

IMPROVING THE PERFORMANCE OF EMBROIDERY ENTREPRENEURS THROUGH ENTREPRENEURIAL CHARACTERISTICS, INTELLECTUAL AGILITY AND SOCIAL MEDIA ENGAGEMENT

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Abstract

This study aims to examine the effect of entrepreneurial characteristics, intellectual agility and social media engagement on performance, then to examine the effect of entrepreneurial characteristics and intellectual agility on social media engagement and examine the effect of entrepreneurial characteristics and intellectual agility on performance by mediating social media engagement. The novelty of this study is to make social media engagement mediate the influence of entrepreneurial characteristics and intellectual agility on business performance. The sampling technique used purposive sampling with specific criteria, from distributing questionnaires to embroidery entrepreneurs in Pasuruan Regency, East Java Province, Indonesia. One hundred eighty respondents fit the research criteria and used WarpPLS as a data analysis tool. The study results show that entrepreneurial characteristics and social media engagement significantly affect performance, but intellectual agility does not. Furthermore, entrepreneurial characteristics do not affect social media engagement, while intellectual agility significantly affects social media engagement. For indirect effects, it can be concluded that social media engagement does not mediate the influence of entrepreneurial characteristics on performance. In contrast, social media engagement can mediate the effect of intellectual agility on performance.

Keywords: entrepreneurial characteristics, intellectual agility, social media engagement and performance.

Introduction

Many entrepreneurs can boost a country's economic conditions (Castano, Mendez, & Galindo, 2016), and entrepreneurial activities in both the formal and informal sectors are significant for economic growth and national development (Al-Mamun et al., 2016). One tool to measure the state of entrepreneurship in a country is the Global Entrepreneurship and Development Index (GEDI). GEDI is an annual index measuring the health of a country's entrepreneurial ecosystem. GEDI 2019 shows Indonesia is in the 94th position out of 134 countries, with an index value of 21, and when compared to Southeast Asian countries, Indonesia is still below Vietnam (87) and Malaysia (58). Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM) for March 2021, the number of MSMEs reached 64.2 million with a contribution to the Gross Domestic Product of 61.07 percent or IDR 8,573.89 trillion. The Indonesian government seeks to increase the number of entrepreneurs through regional empowerment to bring up entrepreneurs with product specialization from their region of origin. For example, Batu with the City of Apples,

Lamongan is known as the Siwalan City, Pekalongan is the City of Batik, Kota Gede is the City of Gold Crafts, and Pasuruan is an embroidery center. In Indonesia, there are several embroidery-producing regions. However, what is interesting about embroidery in Pasuruan Regency is that Muslim clothing products dominate embroidery products produced by Pasuruan Regency. Besides that, based on data from the East Java Regional Office of Industry and Trade, it is known that Pasuruan Regency makes embroidery a core competency.

The phenomenon faced by embroidery entrepreneurs in Pasuruan Regency and the domestic fashion industry is the rise of imported Chinese clothing products, based on data from the Indonesian Textile Association (API) to import clothes from China in 2021 as many as 51.79 Tons or US\$ 343.02 million, API even said that imported Chinese clothes controlled 80% of the market in Indonesia. Besides importing Chinese clothes, another problem is the rise of imported used clothes (Thrift), even according to the Central Statistics Agency (BPS). In 2021 Indonesia imported 8 tons of used clothes, or US\$ 44,000. The invasion of imported clothes from China and thrift significantly disrupted the existence of embroidery entrepreneurs in Pasuruan Regency in selling their products because imported clothes from China and thrift (imported used fashion products) had lower prices than embroidery products, which had an impact on reducing sales of embroidery products. Businesses are running well or not based on their business performance. Entrepreneurs often measure performance with profit, but according to Hudson, Smart, & Bourne (2001) measuring performance is not only measured by profit but can use several dimensions, including finance, customer satisfaction, quality, time, flexibility and human resources, according to (Jauch & Glueck, 1988) The company's performance can be seen from the level of sales, profit levels, return on capital, turnover rates and market share it achieves.

