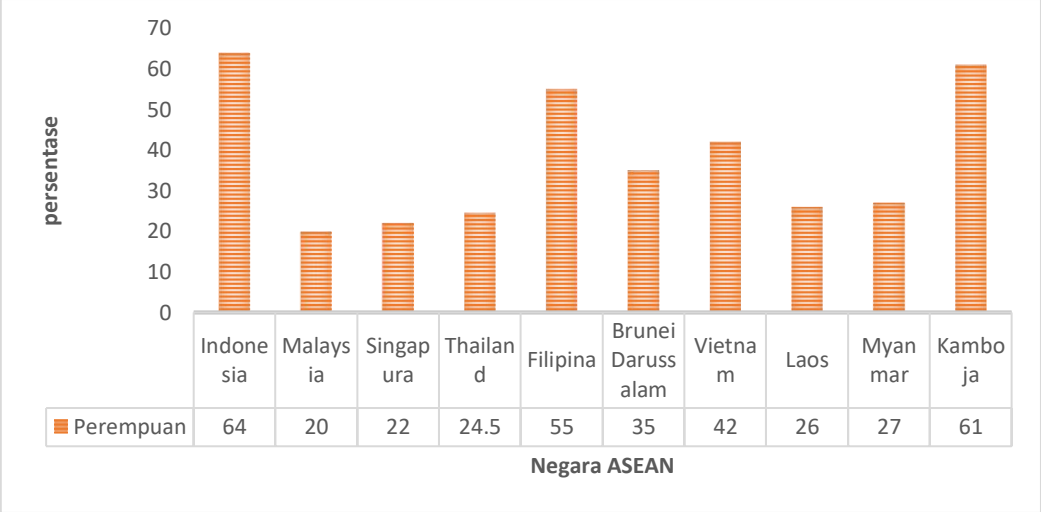

Figure 1.2 Population Graph Entrepreneur on the MSME Scale
Source: Global Entrepreneurship Monitor (2023)

One of the drivers of achievement in ASEAN is due to the number of organizations that give birth, gather and develop women entrepreneurs in Indonesia. Some of them are the Indonesian Women Entrepreneurs Association (Iwapi) established in 1975, the Indonesian Muslim Women Entrepreneurs Association (Ipemi) established in 2015, the Indonesian Entrepreneurial Women's Association (Perwira) established in 2016, the Indonesian Women's Economic Development (PEPI) established in 2019, Women Empower Women At Work (WEWAW) was established in 2020. Based on this information, Iwapi is the longest-running and largest organization that gathers women entrepreneurs in Indonesia. It is known that the number of Iwapi members will reach 30,000 in 2023. The data above also shows the increasing attention from various parties to women entrepreneurs in the last decade.

Iwapi as the largest organization that gathers women entrepreneurs in Indonesia, focuses on increasing the capacity of women in the business world, especially MSMEs. The organization supports women entrepreneurs by providing training, access to financing, and business networking, and aims to promote gender equality in the business world. Iwapi has a vision to become the best female entrepreneur organization at the national and international levels. Iwapi also has a mission to empower and strengthen women in business activities by improving the ability of members to manage their businesses, including: getting access to new technologies, information about marketing and financing. To achieve this vision and mission, Iwapi focuses on increasing collaboration, access to international markets, capacity building through cross-border initiatives, access to domestic and international resources, seminars and workshops to teach women about risk-taking, innovation, and technology.

The work program indicates that MSMEs managed by women entrepreneurs in Iwapi have the potential to have a higher entrepreneurial orientation compared to other MSMEs outside of Ikipi members. Female entrepreneurs who join networks like this, often become more competitive and independent because they can learn directly from other colleagues who are more advanced in the use of innovation or technology. Iwapi's experience shows that Iwapi members have the resilience of the business organizations they manage. This is indicated by the ability of Iwapi members to face various crises such as the Asian monetary crisis in 1997-1998, the economic and political crisis in 1998, the global financial crisis in 2008, and the recession in 2020/2021 caused by the Covid-19 pandemic. Iwapi contributes greatly to maintaining the sustainability of

MSMEs managed by women entrepreneurs in overcoming various crises, so that they have better organizational resilience.

One of the Iwapi branches that has received various achievements and awards is Iwapi Banten Province. Among them were winning awards ASEAN Women Entrepreneur Network (AWEN) Award 2023 and as an association Entrepreneur the best ASEAN women in 2019. At the local level, Iwapi, Banten Province also gave birth to many MSMEs Entrepreneurial managed by successful women, such as Batik Small Businesses managed by Andini won 3rd place as an inspirational woman in the economic field in the election conducted by the Tangerang Regency Women's Empowerment and Child Protection Office (DPPPA) in 2023. Fatimah Az Zahra's Small Business, Entrepreneur women from Lebak, Banten, who have achieved success with billions of rupiah per month income. Awaliyah's Craft & Fashion, A Successful Small Business. Pandan Craft which succeeded in absorbing female workers in Kadilimus village, Pandeglang Regency, around 100 employees and Pandan Craft It has also been exported to other countries such as Malaysia. Next Entrepreneurship The woman who succeeded in taking advantage of the opportunity, namely Dirda Muthi Kemala Latjuba who came from the city of Serang, started from personal experience as a contact lens user (SoftLens) and the desire to get quality products at affordable prices, so Dirda had the idea to sell contact lenses (SoftLens), which started its business in 2014 with a dropshipping system. The business has grown so much that in 2018, it established the Pink Rabbit Lens brand and established cooperation with factories in South Korea to ensure the quality of its products. With an initial capital of around Rp.200 million, now his business generates an income of around Rp1.5 billion per month. Next Entrepreneur A successful woman in her business, Erica Anca, started her career as a model for Aneka magazine. With this background, Erica has a deep understanding of the world of beauty, which then encourages her to enter the business world. She founded Browgasm Beauty Center, which now has four branches in Serang, Cilegon, Lampung, and Medan, as well as opening beauty academies to train professional therapists. In addition, Erica also developed a skincare product line under the Le Byeol brand, which is designed with export quality standards to enter the international market. Entrepreneur The next woman, Midah Dahmalia, who is a former Indonesian female worker in Malaysia, succeeded in making milkfish satay products penetrate the export market to Malaysia and Saudi Arabia. Fatimah Az Zahra, Entrepreneur women from Lebak, Banten, who have succeeded in overcoming various difficulties in life and building a Muslim herbal and fashion business. Fatimah started her business in 2010 by producing virgin coconut oil on a pre-order basis, without initial capital. Through perseverance and innovation, she developed various herbal products and Muslim fashion, until she managed to achieve a turnover of IDR 25 billion.

This success is proof of the success of the Iwapi work program in Banten Province such as providing training, seminars, and Workshop to help members improve managerial, marketing, and financial management skills. In addition, Iwapi often holds events Networking to bring together women entrepreneurs with stakeholders, such as the government and financial institutions.

Banten Province is geographically one of the provinces adjacent to the national economic center, namely Jakarta. Banten Province also has great potential in various sectors such as manufacturing, tourism, trade, and agribusiness. This condition is a resource for Iwapi Banten Province in playing an active role in supporting the growth of MSMEs managed by women entrepreneurs. These active roles include helping to encourage the expansion and development of MSME businesses. Iwapi Banten Province is also often involved in cooperation with local

governments, non-governmental organizations, and educational institutions to empower women entrepreneurs, including in access to financing, technology, and markets. The organization also plays a role in promoting local products through exhibitions and other creative economy activities.

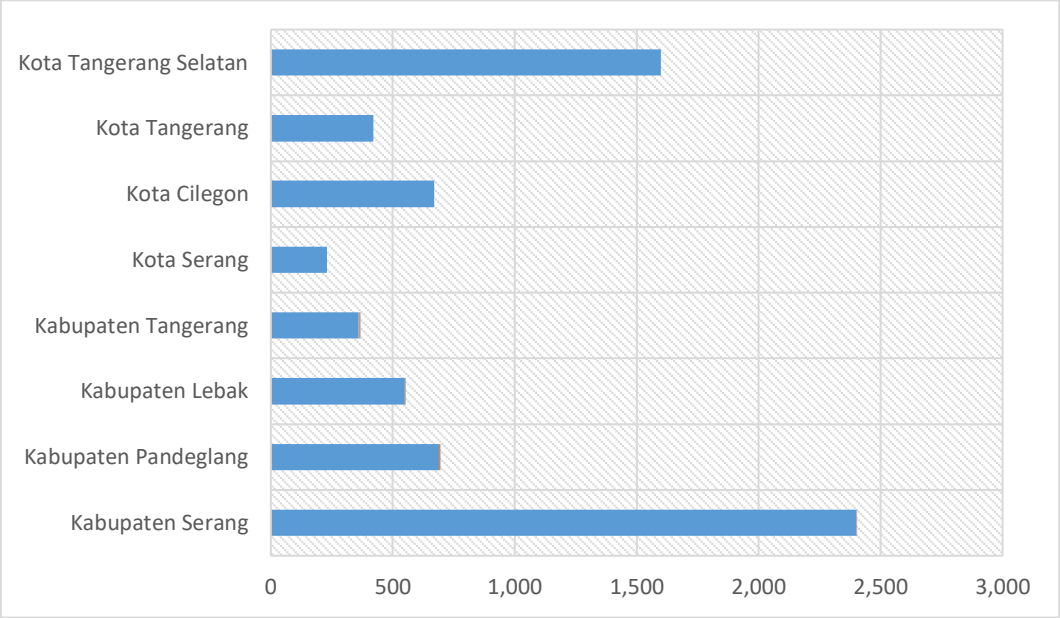

Figure 1.3 Prediction of the Number of Small Businesses Managed by Banten Women
Source: Researcher Data Processing (2024)