Several factors affect performance, including entrepreneurial characteristics. According to (Lee & Tsang, 2001), entrepreneurial characteristics: Need for achievement affects business performance. Entrepreneurial characteristics are needed to run their businesses optimally (Nusron, 2017). According to Schumpeter (1912), an entrepreneur is a unique risk-taker who introduces innovative products and new technologies into the economy. Another factor that affects performance is intellectual agility. Intellectual agility is about how to change ways of thinking, seeking new information, and the ability to generate new solutions to various problems (Dabić, Stojčić, Simić, Potocan, Slavković, & Nedelko, 2021). According to (Anwar, Khan and Khan 2018), intellectual capital and entrepreneurial strategy significantly affect firm performance. Another antecedent is social media engagement. According to (Brogan 2010), social media has the definition as a place for a collection of images, videos, and writings to interact in networks, both between individuals and between groups such as organizations. In the current digital era, the use of social media has become a necessity, and there are also various uses for it. Easy use for entrepreneurs gives social media the potential to influence their business in the Internet era because the easy use of technology will affect business performance (Nusron, Setiawan, et al. 2022). Pouloudi et al., 2003 confirm that social capital and social networks provide valuable opportunities to leverage e-business capabilities to create complex products, diversify operations, and expand market share. In addition, in the e-business context, the company's competitors are becoming more informed, which can prevent the focused company from gaining superior advantages from information asymmetry (Granados et al., 2010).

The research objectives of the research in this article are to analyze the effect of entrepreneurial characteristics, intellectual agility and social media engagement on performance, to analyze the effect of entrepreneurial characteristics and intellectual agility on social media engagement, to analyze the influence of entrepreneurial characteristics and intellectual agility on performance by mediating social media engagement. The novelty of this study is to make social media engagement mediate the influence of entrepreneurial characteristics and intellectual agility on business performance.

The Effect of Entrepreneurial Characteristics on Performance

According to Schumpeter (1912), an entrepreneur is a unique risk-taker who introduces innovative products and new technologies into the economy. The international dictionary Cambridge, England (Cambridge International Dictionary of English) defines characteristics as a combination of unique characteristics of a person or place that makes them different from others. Entrepreneurial character is a particular characteristic of an entrepreneur which can distinguish him as an entrepreneur. According to (Cantillon 1931) entrepreneur is a person who establishes or conducts business independently or alone to make a profit. Before the Cantillon era, entrepreneurship was known as a merchant, explorer and trader. The success of entrepreneurs in achieving good performance must be done by increasing their entrepreneurial competence. According to (Ahmad, Ramayah, Wilson, & Kummerow, 2010), understanding business success through entrepreneurial competence is significant because it gives entrepreneurs knowledge about how to run a business and will impact the ability to identify the impact that will result from their decisions. According to Meredith & Geoffrey (2005), entrepreneurial characteristics consist of risk-taking, leadership, self-confidence, task and result-oriented, originality and future orientation. Some results of empirical studies state that the characteristics of entrepreneurship affect business performance. According to (Sawaeen and Ali 2020), Entrepreneurial leadership significantly affects organizational performance. According to (Dimitratos, Loukas and Carter (2004), entrepreneurship positively affects overseas performance. According to (Lee, Rob and Sardeshmukh 2016), Entrepreneurial self-efficacy (ESE) has a significant effect on restaurant performance. Based on the above study, H1: Entrepreneurial characteristics significantly affect performance.

The Effect of Intellectual Agility on Performance

Intellectual agility is part of intellectual capital. According to (Bontis, Keow, & Richardson, 2000), employees/business actors can generate intellectual capital from attitude, competence and intellectual agility. Of the three components of intellectual capital, intellectual agility is the most critical component. Intellectual agility is defined as the ability of employees/staff/individuals/business actors to modify structures and think of innovative strategies to face challenges from environmental changes. Intellectual capital is the number of intangible assets companies own that can be used to create a competitive advantage (Bueno, Salvador, Rodriguez, & Martin De Castro, 2006). Intellectual capital is the key to gaining and maintaining a competitive advantage in today's ever-competitive market (Crivelli & Grimaldi, 2008). Competence consists of skills and education, attitudes are based on employee work behavior, and intellectual agility is based on innovation and solutions to business problems. According to (Dabić, Stojčić, Simić, Potocan, Slavković, & Nedelko, 2021), intellectual agility