Based on an interview with the Chairman of Iwapi Banten Province, Lilis Komariah, it is known that Iwapi Banten Province focuses on small businesses and the resilience of small business organizations managed by women entrepreneurs. This is indicated by the ability of Iwapi members of Banten Province to go through the crisis and the membership period of Iwapi members of Banten Province which continues to grow. Furthermore, based on an interview with the Vice Chairman of Iwapi Banten Province, Ratu Titin Martini, it is known that Iwapi members of Banten Province have been able to overcome various local and national crises in the past decade, such as tsunamis, earthquakes, and floods. This shows that women, especially women entrepreneurs, play an important role in supporting the recovery and sustainability of the regional economy. In every crisis, Iwapi Banten Province not only struggles to survive, but also takes an active role in helping the affected communities, both through social programs, logistical assistance, and collaboration with related parties. This reflects the strength of solidarity and concern for Iwapi Banten Province. In the future, Iwapi Banten Province will continue to strengthen its network, increase member capacity, and strengthen business risk mitigation, so that whatever challenges are faced, they will be ready to live it in the spirit of innovation and collaboration. Iwapi Banten Province will always be part of the region's solutions and progress.

Based on the results of group discussions with eight Iwapi Banten administrators representing districts and cities, Iwapi Banten Province members were able to overcome various crises and challenges as follows: Due to the Covid-19 pandemic, Iwapi members of Banten Province were able to adapt by accelerating business digitalization, such as utilizing online platforms to market products and services. Iwapi members of Banten Province are also active in supporting MSMEs to survive through collaboration and innovation. With the onslaught of Chinese and Korean products, Iwapi Banten Province encourages its members to improve the

quality of local products with more competitive designs and branding . More aggressive marketing strategies, both offline and online, are also being implemented to penetrate the market. Technological developments, Iwapi Banten Province utilizes technology to support member training, such as e-commerce, digital management, and social media marketing. That way, Iwapi members of Banten Province remain relevant in the midst of rapid technological changes. Information disclosure, Iwapi Banten Province makes information disclosure an opportunity to learn from the global market, identify trends, and increase competitiveness through collaboration with various parties, both local and international.

Based on the results of the author's observations and interviews with members of Iwapi Banten Province, it is known that the ability to maintain organizational resilience is indicated by: Able to read market opportunities quickly and act before competitors, for example introducing new products or expanding the market through technology. Focus on developing new products or services, especially in the fashion and culinary sectors, by taking advantage of the latest trends. Develop a variety of flavors, such as sweet and spicy flavors, which appeal to young people. Making frozen versions of rabeg or frozen food that are easy to store and market outside the region.Do not hesitate to make large investments despite uncertainties, such as opening a branch in a strategic location or trying products based on digital technology. The ability to make decisions independently in managing a business, despite market pressures. Work closely with local farmers to ensure a consistent supply of raw materials. Using traditional processing tools such as firewood stoves for cooking, thus reducing energy costs. Strategies to beat competitors, such as aggressive promotions on social media or giving discounts within a certain time. Use WhatsApp to receive small and medium orders. Create an Instagram account to display photos of food with homemade and traditional concepts, which appeal to urban customers. Iwapi Banten Province held a Banten culinary festival as a joint promotional event. Involving housewives in the local village in the production process, such as emping processing and packaging. Forming a small entrepreneurial group to share market information and share logistics costs.Iwapi Banten Province formed a network between members, namely by forming a raw material cooperative to help members get cheaper supplies.

Based on observations in the field, the author found the following phenomena: Iwapi Banten Province, which is engaged in sectors such as culinary, fashion, retail trade, and agriculture, shows a pattern of creative use of limited resources to overcome business constraints. For example, on the use of local raw materials, community collaboration, and simple digital marketing strategies, which reflect the entrepreneurial practices of bricolage. In the culinary sector, local raw materials used by female entrepreneurs in Iwapi Banten Province, utilize ingredients available around, such as typical spices of Banten Province such as lemongrass, lime leaves, galangal and others to create food products with distinctive recipes, such as packaged chili sauce or traditional-based ready-to-eat foods. Iwapi Banten Province in the culinary sector collaborates with local farmers to ensure sustainable supply of raw materials and increase the income of the surrounding community. Iwapi Banten Province uses social media such as WhatsApp and Instagram to promote products, in a cost-effective but effective way to reach customers. For example, in the case of a female entrepreneur home catering in Serang, a mass event was canceled. Customize the finished product of personal food packages for workers and students. Selling frozen food through online platforms and Ikipi cooperatives. Without a large freezer, female entrepreneurs use home refrigerators and borrow refrigerators from neighbors and use repackaging from old suppliers. The business survives on a smaller scale, even opening up opportunities for local resellers. In the

fashion sector, Iwapi Banten Province uses materials or materials in the manufacture of fashion products, such as pandan craft businesses that make bags, hats, mats, wallets and other souvenirs that use prickly pandan leaf material as the main material. Iwapi Banten Province collaborates with the artisan community or the community to work together, thereby reducing production costs while empowering the surrounding workforce. Iwapi Banten Province also uses simple technology such as basic design applications and e-commerce platforms Shopee, Tokopedia, Tik Tok Shop and the like to market fashion products to a wider market, to minimize marketing fund expenditure. For example, in other cases such as batik businesses, batik business owners make batik training for anyone who is interested and interested in making batik, to attract domestic and international tourists. Furthermore, developing batik derivative products is not only in the form of fabrics or clothes, but also sandals, bags, and batik accessories. Try a digital sales strategy in the midst of limited local market access. Utilizing fabric left over from the production of batik clothes to make batik purses, brooches, or masks. In the retail trade sector, Iwapi Banten Province manages goods stocks. Due to limited capital, Iwapi Banten Province gets around it using a consignment approach or a point of sale system with manufacturers, so that there is no need to buy large quantities of stock. Iwapi Banten Province also optimizes business space, namely utilizing small spaces, such as private houses, to be used as shops or warehouses, so that operational costs can be reduced. Marketing through relationships, Iwapi Banten Province relies on a loyal customer network through word-of-mouth promotion and community social media groups. For example, in the case of a female entrepreneur who owns a grocery store in Lebak facing a surge in prices and limited stock during the crisis. These business actors are proactive in working directly with farmers for the supply of rice and eggs. The business actor is also innovative in creating a pre-order system via WhatsApp, avoiding overstock. Then turn the empty warehouse into a stock room, and use a private motor for delivery to regular customers. So that the stall is still trusted by consumers because it adapts quickly, even in the midst of modern retail competition. In the agricultural sector, Iwapi Banten Province processes crops into value-added processed products, such as banana chips or instant ginger, rather than only selling raw products. Iwapi Banten Province also has superior products of organic purple rice. In addition, the use of simple tools such as artificial sun dryers for product processing, such as cassava-based crackers, thus saving energy and being environmentally friendly. Iwapi Banten Province also formed cooperatives to get better prices and share resources such as agricultural tools or market access. The developer's business field, developing home designs that suit the needs of young and urban families (modern minimalism, environmentally friendly). Running housing projects in emerging areas with long-term investment opportunities. Actively establishing strategic partnerships and answering the needs of the subsidized housing market. Utilization of local resources: Involving local contractors, daily workers from the community around the project, and MSMEs providing building materials. Strategic collaboration with local governments, for example in livable housing and subsidized housing programs. It allows access to licensing, land, and fiscal incentive policies. Utilize Iwapi's network and government training to strengthen managerial and marketing capacity.

Conceptually, this phenomenon in the field of entrepreneurship study indicates that the members of Iwapi Banten Province have carried out entrepreneurial bricolage. Entrepreneurial bricolage in Iwapi members of Banten Province is interesting to research because: Empirically, there is a gap in the literature study, namely based on the results of systematic mapping in the Scopus database, there are only two studies that specifically discuss entrepreneurial bricolage in small businesses managed by women entrepreneurs. The research focuses more on businesses in

developed countries, while the context of small businesses in developing countries, such as Indonesia, is still poorly explored. The lack of studies in the field of entrepreneurial bricolage opens up new knowledge opportunities to fill the gaps in literature that are relevant to the local context, such as women entrepreneurs who are members of the Iwapi organization of Banten Province. Theoretically, entrepreneurial bricolage is a process in which entrepreneurs creatively utilize existing resources (physical, social, or institutional) to create value, especially in situations of limitation. Referring to Levi-Strauss (1966), the concept of entrepreneurial bricolage was applied in entrepreneurship by Baker and Nelson (2005), which emphasizes three main dimensions namely 1) Physical: The use of available materials; 2) Skills: Utilization of individual or team abilities; 3) Institutions: Adaptation to rules or regulations to support innovation. In the context of gender, female entrepreneurs often face more limitations than male entrepreneurs, for example in access to capital, regulations and networks, so that female entrepreneurs tend to use entrepreneurial bricolage practices in their businesses to remain resilient or survive. Practically, in Iwapi Banten Province entrepreneurial bricolage plays an important role such as, strengthening the competitiveness of Iwapi members of Banten Province in utilizing unique skills, for example designing to create products that have appeal in the market and society, increasing efficiency in the use of local or community-based resources to reduce production costs and strengthen social relationships. Encouraging technological adaptation, although not all entrepreneurs in Iwapi Banten Province have access to advanced technology, entrepreneurs have not been able to capitalize and utilize simple platforms such as whatsApp or social media for marketing.

METHODS

A research object is defined as a semantically rich collection of resources that combines important information related to experiments and investigations (Krystek et al., 2017). Research objects can summarize scientific knowledge and provide mechanisms for sharing and locating reusable research assets and scientific knowledge within and across relevant populations, and in a manner that supports the reliability and reproducibility of investigative results.

The object of research is essentially the topic of the problem studied in the research (Basias & Pollalis, 2018). However, the definition of a research object is often confused with the research subject. The subject is an informant or resource person who is the source of research data. Objects are problems that are investigated in research. Based on this understanding, the research object of this dissertation is the influence of entrepreneurial orientation and governance of entrepreneurial teams on organizational resilience through entrepreneurial bricolage in small businesses in IIpi, Banten Province.

The research subject of this dissertation is a female entrepreneur who is a member of the Iwapi organization of Banten Province, who was chosen because it represents an active entrepreneurial group that plays an important role in the regional economy, especially in the micro, small, and medium enterprises (MSMEs) sector. The selection of the research location is based on the following considerations:

1. Organizational aspect: Iwapi is one of the business organizations that provides support and is a forum for women business owners and entrepreneurs in Indonesia. This organization acts as an umbrella for women involved in the business world, providing a platform for collaboration, sharing experiences, and building a strong network among women business owners or entrepreneurs.

2. Regional aspect: Banten Province, has a strategic role as a vital logistics center and is one of the main economic zones in Indonesia. This position makes Banten a representative location to conduct research related to the development and dynamics of women's businesses in the business sector.

In this dissertation research, the researcher uses a survey research method. Survey research methods are one of the quantitative methods used to describe and analyze the tendencies, behaviors, or opinions of a population by researching a sample of that population. As explained by Creswell (2010), survey research allows researchers to quantitatively measure and describe phenomena as well as generalize or prove claims about the wider population based on survey results from samples. In the quantitative survey research method, the researcher asked the same questions to all sample respondents to ensure consistency in data collection. This process is carried out systematically, where the questions are usually closed or structured, thus allowing researchers to record and analyze answers using statistical tools (Neuman, 2014).

This method is very effective in capturing numerical data that can be analyzed to identify patterns and make generalizations about the population, as well as prove hypotheses or claims related to the phenomenon being studied. In addition, the survey method allows for the collection of large amounts of data at a relatively low cost and in an efficient time. Some of the steps in the survey research method include:

1) Determine the Population and Sample, determine the population to be studied and select a representative sample that can provide an accurate picture of the population.
2) Designing a Questionnaire, compiling a questionnaire with relevant and structured questions, usually with closed-ended questions to facilitate data analysis.
3) Data Collection, collecting data from samples through surveys that can be conducted face-to-face, by phone, online, or by mail.
4) Data Analysis, uses statistical techniques to analyze the collected data, such as descriptive statistics to describe data or statistical inferential to make generalizations about populations.
5) Results Reporting, presents findings clearly in the form of reports that include tables, graphs, and interpretation of results based on the data obtained.

This dissertation research uses an explanatory quantitative approach, which aims to measure and test the causal relationships between latent variables in the developed conceptual model. The main focus of this study was to examine the influence of entrepreneurial orientation and governance of entrepreneurial teams on organizational resilience, with entrepreneurial bricolage as a mediating variable. The analysis method used in this study is Structural Equation Modeling (SEM) with the Partial Least Squares (PLS-SEM) approach. This approach was chosen because it has the advantage of analyzing complex models, non-normal data, as well as relatively small to medium-sized samples, which are commonly found in social and business research. The tool used in data processing and analysis is SmartPLS software version 4.0, which supports measurement model testing (outer model), structural model (inner model), and mediation test.

This dissertation research uses two statistical analysis approaches, namely descriptive statistical analysis and inferential statistical analysis. This research uses descriptive statistical analysis to provide a preliminary overview of respondents' perceptions of indicators in the research variables. This technique is used to identify general trends, data distribution levels, and respondents' attitude categories quantitatively before inferential analysis is carried out.

RESULTS AND DISCUSSION

Result

Outer Model on Dimensions (First Order)

Analysis Outer model on the dimension (first order) aims to evaluate the quality of the indicator in measuring latent constructs that are reflective. Test Outer model This is done by looking at the outer loading value, which shows the contribution of the indicator to the construct. A loading value ≥ 0.70 is considered ideal, but in the context of scientific exploration, values between 0.60–0.70 are still acceptable (Hair et al., 2021). In this research, the latent construct of Orientation Entrepreneurial (EO), Team Governance Entrepreneurial (GTE), Entrepreneurial DIY (EB), and Organizational Resilience (RO) are tested through their constituent dimensions, which are visually depicted in Figure 4.11 of the SEM-PLS Outcome Path Diagram.

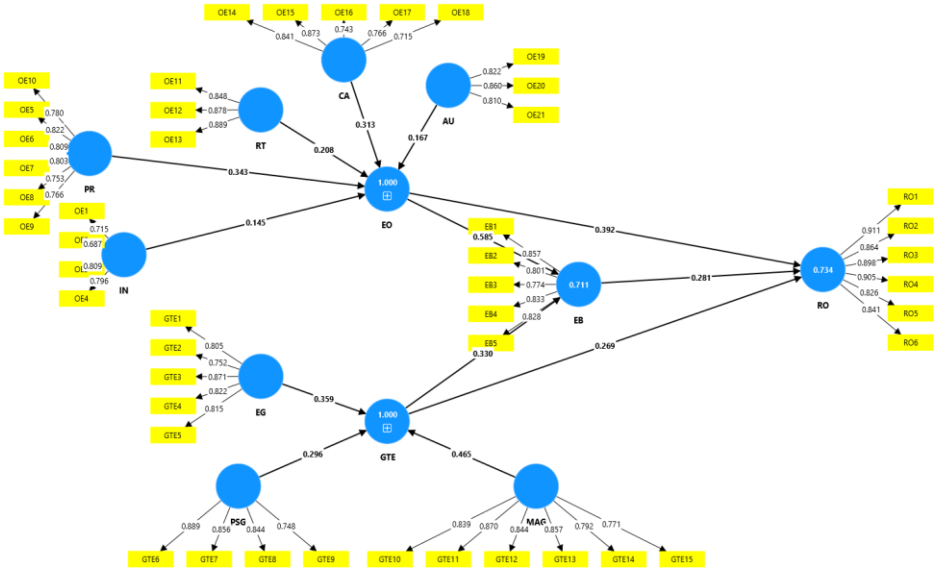

Figure 4.11 Research Path Diagram (First Order)

Source: Researcher Data Processing (2025)

Figure 4.11 is a path diagram that illustrates the relationship between latent constructs and their indicators in this research model. The latent construct is shown in the form of a blue circle, which reflects variables that cannot be directly measured, namely EO, GTE, EB, and RO. Inside each blue circle there is a number that indicates the value of R^2 (coefficient of determination), which is the proportion of variance of the construct that can be explained by other constructs that affect it in the model. For example, an R^2 value of 0.711 on EB indicates that 71.1% of variance in bricolage can be explained by EO and GTE, while an R^2 of 0.734 in RO indicates that 73.4% of organizational resilience variance can be explained by EO, GTE, and EB together.

The indicators used to measure each construct are shown in yellow boxes, such as:

1) OE1 to OE21 to measure EO constructs, which are represented by five main dimensions: innovativeness (IN), proactiveness (PR), risk taking (RT), competitive aggressiveness (CA), and autonomy (AU).
2) GTE1 to GTE15 are for GTE constructs, with three dimensions: equity governance (EG), profit-sharing governance (PSG), and management autonomy governance (MAG).
3) EB1 to EB5 for Entrepreneurial Bricolage constructs.
4) RO1 to RO6 for the Organizational Resilience construct.

Each indicator is connected by a one-way arrow to its latent structure, which indicates a reflective relationship. The values on the arrow (outer loading) indicate how strongly the indicator reflects its construct. Most of the outer loading values are above 0.7, which indicates that these indicators are valid and consistent in measuring the construct in question. For example, OE11 and OE12 have a high loading value against the RT dimension in EO, while GTE6 to GTE9 have a strong loading against PSG in GTE.

Loading Factor on Dimensions

The initial stage of the SEM-PLS analysis is to evaluate the measurement model (outer model), which aims to ensure that the indicators used truly reflect the latent construct being measured. This stage is important to perform its function as a stage to test the validity and reliability of each indicator against its respective constructs, in order to ensure that the model has good measurement quality. The evaluation of the measurement model is carried out through several important criteria, namely:

1. Convergent Validity, which is analyzed through outer loading values and Average Variance Extracted (AVE). The recommended outer loading is ≥ 0.70, but a ≥ value of 0.60 is still acceptable in exploratory studies (Hair et al., 2021). Meanwhile, the AVE value of ≥ 0.50 indicates that the construct is able to explain more than half of the variance of its indicators (Fornell & Larcker, 1981).

2. Discriminant Validity, which is the extent to which a construct differs from other constructs in the model. The discriminant validity test was carried out by comparing the square root of AVE against the correlation between constructs (Fornell-Larcker Criterion) or using the Heterotrait-Monotrait Ratio (HTMT), with an ideal HTMT value below 0.85 or a maximum of 0.90 (Henseler et al., 2015).