is related to how to change the way of thinking, seeking new information, and the ability to generate new solutions to various problems. With high intellectual agility, embroidery entrepreneurs will be innovative and flexible, so they will be able to cope with various changes that will affect their business will, turn these changes into business opportunities and will be able to improve their business performance. As for empirical studies related to the effect of intellectual agility on performance, as follows: According to (Anwar, Khan and Khan 2018), intellectual capital and entrepreneurial strategy significantly affect firm performance. The greater the intellectual capital owned, the higher the market performance (Harris and Moffat 2013). Human capital significantly affects firm performance (Muhammad and Ismail 2009). According to (Welsh, Kaciak and Shamah 2018), human capital significantly affects multidimensional firm performance. Based on the above study, H2: intellectual agility has a significant effect on performance

The Effect of Social Media Engagement on Performance

According to (Lewis 2019), social media is a label that refers to digital technology that has the potential to allow everyone to connect and interact, produce and share messages. According to (Kahn 1990), engagement occurs when people are committed to their work and organization and are motivated to achieve a high level of performance, social media engagement is a high commitment to the use of social media. It makes it a motivation to achieve high performance. Commitment to social media is shown by actively following competitors' promotions, seeking information about trending/viral fashion products, promoting on social media, and creating exciting content. The ability to engage with customers through social media fosters trust and loyalty and will impact company agility (Heiligtag, Luczak and Windhagen 2015). Further research by Cai et al. (Cai et al. 2018) shows that the ability to build the growth of agility can be achieved through actively using social media in their business.

Furthermore, the results (Butler and Surace 2015) show that the systematic utilization of social media is a driver of business agility and also contributes to recognizing potential markets, customers and competitors and can also collaborate with competitors and customers in co-creation to build added value. The use of social media also has an impact on the ability of organizational members to be more proactive and perform better (Gilbert and Smith 2019). It can increase customer bonding (de Oliveira Santini et al., 2020). Studies in several companies in China show that digital transformation strategies affect improving financial performance (Wang et al. 2020). There are several empirical studies related to social media engagement and business performance, including according to (Rozak et al. 2021), social media engagement has a significant effect on SME performance, according to Rodriguez, Peterson, & Krishnan (2013) The use of social media has a significant effect on relationship sales performance, according to Stam et al., 2014 Social capital plays an essential role in influencing company performance, studies of several companies in China show that digital transformation strategies affect improving financial performance (Wang et al. 2020). Based on the above study, H3: social media engagement significantly affects performance.

The Effect of Entrepreneurial Characteristics on social media engagement

Speed in understanding opportunities and obstacles, managing resources, and creating innovation are strong drivers of organizational resilience in a turbulent environment (Ahmed,

Najmi, Mustafa, & Khan, 2019). At this time, social media is very widely used, and various activities are challenging to let go of social media. Entrepreneurs who use social media for selling activities need a stable entrepreneurial character and have an attitude of interest in new things (Nunez-Zabaleta 2019), those with character will be able to use social media as a medium for selling online, people who actively use media social networks to build professional networks helping to get work done faster through collaboration and knowledge sharing on social media. Several characteristics affect the speed of adopting social media, including having many friends on social media, fast response to links/invitations from friends, and adapting quickly to circumstances (Rahbi & Abdullah 2017; Olanrewaju et al. 2020). Several empirical studies related to the influence of entrepreneurial characteristics on social media engagement are as follows: research by (Simangunsong 2021) states that the key to entrepreneurial success in running a business through social media is because it has the character of Emotionally stable, energetic Like to make friends, Talkative character and interest in new things and networking, research by (Sebora, Lee, & Sukasame, 2009) states that the success of using e-commerce is influenced by locus of control and Achievement orientation. Based on the above study, H4: Entrepreneurial characteristics significantly affect performance.