3. Construct Reliability, analyzed through Cronbach's Alpha and Composite Reliability (CR) values. The suggested value for both of these measures is above 0.70, which indicates that the indicators that make up the construct are internally consistent in the measurements (Ghozali & Latan, 2015; Hair et al., 2021)..

All indicators have qualified convergent validity with an outer loading value of ≥ 0.70, which indicates that each construct is well measured by its respective indicators. There is no need to remove indicators from the model, as they all contribute significantly to the construct. With these results, the measurement model can be declared to be valid in a convergent manner and feasible to proceed to the construct reliability evaluation stage through Composite Reliability and Cronbach's Alpha as well as discriminant validity analysis.

Validity and Reliability of Dimensions

According to Ghozali & Latan (2015) and Hair et al. (2021), the dimensions used in PLS-SEM are said to be reliable and valid if all three parameters meet the minimum criteria, namely Cronbach's Alpha (CA) of >0.70, Composite Reliability (CR) of >070, and Average Variance (AVE) of >0.50. The following in Table 4.17 presents validity and reliability measurement data.

Table 4.17 Validity and Reliability Measurement

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Interpretation
AU	0,778	0,791	0,870	0,690	Reliable and Valid
CA	0,848	0,853	0,892	0,624	Reliable and Valid
EB	0,878	0,886	0,911	0,671	Reliable and Valid
EC	0,872	0,876	0,907	0,662	Reliable and Valid
IN	0,761	0,810	0,840	0,568	Reliable and Valid
STOMACH	0,909	0,911	0,930	0,689	Reliable and Valid
PR	0,879	0,880	0,908	0,623	Reliable and Valid
PSG	0,854	0,858	0,902	0,699	Reliable and Valid
RO	0,938	0,940	0,951	0,765	Highly Reliable and Valid
RT	0,842	0,845	0,905	0,760	Highly Reliable and Valid

Source: Data processed using Smart.PLS 4.0 (2025)

Based on Table 4.17, all the constructs tested met these criteria. First Cronbach's Alpha Measure the internal consistency between indicators in a single construct. All constructs in this study have a value Cronbach's Alpha above 0.76, which indicates that the indicators in each construct have good internal consistency. The highest value was shown by the GTE construct of 0.939, followed by the RO of 0.939 **0,938** and STOMACH by **0,909**, which indicates a very high level of reliability. Secondly, the Composite Reliability (CR) which is more accurate than Cronbach's Alpha because it takes into account the weight of the indicator, also shows excellent results. All constructs have a CR value above 0.84, which indicates a high level of consistency between the indicators in measuring the construct in question. The highest values were again found in the RO (0.951) and GTE (0.946) constructs, which confirmed the reliability of the constructs in the measurement model. Third, Average Variance Extracted (AVE) is used to assess convergent validity, i.e. the extent to which an indicator can explain the variance of its construct. The entire AVE value in the table is above 0.568, which means that the entire construct has sufficient convergent validity. The RO (0.765) and RT (0.760) constructs show the highest AVE values, indicating that more than 76% of the variance of the indicators can be explained by the construct. Thus, it can be concluded that all constructs in this study have excellent validity and reliability, which shows that the measurement model (outer model) is suitable for use in the subsequent analysis of the structural model (inner model). These results reinforce the previous finding that variables such as entrepreneurial bricolage, team governance, organizational resilience, autonomy, and others, have been successfully represented validly and reliably through the indicators used in this dissertation research.

Discriminant Validity on Dimensions

Discriminant validity is a measure to assess the extent to which a construct in a measurement model is empirically different from other constructs. In this context, discriminant validity is needed to ensure that different constructs do measure different concepts and that there is no overlap between constructs (Hair et al., 2021). The evaluation of discriminant validity was carried out using two main approaches, namely the Heterotrait-Monotrait Ratio of Correlations (HTMT) and the Fornell-Larcker Criterion.

1. Heterotrait-Monotrait Ratio of Correlations (HTMT)

The HTMT approach developed by Henseler, Ringle, and Sarstedt (2015) provides a more sensitive approach to testing discriminant validity, especially in complex models. A good HTMT value is below 0.85. However, in some literature, values of up to 0.90 are still acceptable, depending on the context and construct being tested (Hair & Alamer, 2022).

In addition, the HTMT value between CA and RO is 0.884, and between CA and RT (Response) is 0.865. Although both are close to or slightly above conservative limits, these values are still within an acceptable range, especially given that competitive aggressiveness is often an important strategy in maintaining sustainability and business resilience, so that the relationship between these constructs can indeed be theoretically justified (Ndubisi & Nwankwo, 2022; Wijaya & Fitriani, 2024).

Meanwhile, a number of other HTMT values show a strong relationship but are still within ideal limits, including:

- EB and CA of 0.879
- EB and RO of 0.858
- PSG and MAG by 0.826
- RT and PR of 0.868

These values reflect the functional relationships between constructs, but still show adequate discrimination between each construct in the model. In contrast, lower HTMT values, such as between IN and MAG of 0.264, or between IN and EG of 0.386, show a fairly clear difference between constructs. This indicates that these constructs actually measure different aspects within the theoretical framework of the research model.

Overall, the HTMT values in Table 4.12 show that most construct pairs meet the criteria of discriminant validity, with values below 0.85, as well as some other values that are still acceptable in the context of the complex PLS-SEM model. This strengthens the evidence that the constructs used in this study have their own conceptual uniqueness and can be used for validly testing the inner model.

2. Fornell-Larcker Criterion

   According to Ghozali & Latan (2015), discriminant validity is fulfilled if the square root of the AVE of each construct is greater than the correlation value of that construct with other constructs. This means that the construct has a higher ability to explain the variance of its own indicators than the variance shared with other constructs. For example, if the square root value of AVE of an RO construct is 0.875, then this value should be greater than the correlation of RO with other constructs such as GTE, EB, and so on. If this condition is met for all constructs, then it can be concluded that the constructs in the model have good discriminative validity..

For example, the AU construct has an √AVE value of 0.831, which is greater than its correlation with other constructs, such as CA (0.618), EB (0.673), EG (0.559), and others. This shows that AU has good discriminant validity because it is able to explain the variance of its indicators better than other constructs. Similarly, the CA (Competitive Aggressiveness) construct shows a diagonal value of 0.790, which is higher than its correlation with EB (0.768), EG (0.646), and PSG (0.577). Thus, CA also fulfills the validity of the discriminator.

The EB construct has an √AVE of 0.819, which is higher than all other correlation values between the constructs, including CA (0.768), PR (0.707), and EG (0.663). This confirms that the EB construct is quite unique in the model and does not overlap with other constructs. Other

constructs such as, EG with √AVE 0.814; EO with √AVE 0.902; GTE with √AVE 0.924; IN with √AVE 0.754; MAG with √AVE 0.830; PR with √AVE 0.789; PSG with √AVE 0.836; RO with √AVE 0.875; RTs with √AVE 0.872, also show a similar pattern, where each √AVE is higher than all other relevant correlation values. This indicates that each construct in the model measures different phenomena clearly.

Based on the data in Table 4.13, all constructs in this research meet the criteria of discriminant validity according to the Fornell-Larcker Criterion. This result is consistent with the theory from Fornell & Larcker (1981) and reinforced by Hair et al. (2021) and Ghozali & Latan (2015) who stated that the square root of AVE must be higher than the correlation between other constructs in order for the construct to be considered discriminatically valid. Similar to the results of discriminant validity using HTMT that have been analyzed previously, the two discriminatory validity methods in this study show adequate results. It can therefore be concluded that each construct in the model has shown valid and different measurement characteristics, and thus the model is ready to proceed to the structural model analysis stage (inner model).

Outer Model on Variable (Second Order)

Measurement model (Outer model) Second Order In this research, it was used to test the relationship between multidimensional latent constructs that form key variables such as EO, GTE, EB, and RO. Approach Second Order allows a more comprehensive analysis of constructs composed of several dimensions or the first indicators (First Order).

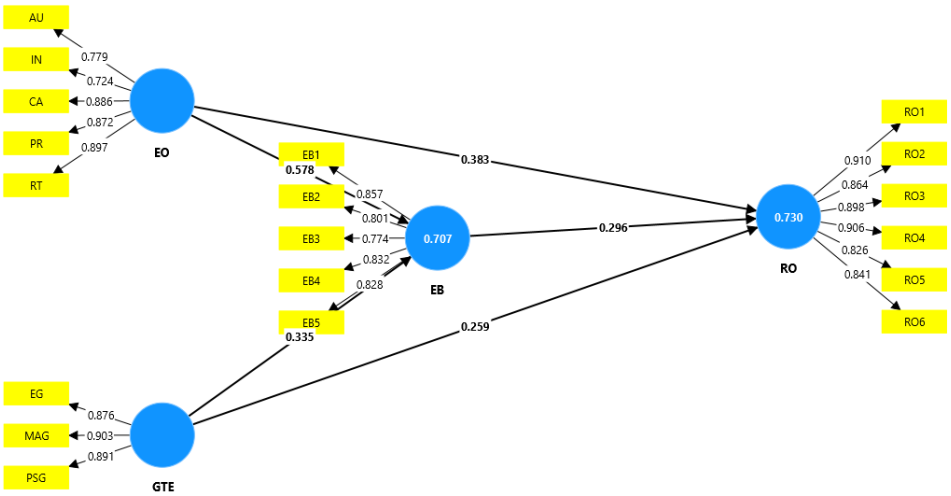

Figure 4.12 Research Path Diagram (Second Order)

Source: Researcher Data Processing (2025)

The results of the analysis show that the OE construct is significantly formed by five dimensions, namely Autonomy (0.779), Innovativeness (0.724), Competitive Aggressiveness (0.886), Proactiveness (0.872), and The Risk of Taking (0.897). All loading factors above 0.7 indicate that the dimensions are valid and strong in forming an OE. The GTE construct consists of three dimensions, namely equity governance (0.876), management autonomy governance (0.903), and profit-sharing governance (0.891). These three dimensions show very high loading, indicating that aspects of team governance are very relevant in explaining GTE. Meanwhile, the EB construct is formed from five indicators (EB1 to EB5) with loading values ranging from 0.578 to 0.857. Although the EB5 indicator has the lowest loading value (0.335), most other indicators show a strong contribution, so overall EB can be maintained as a reliable construct. The RO construct is strengthened by six indicators (RO1–RO6), each of which has a loading between 0.826

to 0.910. This shows that these indicators are highly representative in describing the resilience of the organization in the face of challenges and changes.

The relationship between constructs also showed significant results. EO has a strong influence on EB (0.707) and RO (0.383), indicating that entrepreneurial spirit drives entrepreneurs' ability to utilize limited resources and increase business resilience. GTE also contributed to EB (0.335) and RO (0.259), demonstrating the importance of team management in shaping organizational flexibility and resilience. In addition, EB has an effect on RO (0.296), which strengthens the role of bricolage as a mediator in increasing the resilience of small businesses led by women. Overall, the results of the second order outer model in this research show that the model structure built has met the criteria of validity and reliability, and reflects the real conditions of female entrepreneurs of IWAPI members in Banten Province.

Validity and Reliability

Validity and reliability testing of the measurement model was carried out to ensure that the constructs used in this study truly represent the variables being studied consistently and accurately. Based on the following test results.

Table 4.21 Validity and Reliability Measurement

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EB	0,878	0,886	0,911	0,671
EO	0,889	0,905	0,919	0,696
GTE	0,869	0,869	0,919	0,792
RO	0,938	0,940	0,951	0,765

Source: Data processed using Smart.PLS 4.0 (2025)

Based on the results of the data analysis, all constructs had Cronbach's Alpha and Composite Reliability values above 0.70, which means that the research instrument has excellent internal reliability, and is consistent in measuring constructs. The AVE (Average Variance Extracted) value of all variables above the minimum threshold of 0.50, indicates that the construct has good convergent validity. This means that more than 50% of the variance of the indicator can be explained by the construct in question.

The instruments used in this study can be declared reliable and valid. This shows that measurements of EO, GTE, RO, and EB variables have been carried out with precise and reliable measuring instruments. These findings confirm that the perception of female entrepreneurs in Iwapi Banten Province on each dimension measured can be scientifically accounted for.

Discussion

Discussion of Research Variables

The discussion of research variables in this subchapter will describe the comparison between two types of analysis, namely descriptive statistical analysis and inferential statistics. This

comparison aims to evaluate the differences that arise related to the main variables in this dissertation research, which include entrepreneurial orientation (OE), entrepreneurial team governance (GTE), organizational resilience (RO) and entrepreneurial bricolage (EB). The results of these two analyses are described in detail, with each variable outlined individually to provide an in-depth understanding of the role of each variable in supporting research objectives. Through this approach, the discussion of variables is expected to be able to provide a more comprehensive picture of the variables in this dissertation research.

Entrepreneurial Orientation Variables

The results of the discussion of the entrepreneurial orientation (OE) variable show that this variable is measured through five dimensions, namely: innovativeness, proactiveness, risk taking, competitive aggressiveness, autonomy. The innovativeness dimension consists of four indicators, the proactiveness dimension consists of six indicators, risk taking dimensions consist of three indicators, the competitive aggressiveness dimension consists of five indicators and the autonomy dimension consists of three indicators. To understand the extent to which the practices carried out by the respondents have been in accordance with the ideal conditions, a comparative analysis was carried out between descriptive statistics, which reflect the respondents' perception of the most frequently practiced practices by the respondents, and inferential statistics, which describe the ideal conditions based on the research model. Therefore, the following is a table that presents the results of the comparison between descriptive statistics and inferential statistics for each dimension and OE indicator. Based on the results of descriptive statistical analysis, it was obtained that the Proactiveness is the most dominant dimension perceived by respondents, with the highest average score of 3.89. This value shows that female small business actors who are respondents tend to be active in anticipating opportunities and taking action before pressure from the external environment arises. Furthermore, from the results of inferential statistical analysis, the Proactiveness Shows value Loading Factor The highest is 0.872 compared to the other four dimensions. This indicates that the contribution of this dimension to the OE variable is the most structurally strong. In other words, this dimension is the most valid indicator and best reflects the OE of respondents. The findings show that proactive practices carried out by women entrepreneurs are in accordance with ideal conditions or theoretical expectations within the framework of the OE. This correspondence between perception and statistical contribution strengthens the position Proactiveness as the main factor in building OE in small businesses managed by Entrepreneur woman.

Furthermore, the results of the descriptive analysis on the OE3 indicator (Supports the creative process) is the highest value of 3.95. This value shows that the majority of respondents have a high perception that Entrepreneur women members of Iwapi Banten Province make real innovations in products or services. This means that female business actors who are members of Iwapi in Banten Province consciously and actively renew, develop, and create new products/services to follow market needs. Meanwhile, the highest inferential analysis on the OE13 indicator (following a proven approach) with a value Loading Factor 0.889. Although gender studies generally state that women are more cautious in taking risks than men (Sexton & Bowman-Upton, 1990), however, in Entrepreneur small business women members of Iwapi in Banten Province show the courage to take risks in the form of: running a business with limited capital; selling new products without in-depth market testing; targeting digital or international markets with no prior experience; leaving a permanent job for a full-time entrepreneur. This shows that

Entrepreneur women members of Iwapi Banten Province are not only reactive to opportunities, but also proactive in facing uncertainty.

The findings of the descriptive and empirical analysis of the OE variables support the view of Brush et al. (2009) that more and more women entrepreneurs today are going beyond the traditional boundaries of gender roles and exhibiting proactive, aggressive, and innovative characteristics strategically. Thus, the strong combination of indicators OE3 and OE13 shows that female entrepreneurs who are members of Iwapi Banten Province have mature OE, both in terms of personal perception and in terms of contribution to the structure of the theoretical model. This is an important foundation in building the competitiveness and resilience of small businesses and women entrepreneurs.

Furthermore, the autonomy dimension also produces a high descriptive statistical analysis score of 3.89, the score is the same as the proactiveness dimension. This shows that female entreoreneur members of Iwapi Banten Province have a high level of independence in managing and directing businesses. However, the contribution of the inferential statistical value of the autonomy dimension to the OE structural model was lower than the loading factor value of 0.779, which means that autonomy has not been fully the primary determinant of the overall OE. The OE21 indicator (ability to make decisions independently) has the highest descriptive score (3.92), while OE20 (independence in the implementation of business ideas) contributes the highest loading factor of 0.860. These results reflect the courage of female entrepreneurs who are members of Iwapi Banten Province in executing ideas independently, a thing that is also associated with personal leadership skills and the influence of organizational culture.

The risk taking dimension has a descriptive statistical value of 3.81, but structurally it has a very significant contribution to OE, with the second highest loading factor value of 0.897. This shows that although it is not too high from perception, the ability to take risks is a characteristic that is strongly inherent in the structure of female entrepreneurs who are members of Iwapi Banten Province. The OE13 indicator (following an approach that has been proven to be effective) obtained the highest score both descriptively (3.91) and loading factor (0.889). This indicates that female entrepreneurs who are members of Iwapi Banten Province tend to take calculated risks, based on proven best practices. These findings support the view of Kreiser et al. (2013) that risk-taking in micro, small, and medium enterprises is often pragmatic and based on field experience. Next, the competitive aggresiveness dimension obtained a descriptive statistical value of 3.80 and an infernal statistical value with a loading factor of 0.886. Although it does not occupy the highest position in perception, the dimension of competitive aggressiveness has a considerable structural contribution. This means that an aggressive competitive strategy remains an important part of the OE. The EO15 indicator (responding quickly and strongly to competitors' actions) recorded the highest descriptive statistical value of 3.90 and an inferential statistical value with a loading factor of 0.873. This shows that female entrepreneurs who are members of Iwapi Banten Province are able to respond to competition with a fast and firm strategy. Meanwhile, the EO18 indicator obtained the lowest descriptive statistical analysis score with a value of 3.61, which indicates that in some aspects, aggressive attitudes may be limited by social values or resources.

The last position dimension, namely the innovativeness dimension, has the same average score of descriptive statistical analysis as the risk taking dimension and the competitive aggressiveness dimension with a value of 3.81, but records the lowest structural contribution in the inferential statistical analysis model with a loading factor value of 0.724. This shows that even though female entrepreneurs are members of Iwapi Banten Province innovating, the practice

carried out has not become the main pillar in defining OE for female entrepreneurs who are members of Iwapi Banten Province.