The effect of Intellectual Agility on social media engagement.

SMEs are often referred to as the primary driver of a country's economic growth. Technological changes at this time encourage business actors to develop their capabilities to keep up with these changes. For this reason, dynamic capabilities are needed so that existing changes can be used as business opportunities. Dynamic capability is understanding how organizations change and increase resources (Teece, Pisano and Shuen 1997). Dynamic ability is closely related to agility, and agility is the ability of business actors to quickly change and disrupt the environment quickly and flexibly (Singh et al., 2013). In business, various changes will continue to emerge that affect business. The emergence of various social media applications (Facebook, Tiktok, Instagram, etc.) is a communication tool and media for selling online, making entrepreneurs engage in social media engagement.

The change in consumer shopping patterns through social media makes embroidery entrepreneurs have to increase their intellectual agility abilities. According to (Bontis, Keow, & Richardson, 2000), Intellectual agility is based on the entrepreneur's ability to innovate and handle solutions to various business problems. The existence of intellectual agility is expected to be able to increase social media engagement. According to (Madhok and Marques (2014), fluctuating changes in the business environment force companies to take proactive and agile actions to maintain their business continuity. Following are the results of an empirical study that states that there is an influence of intellectual agility on social media engagement: According to (Liu et al. 2016) organization's structure (supplier integration, internal integration and customer integration) has a significant effect on symbolic performance (regulatory endorsement, media endorsement and agency rating), according to (Al-Omouh, Simón-Moya, & Sendra-García, 2020) Social capital plays an essential role in achieving a proactive e-business. Based on the results of theoretical and empirical studies, H5: Intellectual Agility significantly affects social media engagement.

The Influence of Entrepreneurial Characteristics and Intellectual Agility on Performance with Social Media Engagement Mediation

The basis for using the social media engagement variable as a mediating variable is because there is an inconsistency between the variables of entrepreneurial characteristics on performance and between intellectual agility on performance. In contrast, the inconsistency of research on the effect of entrepreneurial characteristics on performance is proven (Rofiaty R., 2019). Entrepreneurship orientation has a significant effect on organizational performance, according to (Kantur 2016). Entrepreneurial orientation has a significant effect on financial performance and non-financial performance, and entrepreneurial self-efficacy has a significant effect on restaurant performance (Lee, Rob and Sardeshmukh, 2016). Nevertheless, on the other hand, there are different research results, research conducted (Cho and Lee 2018). Entrepreneurial orientation (Proactive innovation and risk-taking) does not affect financial performance.

The inconsistency of the effect of intellectual agility on performance is evidenced by the results of research conducted by (Nahapiet and Ghoshal, 1998; Stam et al., 2014), where social capital plays an essential role in influencing company performance, according to Krause et al. (2007) found that social capital is directly related to improving company performance in the US automotive and electronics industries, human capital efficiency has a significant effect on financial performance (Madininos et al. 2011), human capital has a significant effect on restaurant performance (Lee, Rob and Sardeshmukh 2016), but on the other hand, some studies show different results, research conducted (Firer and Williams 2003) examines the relationship between intellectual capital and company performance (ROA, ROE) with the results of the research that there is no relationship between intellectual capital and company performance.

Furthermore, an empirical study mentions the influence of entrepreneurial characteristics on social media engagement conducted by (Sebora, Lee, & Sukasame, 2009). Locus of control and Achievement orientation significantly affect the success of implementing e-business. Moreover, there is a relationship between intellectual agility and social media engagement (Al-Omouh, 2022). E-Business Entrepreneurial Orientation is heavily influenced by intellectual capital.