Based on the results of the analysis of the five dimensions along with twenty-one indicators, the proactiveness dimension is the most dominant dimension both in terms of perception and structural contribution. Then, the risk taking dimension and the competitive aggressiveness dimension also show great structural strength in forming an entrepreneurial orientation. Meanwhile, the autonomy dimension occupies an important position in OE practice in daily life, but the innovativeness dimension still needs to be improved again to become the main pillar in shaping long-term competitiveness. The findings of the research indicate that the strategy to increase entrepreneurial orientation for female entrepreneurs in Iwapi Banten Province needs to be focused on three important components. First, strengthening support for product innovation and business models, in the sense that innovating products is important so that female entrepreneurs who are members of Iwapi Banten province do not only rely on existing products, but are able to respond to consumer tastes, market trends, and new technologies (for example, environmentally friendly, digital-based products, or according to the needs of the younger generation), then innovating business models can include changes in the way of selling, for example female entrepreneurs who are members of Iwapi Banten Province are not only selling offline but are also starting to penetrate the online market, for example by live streaming on tik-tok, shopee, and the like. Building strategic partnerships, or using digital platforms such as marketplaces and social media more optimally. Second, providing data-based and projection-based risk-taking training, improving the ability to build competitive aggresiveness aggressively but ethically.

Entrepreneurial Team Governance Variables

The results of the discussion of the governance variables of the entrepreneurial team (GTE) show that this variable is measured through three dimensions, namely: equity governance, profit-sharing governance, and management autonomy governance. The equity governance dimension consists of five indicators, the profit sharing governance dimension consists of four indicators and the management autonomy governance dimension consists of six indicators. To understand the extent to which the practices carried out by the respondents have been in accordance with the ideal conditions, a comparative analysis was carried out between descriptive statistics, which reflect the respondents' perception of the most frequently practiced practices by the respondents, and inferential statistics, which describe the ideal conditions based on the research model. Therefore, the following table presents the results of the comparison between descriptive statistics and inferential statistics for each dimension and GTE indicator.

Table 4.28 Comparison of Descriptive Statistical Results and Inferential Results of Entrepreneurial Team Governance Variables

No.	Dimensions/Indicators	Descriptive Statistical Results	Inferential Statistical Results
1	Equity Governance	3.81	0.876
	GTE1	3.98	0.805
	GTE2	3.78	0.752
	GTE3	3.87	0.871
	GTE4	3.74	0.822
	GTE5	3.68	0.815
2	Profit-Sharing Governance	3.58	0.891

	GTE6	3.58	0.889
	GTE7	3.61	0.856
	GTE8	3.60	0.844
	GTE9	3.55	0.748
3	Management Autonomy Governance	3.81	0.903
	GTE10	3.17	0.839
	GTE11	3.48	0.870
	GTE12	3.54	0.844
	GTE13	3.08	0.857
	GTE14	3.66	0.792
	GTE15	3.80	0.771
Average		3.64	0.829

Source; Researcher Data Processing (2025)

Based on the results of descriptive statistical analysis, it was obtained that the dimensions of equity governance (EG) and management autonomy governance (MAG) had the highest average value of 3.81, which shows that perceptibly, female entrepreneurs of Iwapi members in Banten Province feel quite strong in terms of fair capital ownership and autonomy in managerial decision-making in the team.

Meanwhile, the profit-sharing governance (PSG) dimension has the lowest descriptive value of 3.58, which indicates that the profit sharing in the team is still perceived to be less than optimal or does not fully reflect the principle of fairness according to respondents' perceptions.

In terms of inferential statistical analysis of the loading factor value, the MAG dimension has the highest value of 0.903, which means that structurally the MAG dimension best represents the governance variable of the entrepreneurial team in the model. This emphasizes that management autonomy is an important and empirically strong aspect in forming effective entrepreneurship team governance in small businesses owned by female entrepreneurs who are members of Iwapi Banten Province. However, the indicator with the lowest loading factor value is GTE9 in the profit-sharing governance dimension of 0.748, which shows that profit sharing tends to be less reflective of the core characteristics of entrepreneurial team governance in this statistical model.

Descriptive statistical analysis at the indicator level provides a deeper understanding of respondents' perception of each statement item representing the GTE variable. Based on the results of descriptive statistical analysis, it was obtained that the GTE1 indicator (We have a clear division of ownership in the business team) had the highest average value of 3.98, which shows that the majority of female entrepreneurs who are members of Iwapi Banten Province feel that the ownership structure in the team has been quite clear. This indicates that ownership clarity is an important aspect in creating transparent and accountable business governance. In contrast, the lowest average value of descriptive statistical analysis was found in the GTE13 indicator (Major managerial decisions are often taken by only one party in the team) which was 3.08. This value indicates that in several small businesses managed by female entrepreneurs who are members of Iwapi Banten Province, there is still a dominance of decision-making by certain individuals in the team. This reflects the tendency to centralize decisions that can hinder the principle of collaborative and participatory in the business team (Ensley et al., 2002).

In terms of inferential statistical analysis of the loading factor, the results of data processing through SEM-PLS show that the indicator with the highest structural contribution is GTE6 (Team members get a share of profits according to the contribution), with a loading factor value of 0.889. This indicates that the indicator is best able to explain the profit-sharing governance (PSG) dimension, although on average this dimension is descriptive lower than the other two dimensions. These findings are in line with a study by Zhang & Zhang (2021), which emphasized the importance of profit-based sharing by contribution in increasing the trust and loyalty of entrepreneurial team members. Meanwhile, the indicator with the lowest loading factor value is GTE9 (Not all team members benefit equally), with a value of 0.748. This shows that this indicator is underrepresented by the overall GTE variable in the statistical model. These values also reinforce the descriptive finding that perceptions of fairness in profit sharing are still an area that needs improvement.

Thus, it can be concluded that at the indicator level, the aspect of fair ownership (GTE1) and contribution-based profit sharing (GTE6) are key elements in strengthening the governance of women's entrepreneurial teams . However, attention needs to be directed to increasing participation in decision-making and equitable distribution of business results so that the principles of healthy and collaborative team governance can be optimally realized.

Organizational Resilience Variables

The results of the discussion of the organizational resilience (RO) variable show that this variable is measured through six indicators, namely: reflecting the firmness of the business position, maintaining the existence of the business, the ability to create diverse solutions, the agility of action, team involvement in maintaining the business and the fighting power of women entrepreneurs.

To understand the extent to which the practices carried out by the respondents have been in accordance with the ideal conditions, a comparative analysis was carried out between descriptive statistics, which reflect the respondents' perception of the most frequently practiced practices by the respondents, and inferential statistics, which describe the ideal conditions based on the research model. Therefore, the following is a table that presents the results of a comparison between descriptive statistics and inferential statistics for each RO indicator.

Table 4.29 Comparison of Descriptive Statistical Results and Inferential Results of Organizational Resilience Variables

Variables/Indicators	Descriptive Statistical Results	Inferential Statistical Results
Organizational Resilience	3.87	0.
RO1	3.83	0.911
RO2	3.86	0.864
RO3	3.89	0.898
RO4	3.88	0.905
RO5	3.77	0.826
RO6	4.01	0.841
Average	3.87	0.874

Source: Researcher Data Processing (2025)

Based on the results of descriptive statistical analysis, it is known that the highest average value is found in the RO6 indicator, which is 4.01, which shows that Entrepreneur women

members of Iwapi Banten Province feel quite capable of learning from past experiences and applying them in new situations. This indicates that the organizational resilience variable has an important role in building the resilience of small businesses Entrepreneur women members of Iwapi Banten Province, especially in the face of economic crisis or market disruption. These findings are in line with the study of Lengnick-Hall et al. (2011), which stated that the organizational learning process is a major component of organizational resilience in the context of small businesses.

The descriptive statistical analysis with the lowest average value was found at the RO5 indicator of 3.77, which relates to the organization's ability to redefine strategies in the face of environmental changes. This value indicates that there are still challenges in strategic adaptability among small businesses, especially in the face of market pressures or changing policies. This reinforces previous findings that strategic flexibility is often a challenge in micro and small businesses that have limited resources (Pal et al., 2014).

The inferential statistical analysis with the highest loading factor value was obtained at the RO1 indicator of 0.911, which shows that the RO1 indicator best represents the RO variable in the structural model. RO1 is related to the ability of businesses to continue to run despite difficulties or pressures, which is conceptually aligned with the foundations of resilience theory in the entrepreneurial literature (Duchek, 2020). The lowest loading factor value is found in the RO5 indicator with a value of 0.826, although it is still above the acceptability threshold (≥0.70), which indicates that this indicator remains valid but its contribution is relatively lower than other indicators. This indicates the need to improve the aspect of strategic reconfiguration as part of strengthening the resilience of small businesses owned by female entrepreneurs who are members of IWAPI Banten Province.

The average value of descriptive statistical analysis for all indicators was in the high category of 3.87, and the average loading factor value was 0.874, showing that perceptually and empirically, small businesses owned by women entrepreneurs who are members of Iwapi Banten Province have shown quite good organizational resilience. This is an important capital in building business sustainability in the midst of market dynamics and post-Covid-19 pandemic challenges.