Furthermore, there are empirical studies that state that there is a relationship between social media engagement and performance, using electronic devices and adopting electronic functions such as e-marketing (Chong et al., 2018) and e-business (Soto-Acosta et al., 2016) can bring positive influence on business performance, one of the benefits of social media is the company's ability to be more agile in responding to customers and markets is very high. Agility in the market is related to sales; more sales equal higher revenue and greater profits. (Andzulis, Panagopoulos, & Rapp, 2012), then the more a company's e-commerce assets are developed, the greater the degree of online promotion adaptation, communication efficiency, distribution efficiency, distribution support, and price competitiveness which will impact better performance (Gary, Munib, & Shaoming, 2007). Based on the study above, then

H6: social media engagement mediates the effect of entrepreneurial characteristics on performance

H7: social media engagement mediates the effect of intellectual agility on performance

The conceptual framework of this research can be seen in the following figure.

Methodology

The population in this study are embroidery entrepreneurs in Pasuruan Regency, East Java, selling embroidery products for at least two years and actively using online media for at least one year. The population in this study has yet to be discovered with certainty. So in determining the number of samples based on Solimun (2002) determining the sample size equal to 5 to 10 times the number of manifest variables (indicators) of all latent variables, the sample in this article is 180 and uses WarpPLS 6.0. The profiles of the respondents are as follows: there are 36 male respondents and 144 female. Based on age, there were six respondents aged under 21 years, 64 aged 21 to 30 years, 63 aged 31 to 40 years, 32 aged 41 to 50 years and 15 respondents aged over 50 years. Based on education, there were nine respondents with elementary education, 21 with junior high school education, 109 with high school/vocational school education and 41 with a bachelor's degree.

Convergent Validity dan Discriminant validity

Table 1. Average Variance Extracted

Variable	AVE
Entrepreneurial Characteristics (Ent. Char)	0,508
Intellectual Agility (Int. Agl)	0,646
Social media engagement (SoMed.En)	0,614
Performance (Perf.)	0,601

Based on the Average Variance Extracted Table, it is known that the AVE value of the Entrepreneurial Characteristics variable is 0.508, the AVE value of intellectual agility is 0.646, social media engagement is 0.614, and performance is 0.601. all variables have an AVE value > 0.5 . It can be concluded that all variables in this study meet the requirements of convergent validity.

Discriminant validity

The method for viewing discriminant validity can be seen by comparing the square root of each latent variable's average variance extracted (AVEs) value with the correlation between the latent variable concerned and the other latent variables. If the AVEs of the variable concerned are more significant than the other latent variables, then discriminant validity is fulfilled (Solimun, Fernandes, & Nurjannah, 2017).

Tabel 2. AVEs

Variable	Ent.Char	Int.Agl	SoMed.En	Perf.
Ent. Char	0.712	0.263	0.260	0.374
Int.Age	0.263	0.804	0.333	0.250
some. En	0.260	0.333	0.783	0.560
Perf.	0.374	0.250	0.560	0.776

Based on the AVEs table, the correlation AVEs value for entrepreneurial characteristics is 0.712, the AVEs value for Intellectual Agility correlation is 0.804, the AVEs value for social media engagement correlation is 0.783, and the AVEs performance value is 0.776. All AVEs values of this kind of correlation have AVEs values greater than other latent variables, so the discriminant validity of all variables in this study is fulfilled.

Composite reliability and Alpha Cronbach

A questionnaire is said to have good composite reliability if the composite reliability value is > 0.70, and if the Cronbach Alpha value exceeds 0.60, then the question in the variable is reliable.

Table 3. Composite reliability dan Cronbach's alpha

Composite reliability coefficients			
Ent. Char	Int.Ag e	Social Media. En	Perf.
0.951	0.936	0.864	0.900
Cronbach's alpha coefficients			
Ent. Char	Int.Age	some. En	Perf.
0.946	0.922	0.789	0.866

Based on the Composite reliability and Cronbach's alpha table, all variables have a composite value of > 0.70. Moreover, the Cronbach Alpha value is > 0.60, so the questions in the research variable are reliable (Solimun, Fernandes, & Nurjannah, 2017).