CONCLUSION

This study comprehensively reveals how entrepreneurial orientation (EO) and entrepreneurial team governance (ETG) play a crucial role in shaping organizational resilience (OR) among women-owned small enterprises affiliated with IWAPI Banten Province, both directly and through the mediating mechanism of entrepreneurial bricolage (EB). Using a Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, the findings demonstrate that the resilience of women entrepreneurs is not solely determined by a strong entrepreneurial spirit but also by the quality of team governance that fosters adaptability and collaboration in a dynamic business environment. First, the results confirm that entrepreneurial orientation (EO) has a positive and significant effect on both entrepreneurial bricolage (EB) and organizational resilience (OR). This finding indicates that core entrepreneurial values such as innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy serve as internal strengths that drive women entrepreneurs to adapt, innovate, and optimize limited resources creatively. The entrepreneurial spirit not only enhances survival capability in times of crisis but also serves as a foundation for value creation and sustainable business growth.

Second, entrepreneurial team governance (ETG) also shows a positive and significant influence on EB and OR, suggesting that effective governancecharacterized by clear role distribution, transparent communication, and participative leadership enhances the adaptive capacity of the organization. ETG fosters a work environment based on trust, collaboration, and collective innovation, which strengthens organizational resilience in the face of external challenges. However, the mediating effect of EB on the relationship between ETG and OR is found to be insignificant, indicating that ETG's impact on resilience is more directly derived from coordination quality and team dynamics rather than from resource improvisation. Third, the study finds that entrepreneurial bricolage (EB) plays a vital adaptive role in strengthening organizational resilience (OR). Women entrepreneurs who can creatively improvise, combine, and utilize limited resources are more capable of withstanding external pressures and maintaining business continuity. Bricolage thus serves as a strategic adaptive approach, particularly in the context of small enterprises that face constraints in capital, technology, and networks.

Fourth, the results reveal that EB significantly mediates the relationship between EO and OR, suggesting that entrepreneurial spirit influences resilience not only directly but also indirectly through resource improvisation. This supports the argument that creativity and adaptability act as a bridge connecting entrepreneurial orientation with organizational resilience especially in women-led small businesses operating under resource limitations. Overall, this research concludes that organizational resilience among women-owned small enterprises in Banten Province is built upon the synergy between entrepreneurial spirit, effective team governance, and adaptive resource improvisation. Entrepreneurial orientation acts as the driving force, entrepreneurial team governance provides structural stability and collaboration, and entrepreneurial bricolage serves as an adaptive bridge that enables women entrepreneurs to survive, learn, and grow amid constraints. The findings offer practical implications, emphasizing that strengthening women entrepreneurs' resilience requires policies and training programs focused on enhancing entrepreneurial orientation, improving team governance, and developing creative improvisation and innovation capabilities based on local resources. Hence, empowering women-led enterprises should not only aim at economic growth but also at building sustainable and competitive business resilience in an ever-changing economic landscape.

REFERENCES

Ahl, H. (2006). Why research on women entrepreneurs needs new directions. Entrepreneurship theory and practice, 30(5), 595-621.

Ajayi-Nifise, A. O., Tula, S. T., Asuzu, O. F., Mhlongo, N. Z., Olatoye, F. O., & Ibeh, C. V. (2024). The role of government policy in fostering entrepreneurship: a USA and Africa review. International Journal of Management & Entrepreneurship Research, 6(2), 352-367.

Al-Kwifi, O., Ahmed, Z. U., & Lim, W. M. (2022). Organizational resilience through effective team governance in emerging markets. Journal of Business Research, 143, 232–241.

An, W., Zhao, X., Cao, Z., Zhang, J., & Liu, H. (2018). How bricolage drives corporate entrepreneurship: The roles of opportunity identification and learning orientation. Journal of Product Innovation Management, 35(1), 49-65.

Asmini, A., Fitriyani, I., Sumbawati, N. K., & Rachman, R. (2024). Peran entrepreneur dalam mendorong kemandirian ekonomi Indonesia. Indonesian Journal of Social Sciences and Humanities, 4(1), 12-24.

Baker, T., & Nelson, R. E. (2005). Creating something from nothing: Resource construction through entrepreneurial bricolage. Administrative science quarterly, 50(3), 329-366.

Baker, T., & Nelson, R. E. (2005). Creating something from nothing: Resource construction through entrepreneurial bricolage. Administrative Science Quarterly, 50(3), 329–366. https://doi.org/10.2189/asqu.2005.50.3.329

Basias, N., & Pollalis, Y. (2018). Quantitative and qualitative research in business & technology: Justifying a suitable research methodology. Review of Integrative Business and Economics Research, 7, 91–105. https://sibresearch.org/uploads/3/4/0/9/34097180/riber_7-s1_sp_h17-083_91-105.pdf

Beckman, C. M., & Burton, M. D. (2008). Founding the future: Path dependence in the evolution of top management teams from founding to IPO. Organization science, 19(1), 3-24.

Bougie, R., & Sekaran, U. (2019). Research methods for business: A skill building approach. John Wiley & Sons.

Brush, C. G. (1992). Research on women business owners: Past trends, a new perspective and future directions. Entrepreneurship theory and practice, 16(4), 5-30.

Brush, C. G., De Bruin, A., & Welter, F. (2009). A gender-aware framework for women's entrepreneurship. International Journal of Gender and entrepreneurship, 1(1), 8-24.

Burgers, H., Stuetzer, M., & Senyard, J. M. (2014). Antecedents, consequences, and the mediating role of bricolage in corporate entrepreneurship. In Academy of Management Proceedings (Vol. 2014, No. 1, p. 13473). Briarcliff Manor, NY 10510: Academy of Management.

Buttner, E. H., & Moore, D. P. (1997). Women's organizational exodus to entrepreneurship: self-reported motivations and correlates with success. Journal of small business management, 35(1).

Carter, S., & Marlow, S. (2006). Female entrepreneurship: theoretical perspectives and empirical evidence. In Female Entrepreneurship (pp. 11-36). Routledge.

Carter, N., Brush, C., Greene, P., Gatewood, E., & Hart, M. (2003). Women entrepreneurs who break through to equity financing: the influence of human, social and financial capital. Venture Capital: an international journal of entrepreneurial finance, 5(1), 1-28.

Clark, D. R., Pidduck, R. J., Lumpkin, G. T., & Covin, J. G. (2024). Is it okay to study entrepreneurial orientation (EO) at the individual level? Yes!. Entrepreneurship Theory and Practice, 48(1), 349-391.

Coleman, S. (2007). Women-owned firms and growth. Journal of Business and Entrepreneurship, 19(2), 31.

Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. Strategic management journal, 10(1), 75-87.

Creswell, J. W. (2010). Mapping the developing landscape of mixed methods research. SAGE handbook of mixed methods in social & behavioral research, 2(0), 45-68.

Davidsson, P., Baker, T., & Senyard, J. M. (2017). A measure of entrepreneurial bricolage behavior. International Journal of Entrepreneurial Behavior & Research, 23(1), 114-135.

De Bruin, A., Brush, C. G., & Welter, F. (2007). Advancing a framework for coherent research on women's entrepreneurship. Entrepreneurship theory and practice, 31(3), 323-339.

Desa, G., & Basu, S. (2013). Optimization or bricolage? Overcoming resource constraints in global social entrepreneurship. Strategic entrepreneurship journal, 7(1), 26-49.

Desa, G., & Basu, S. (2022). Resource constraints and resilience: Bricolage behavior in entrepreneurial organizations. Entrepreneurship Theory and Practice, 46(2), 437–465.

Di Domenico, M., Haugh, H., & Tracey, P. (2010). Social bricolage: Theorizing social value creation in social enterprises. Entrepreneurship theory and practice, 34(4), 681-703.

Fatoki, O. (2018). The impact of entrepreneurial resilience on the success of small and medium enterprises in South Africa. Sustainability, 10(7), 1–12. https://doi.org/10.3390/su10072317

Felicia, E. dan Lohven, W. T. (2024). Entrepreneurial skills and productivity: A mediating role of employment generation among small and medium scale enterprises in Abuja. International Journal of Accounting Business and Entrepreneurship (IJABE), 3(1), 283-295.

Fisher, G., & DeRue, D. S. (2021). The impact of entrepreneurial orientation on organizational resilience: The mediating role of entrepreneurial bricolage. Journal of Small Business Management, 59(2), 334-350.

Fisher, G., Stevenson, R., & Burnell, D. (2023). Entrepreneurial bricolage as a source of organizational resilience: Evidence from small business adaptation. Journal of Business Venturing, 38(1), 106295.

Garud, R., & Karnøe, P. (2003). Bricolage versus breakthrough: distributed and embedded agency in technology entrepreneurship. Research policy, 32(2), 277-300.

George, G., McGahan, A. M., & Prabhu, J. (2012). Innovation for inclusive growth: Towards a theoretical framework and a research agenda. Journal of Management Studies, 49(4), 661–683. https://doi.org/10.1111/j.1467-6486.2012.01048.x

Haase, A. (2020). Organizational resilience: conceptual development, empirical findings, and managerial contradictions (Doctoral dissertation, Universität Kassel).

Halme, M., Lindeman, S., & Linna, P. (2012). Innovation for inclusive business: Intrapreneurial bricolage in multinational corporations. Journal of Management Studies, 49(4), 743-784.

Hamel, G., & Välikangas, L. (2003). The quest for resilience. Harvard Business Review, 81(9), 52-63.

Hanifah, H., Ramli, A., & Putri, D. (2023). Entrepreneurial team governance and organizational resilience in SMEs: Evidence from women-led enterprises. Journal of Small Business Strategy, 33(1), 45–62.

Hasugian, F. M. A., & Panggabean, L. (2019). Peran perempuan dalam mengembangkan usaha mikro kecil dan menengah dalam rangka menuju masyarakat Ekonomi ASEAN di Kota Tangerang Selatan. Jurnal Inada: Kajian Perempuan Indonesia Di Daerah Tertinggal, Terdepan, Dan Terluar, 2(2), 111-135.

Hmieleski, K. M., & Baron, R. A. (2009). Entrepreneurs' optimism and new venture performance: A social cognitive perspective. Academy of Management Journal, 52(3), 473–488. https://doi.org/10.5465/amj.2009.41330755

Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017). Entrepreneurship. McGraw-Hill Education.

Huang, Y., Li, P., Chen, L., & Wang, J. (2023). Opportunity or necessity entrepreneurship? A study based on the national system of entrepreneurship. Journal of Innovation & Knowledge, 8(4), 100448.

Jiang, D., Liu, Y., Kang, X., & Liu, L. (2023). Research on the influencing factors and regulation mechanism of entrepreneurial team governance. In E3S Web of Conferences (Vol. 409, p. 03014). EDP Sciences.

Krauss., & Niemandt. (2019). Entrepreneurial orientation and bricolage as drivers of organizational resilience in times of economic crisis. Journal of Business Research, 103, 67-77.

Kreiser, P. M., Marino, L. D., Kuratko, D. F., & Weaver, K. M. (2013). Disaggregating entrepreneurial orientation: the non-linear impact of innovativeness, proactiveness and risk-taking on SME performance. Small business economics, 40, 273-291.

Kor, Y. Y., & Mesko, A. (2013). Dynamic managerial capabilities: Configuration and orchestration of top executives' capabilities and the firm's dominant logic. Strategic Management Journal, 34(2), 233–244. https://doi.org/10.1002/smj.2000

Krystek, M., Mazurek, C., Palma, R., Pukacki, J., & Gomez-Perez, J. M. (2017). Research object as mechanism for ensuring research experiment reproducibility within virtual research environment. TASK Quarterly, 21(4), 379-389. https://journal.mostwiedzy.pl/TASKQuarterly/article/view/1788.

Lestari, K. M., Budiman, M. D. D. I., Filardhy, M. K., Zamba, N., Nurhaliza, N. S., Alfiani, M., & Wardiah, M. L. (2024). Pengaruh Usaha Mikro Kecil dan Menengah (UMKM) terhadap perekonomian di Indonesia. JISMA: Jurnal Ilmu Sosial, Manajemen, dan Akuntansi, 3(2), 1323-1330.

Linna, P. (2013). Bricolage as a means of innovating in a resource-scarce environment: A study of innovator-entrepreneurs at the BOP. Journal of Developmental Entrepreneurship, 18(03), 1350015. https://doi.org/10.1142/S1084946713500155

Linnenluecke, M., & Griffiths, A. (2010). Beyond adaptation: Resilience for business in light of climate change and weather extremes. Business & Society, 49(3), 477-511.

Lukman, J. P. (2024). Pemberdayaan perempuan sebagai poros utama pembangunan berkelanjutan: Membangun kesetaraan, kesejahteraan, dan keseimbangan lingkungan. Journal of International Multidisciplinary Research, 2(8), 88-97.

Lumpkin, G. T., & Dess, G. G. (2019). Enhancing the impact of entrepreneurial orientation on organizational resilience through team governance: A field experiment. Strategic Entrepreneurship Journal, 13(4), 546-561.

Mai, Y., Zheng, W., Wu, Y. J., & Dong, T. P. (2023). Impact of entrepreneurial team contractual governance on new venture resilience: The mediating role of resource bricolage. Sustainability, 15(4), 3518.

Marlow, S., & McAdam, M. (2013). Gender and entrepreneurship: Advancing debate and challenging myths; exploring the mystery of the under performing female entrepreneur. International Journal of Entrepreneurial Behavior & Research, 19(1), 114-124.

Marlow, S., & Patton, D. (2005). All credit to men? Entrepreneurship, finance, and gender. Entrepreneurship theory and practice, 29(6), 717-735.

Martínez-González, J. A., Moreno-Luzón, M. D., & Peris-Ortiz, M. (2022). Governance mechanisms and innovation resilience: A study of entrepreneurial teams in uncertain environments. European Journal of Innovation Management, 25(4), 1219–1240.

Mohajan, H. K. (2020). Quantitative research: A successful investigation in natural and social sciences. Journal of Economic Development, Environment and People, 9(4), 50-79.

Mudrajad, K. (2003). Research methods for business and economics: how to research and write thesis. Erland.

Muna, G. A. S., Ardani, W., & Putri, I. A. S. (2022). Penguatan pemberdayaan ekonomi perempuan melalui Presedensi G20 pada era pandemi Covid 19 pada UMKM di Bali. Lensa Ilmiah: Jurnal Manajemen Dan Sumberdaya, 1(1), 21-27.

Musyaffi, A. M., Khairunnisa, H., & Respati, D. K. (2022). Konsep dasar structural equation model-partial least square (sem-pls) menggunakan smartpls. Pascal Books.

Neuman, W.L (2014). Social research methods: Qualitative and quantitative approaches.

Ongku, M. (2018). Implementasi Peraturan Pemerintah No. 17 Tahun 2013 tentang Pelaksanaan Undang-Undang Nomor 20 Tahun 2008 tentang Usaha Mikro, Kecil dan Menengah di Dinas Koperasi dan UKM Provinsi Sumatera Utara.

Park, J., & Lee, S. (2022). Entrepreneurial team governance and organizational resilience: The mediating role of entrepreneurial bricolage in tech startups. Asian Journal of Innovation and Entrepreneurship, 11(3), 215-232.

Phillimore, J., Humphries, R., Klaas, F., & Knecht, M. (2016). Bricolage: potential as a conceptual tool for understanding access to welfare in superdiverse neighbourhoods. IRiS Working Paper Series, 14.

Pramesti, A. S. A., Kesumadewi, D., Oktavia, Z., & Fitriana, N. (2024). Peran kewirausahaan dalam memajukan perekonomian bangsa. CEMERLANG: Jurnal Manajemen dan Ekonomi Bisnis, 4(2), 100-110.

Reymen, I. M. M. J., Andries, P., Berends, H., Mauer, R., Stephan, U., & Van Burg, E. (2015). Understanding dynamics of strategic decision making in venture creation: A process study

of effectuation and causation. Strategic Entrepreneurship Journal, 9(4), 351–379. https://doi.org/10.1002/sej.1201

Senyard, J., Baker, T., & Steffens, P. (2010). Entrepreneurial bricolage and firm performance: Moderating effects of firm change and innovativeness. In Annual Meeting of the Academy of Management (No. 50237, pp. 1-25).

Suddaby, R., Bruton, G. D., & Si, S. X. (2022). Entrepreneurship through a qualitative lens: Insights on the construction and/or discovery of entrepreneurial opportunity. Journal of Business Venturing, 37(5), 106204. https://doi.org/10.1016/j.jbusvent.2021.106204

Sunduramurthy, C., Zheng, C., Musteen, M., Francis, J., & Rhyne, L. (2016). Doing more with less, systematically? Bricolage and ingenieuring in successful social ventures. Journal of World Business, 51(5), 855-870.

Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic management journal, 28(13), 1319-1350.

Vanevenhoven, J., Winkel, D., Malewicki, D., Dougan, W. L., & Bronson, J. (2011). Varieties of bricolage and the process of entrepreneurship. New England Journal of Entrepreneurship, 14(2), 53-66.

Veranita, M., & Yusuf, R. (2023). Pemberdayaan pelaku UMKM perempuan dalam upaya peningkatan ketahanan ekonomi melalui pelatihan digital marketing. JURPIKAT (Jurnal Pengabdian Kepada Masyarakat), 4(3), 388-401.

Verheul, I., Stel, A. V., & Thurik, R. (2006). Explaining female and male entrepreneurship at the country level. Entrepreneurship and regional development, 18(2), 151-183.

Vermersch, D., & Verreynne, M. L. (2023). The strategic role of entrepreneurial bricolage in dynamic environments: A resilience perspective. Small Business Economics, 61(3), 785–808.

Wahid, N. N., Firmansyah, I., & Andriani, R. N. R. (2024). Jejak pengusaha wanita: Tinjauan bibliometrik di seluruh dunia. Fair Value: Jurnal Ilmiah Akuntansi dan Keuangan, 6(3), 322-334.

Weick, K. E., & Sutcliffe, K. M. (2011). Managing the unexpected: Resilient performance in an age of uncertainty (Vol. 8). John Wiley & Sons.

Weyant, E. (2022). Research design: qualitative, quantitative, and mixed methods approaches: by John W. Creswell and J. David Creswell, Los Angeles, CA: SAGE.

Yamane, T. (1973). Statistics: An introductory analysis.

Zahra, S. A., & George, G. (2002). Absorptive capacity: A review, reconceptualization, and extension. Academy of management review, 27(2), 185-203.

Zahra, S. A., & Wright, M. (2020). Entrepreneurial orientation, bricolage, and resilience in social enterprises operating in developing economies. Journal of Business Venturing, 35(5), 105938.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). Research methods. Health economics research method, 2.

Zott, C., & Amit, R. (2010). Business model design: An activity system perspective. Long Range Planning, 43(2–3), 216–226. https://doi.org/10.1016/j.lrp.2009.07.004.