Hypothesis Test Results

Table 4. Relationship between variables and R Square

	β	<i>p</i> -value	R^2	Description
Direct Influence:				
Entrepreneurial Characteristics on performance	0,269	< 0,001		H1 Accepted
Intellectual agility on performance	0,058	0,216		H2 Rejected
Social media engagement on performance	0,451	< 0,001		H3 Accepted
Entrepreneurial Characteristics on social media engagement	0,086	0,121		H4 Rejected
Intellectual agility on social media engagement	0,558	< 0,001		H5 Accepted
Indirect Influence/Mediation of Social media engagement				
Entrepreneurial Characteristics on performance	0,039	0,230		H6 Rejected
Intellectual agility on performance	0,252	< 0,001		H7 Accepted
Variable Endogen:				
Performance			0,398	
Social media engagement			0,364	

Based on the table of the relationship between variables and R square, it is known that the results of hypothesis testing are as follows: the direct effect of entrepreneurial characteristics on performance has a β value of 0.269 with a p value <0.001, then Hypothesis 1 is accepted, meaning that entrepreneurial characteristics have a significant effect on performance. The effect of intellectual capital on performance has a β value of 0.058 with a p value of 0.216. Then Hypothesis 2 is rejected, meaning intellectual agility does not affect performance. The effect of social media engagement on performance has a β value of 0.451 with a p value <0.001, so hypothesis 3 is accepted, meaning that social media engagement has

a significant effect on performance. The influence of entrepreneurial characteristics on social media engagement has a β value of 0.086 with a ρ value of 0.121. Then Hypothesis 4 is rejected, meaning that entrepreneurial characteristics do not affect social media engagement. The effect of intellectual agility on social media engagement has a β value of 0.558 with a ρ value <0.001 , so Hypothesis 5 is accepted, meaning that intellectual agility has a significant effect on social media engagement. As for the indirect effect of the characteristic entrepreneurial variable on performance by mediating social media engagement has a β value of 0.039 with a ρ value of 0.230, and then Hypothesis 6 is rejected, meaning that social media engagement does not mediate the effect of entrepreneurial characteristics on performance. Moreover, the indirect effect of intellectual agility on performance by mediating social media engagement has a β value of 0.252 with a ρ value <0.001 . Hypothesis 7 is accepted, meaning that social media engagement can mediate the effect of intellectual agility on performance.

The R-squared value of the performance variable is 0.398, meaning that the contribution of the influence of the Entrepreneurship Characteristics, Intellectual Agility and Social Media variables on performance is 39.8%. The remaining 60.2% is influenced by factors other than these three variables. The R-squared value of the social media engagement variable is 0.364, meaning that the contribution to the influence of the Entrepreneurship Characteristics variable and intellectual agility on social media engagement is 36.4%. The remaining 63.6% is influenced by factors other than these two variables.

Discussion and Implications

The results of Hypothesis 1 state that entrepreneurial characteristics have a significant effect on performance. These results confirm research conducted by (Rofiaty, 2019). Entrepreneurship orientation significantly affects organizational performance (Indarti, 2019). Entrepreneurial attitudes, education and training significantly affect business growth. However, on the other hand, the results of this study differ from the research conducted by (Al Mamun, Subramaniam, Nawi, & Zaino, 2016). The need for achievement and experience has no significant effect on the performance of SMEs. In the Entrepreneurship Characteristics variable, there is an indicator of originality with items capable of being innovative and creative, and embroidery entrepreneurs must have the original ability, considering that embroidery products are related to the fashion industry, where fashion developments change very quickly, so fast innovation is needed. Not only the fashion world but today's business world also has a dynamic nature. It is only possible for some industries to engage in innovation (Hurley and Hult, 1998). Even the results of Al Mamun & Fazal's (2018) study recommend that organizations pay attention to creativity and innovation, autonomy and entrepreneurial competence through helpful training programs to achieve optimal business performance. So the higher the application of entrepreneurial characteristics will impact improving performance.

Hypothesis 2 states that intellectual agility does not affect performance. The results of this study contradict the research conducted by Krause et al. (2007) increasing company performance in the US automotive and electronics industry is influenced by social capital (Meditinos et al., 2011), human capital efficiency affects financial performance (Lee, Rob and Sardeshmukh 2016) restaurant performance is influenced by human capital. Several reasons intellectual agility does not affect performance include that respondents still need to do intellectual agility items optimally. Some respondents find it challenging to work with cross-

generations that have yet to be carried out optimally. Respondents in this study have a variety of ages. Respondents over 50 years of age will experience difficulties in adopting the very rapid development of information technology, and the use of information technology has a significant effect on performance (Azam (2016); Raymond, Pare & Bergeron (1995); Samwel et al., (2019)), for this, cross-generational collaboration is needed so that those aged over 50 years can work together with young people about information technology, because the main problem with the digital divide is not access, but unequal ways of using it (differences in skills). Digital services and lack of social support) (van Deursen and van Dijk 2015).

Hypothesis 3 states that social media engagement has a significant effect on performance, the results of this study confirm that using electronic devices and adopting electronic functions such as e-marketing (Chong, Man, & Kim, 2018), and e-business (Soto-Acosta, Popa, & Palacios -Marqués, 2016) can have a positive influence on business performance, research by Rodriguez, Peterson, & Krishnan (2013) The use of social media has a significant effect on relationship sales performance, according to Stam et al., 2014 Social capital plays an essential role in influencing company performance. The existence of social media for embroidery entrepreneurs creates opportunities. By utilizing social media, it can create complex products and inexpensive promotions, establish two-way relationships with consumers and expand market share, which will have an impact on increasing business performance.

Hypothesis 4 entrepreneurial characteristics do not affect social media engagement. The results of this study are in contrast to research conducted (Sebora, Lee, & Sukasame, 2009) stating that locus of control and achievement orientation influence the success of using e-commerce. The use of social media is influenced by differences in age, education level, environment, etc. Based on the profile of the respondents, it is known that the age of the respondents is over 40 years. There are 47 respondents, or 26.1%. At this age, it is possible for respondents to carry out social media engagement can no longer be maximized because the results show that older entrepreneurs and companies tend to avoid adopting E-Commerce. (Ganotakis & Linday 2016), Another reason for several items on entrepreneurial characteristics, items of sensitivity to changes in the business climate have a relatively small content, meaning that in the early day consumer shopping patterns began to shift through online media, some respondents still lacked a response to changes these consumer patterns, so that responsiveness to changes in consumer shopping patterns is late some new respondents have recently adopted social media as a medium for selling online after many other entrepreneurs have experienced success when selling on online media because according to McGuckin, (2006) to When manual marketing has begun to be abandoned and has begun to switch to more modern/online methods, entrepreneurs must immediately adapt.

Hypothesis 5 intellectual agility has a significant effect on social media engagement. The results of this study confirm the research conducted (Al-Omouh, Simón-Moya, & Sendra-García, 2020). Social capital is vital in achieving proactive e-business (Liu et al. 2016). Organizational structure (supplier integration, internal integration and customer integration) significantly affects symbolic performance (regulatory endorsement, media endorsement and agency rating). The development of economic knowledge in the world is very rapid, with the development of knowledge making intellectual capital a precious proactive source (Liu, Ke, Wei, & Lu, 2016). Without the support of high intellectual agility capabilities, it will impact the ability to make opportunities for development information is minimal. Even the existence

of various changes, especially the development of digital marketing, will be a threat to an organization because digital marketing easily lets consumers know various product and price information. Organizations are not isolated institutions. Instead, they build good social relationships, constantly using their social network to generate ideas, gather information, and learn to proactively recognize and detect innovations (Grimsdottir and Edvardsson 2018). Thus the ability of intellectual agility will make it easier for entrepreneurs to carry out social media engagement to fulfill the desires of consumers who make purchases in online media.

Hypothesis 6 social media engagement does not mediate the effect of entrepreneurial characteristics on performance. Based on the results of statistical tests, the effect of entrepreneurial characteristics on performance has a significant effect. The results of this study are in contrast to research conducted by Freixenet et al. (2010) which states that social media usage can mediate the effect of international entrepreneurial orientation on innovation performance. Tajpour & Hosseini (2021) stated that social media could mediate the effect of entrepreneurial intention: knowledge sharing, reputation, social relations, and identity on performance. Based on the statistical results, it is stated that the social media engagement variable, items that are actively involved in creating creative content on social media, have the lowest content value.

In contrast, on entrepreneurial characteristics, items of sensitivity to changes in the business climate have a relatively small load, meaning that some respondents are known to have sensitivity to changes in the business climate and actively create creative content on low social media. Based on the interview results, it was stated that there were still many respondents who still needed to maximize the live facilities available on various social media (TikTok live, Facebook live, etc.). This was because some respondents needed to be more familiar with this facility. This is why social media engagement does not mediate the influence of entrepreneurial characteristics on performance.

Hypothesis 7: Social media engagement can mediate the effect of intellectual agility on performance. Entrepreneurs are not born-they developed (Hisrich & Peters, 1995). From the development process, the competencies possessed by an entrepreneur are obtained, and the individual competencies possessed by entrepreneurs can increase their strength in managing the company efficiently (Man, Lau, & Chan, 2002). The development of social media in Indonesia today is not only a business opportunity for embroidery entrepreneurs, but a potential threat, the widespread use of social media allows supplier partners to collaborate with other parties and is very likely to become a major competitor because of the ease of obtaining information and lower promotional costs (Liu et al., 2014). For this reason, social capital is essential in overcoming this change. Intellectual agility abilities are needed by entrepreneurs to seek information, exchange information and knowledge, and access the resources needed to achieve a competitive advantage because several studies state that social capital plays an essential role in influencing company performance. (Nahapiet and Ghoshal, 1998; Stam et al., 2014). When entrepreneurs can engage in social media well, they will face a new environment that is dynamic and rich in information. An environment like this (rich in information) challenges the capacity of entrepreneurs to make decisions that can improve their business performance (Malhotra et al., 2005). Moreover, in the e-business context, the firm's competitors become more informed, which may prevent the focus firm from gaining superior advantages from information asymmetry (Granados et al., 2010). Oh & Teo (2006) also

confirmed that social capital and social networks provide valuable opportunities to leverage e-business capabilities to create complex products, diversify operations, and expand market share that can improve performance.

Conclusion, Research Limitations and Implications

Based on the statistical test results, it can be concluded that entrepreneurial characteristics and social media engagement significantly affect performance. However, intellectual agility does not affect performance. Furthermore, entrepreneurial characteristics do not affect social media engagement, while intellectual agility significantly affects social media engagement. For indirect effects, it can be concluded that social media engagement does not mediate the influence of entrepreneurial characteristics on performance. In contrast, social media engagement can mediate intellectual agility's effect on performance.

The limitations of this study are: The research focuses on embroidery entrepreneurs in fifteen sub-districts out of 24 sub-districts in Pasuruan Regency. Furthermore, this research was only conducted on entrepreneurs who sold Muslim clothing, kebaya, embroidered shoes, mukena, takwa clothes, abayas and embroidered patches. However, in reality, there were very many fashion products, so the generalization of the results was limited to the scope of the research object. Future researchers can use research objects different from what researchers have done, forming variables from performance and other mediating variables or adding moderating variables.

This study contributes to a deeper understanding of the characteristics of entrepreneurship, intellectual agility, social media engagement and business performance in embroidery entrepreneurs. The results of this study contribute to engagement theory. According to (Kahn 1990), engagement is utilizing organizational members for their work roles. According to (Robbins and Judge 2018), engagement is an individual's attachment to satisfaction and enthusiasm for the work they are doing occurs when people are committed to their work and the organization and are motivated to achieve high levels of performance because engagement which has so far been widely discussed is related to employee engagement, whereas in In this study, engagement is related to social media engagement. It is proven that social media can mediate intellectual agility on performance, and social media engagement significantly affects performance. This study makes a practical contribution to embroidery entrepreneurship, where embroidery entrepreneurs must maintain their current intellectual agility because it is proven to have the most significant influence on performance. With good intellectual agility, embroidery entrepreneurs will get a lot of fast and helpful information to open up business opportunities in various business conditions. They will have an impact on improving business performance.

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