ENTREPRENEURIAL SELF-EFFICACY DRIVES AND AMPLIFIES PERCEIVED OPPORTUNITY TOWARDS THE ENTREPRENEURIAL INTENTION OF ULOS WEavers GENERATION

Imelda Sitinjak¹*, Anne Rumondang Malau²)

1²Management Study Program, Universitas HKBP Nommensen, Medan, Sumatera Utara, Indonesia

*E-mail: ¹imelda.sitinjak@uhn.ac.id, ²anne.malau@uhn.ac.id

Abstract

The basic problem of family business succession planning is whether the generation intends to continue the family business, so this study aims to examine the intention of generations to continue their family's ulos weaving business based on the planned behavior theory (Ajzen, 1991). The Parpurpose Random Sampling method was selected and obtained as many as 131 generations of ulos weavers aged at least 15 years in North Tapanuli Regency who were collected using the snowball technique. Data analysis used the Structural Equation Model with the Lisrel program. The findings of this study indicate that entrepreneurial self-efficacy (ESE) plays a role in encouraging perceived opportunity (PO) towards entrepreneurial intention (EI). However, the role of entrepreneurial self-efficacy (interaction with PO to become ESEXPO) cannot strengthen PO towards EI. Gender effect testing found that women's EI was higher than men's because it was related to weaving skills. The weakness of this study is the cross-sectional time dimension so the implications for future research are the longitudinal time dimension, especially for testing moderation as well as in different contexts for testing the role of moderation or results that are inconsistent with a combination of theories so as to find novelty. In addition, other predictors and controls need to be added to enrich research in the field of family entrepreneurship. The implication for family business actors is to have a succession plan long before being 'forced' or as early as possible so that entrepreneurial self-efficacy and perceived opportunity arise, as well as other factors (internal and external) that are needed by the next generation of family businesses.

Keywords: Entrepreneurial Intention; Entrepreneurial Self-Efficacy; Perceived Opportunity; Family Business
INTRODUCTION

The specialty of a family business lies in its vision, intention, and organizational behavior which involves families (Porfírio, Felício, & Carrilho, 2020) thus distinguishing it from non-family businesses. It is called a family business because the existence and influence of the owner's family is a source of business competitive advantage, but it can also be the cause of its downfall (De Massis & Kotlar, 2014). Ferreira, et al (2021) in a bibliometric study related to sustainability in family business has grouped the dominant approaches into four literature clusters from 2003 to 2019, including family business capital, family business strategy, family business social responsibility, and family business succession. According to Ferreira, et al (2021), the cluster family business strategy is more developed so there is a need for future research on cluster family business succession and sustainability because succession is the main threat to family businesses (Mahto & Khanin, 2015). Family business succession is not a moment but a process (Porfírio, Felício, & Carrilho, 2020) that involves a change in ownership or management of a family business whose successors come from within or outside the owning family, enter the business, bringing new ideas and different management but not necessarily a new capital for the company. In Family business theory, for the sake of family business continuity, the important thing that must be done is to pass on management to the next generation or regeneration (Fuad, Sudarma, & Irianto, 2019).

Based on data from various sources such as price water coopers in 2014, from the Jakarta consulting groups, and from the Indonesia National Economic Census (SUSENAS) in 2011, the existence of family businesses is in the range of 85-95% of the total all businesses in Indonesia. With a large number and high performance of family businesses, the Indonesia Brand Forum (IBF) notes that family businesses contribute 25% to Indonesia's GDP. Not a few family businesses (family business) that have achieved success. Among these businesses, there are several family businesses that have successfully become giants, including Sampoerna, PT. Indofood Sukses Makmur, Djarum, Bakrie Group, and Ciputra (Putra, 2021). In addition to these giant companies, large, small and medium enterprises (SMEs) based on family businesses can also be successful, such as the Siti Rukayyah and Munawar family businesses, namely the Ikat weaving business which was initiated in 1989 (Warsono, 2018). Opportunities for other successful woven products such as Toraja weaving penetrate international markets such as Japan, the United States and several European countries (Gandhi, 2016).

Niessen (2009, 2020), Manurung, Lattu & Tulus (2020), Hasibuan & Rochmat (2021), Tristanti (2017), Nugroho et al., (2021) said that the younger generation of Ethnic Batak do not want to learn to weave, because they perceive weaving as hard and complicated work. The social status of ulos weavers is considered low or only work done by the poor (Niessen, (2009, 2020); Manurung, Lattu & Tulus (2020), Hasibuan & Rochmat, 2021; Tristanti, 2017; Nugroho et al., 2021) . Apart from not having the opportunity to learn weaving for children because they go to school, the younger generation also does not care or does not intend to learn to weave (Niessen, (2009, 2020); Manurung, Lattu & Tulus (2020), Hasibuan & Rochmat, 2021; Tristanti, 2017; Nugroho et al., 2021). In addition, the results of the pre-survey of this
study of 10 generations of weavers' families in North Tapanuli District showed that more than 50% of the weavers' generation had no intention of starting the ulos weaving business. Therefore, a question arises for further research on whether currently the next generation of the Batak cultural family has the intention to continue the family's ulos business so that the succession plan can be continued?

The Family business Review (2014) tells that only 25% of all family-owned companies can survive the transition between generations in the second generation, while only 14% are able to survive in the third generation and only 3% are able to grow to fourth generation and so on (Mokhber, Rasid, Vakilbashi, Zamil & Seng, 2017). In theory, more formal cultural contexts tend to demand such plans, but Porfirio, Felício, & Carrilho, (2020) found the opposite, namely that less formal cultures feel the need to formalize plans so that successors have guidelines about what, how, and when to contribute primarily beneficial for the sustainability of his family business.

The absence of a succession plan is one of the main reasons for the failure of family business regeneration (Bettinelli, Fayolle, & Randerson, 2014; Nordqvist et al., 2013). This can be triggered from two gaps identified by Nordqvist et al., (2013), namely personal characteristics (gender, age, and formal education level of successor) and organizational characteristics (size of family business and importance of succession planning) (Porfirio, Felício, & Carrilho, 2020). Therefore, further research is needed on family business succession planning and a balance between organizational and individual factors is needed (Porfirio, Felício, & Carrilho, 2020).

When the succession plan has been formulated, the fundamental issues can already be identified to be resolved, namely related to the successor's expectations of completing the work, posture, interests and motivation of the successor, and providing assurance to the successor that the incumbent intends to hand over power and that there are adequate procedures for transferring this power is gradual, giving the successor the autonomy to start the work that has been determined (Porfirio, Felício, & Carrilho, 2020). In practice, the existence of a formal written succession plan in the procedures required by large companies (Bettinelli, Fayolle, & Randerson, 2014; Nordqvist et al., 2013) and small (Porfirio, Felício, & Carrilho, 2020). Therefore, the basic aim of this research is to examine the intention of the ulos weavers generation to continue their family's ulos business so that succession plans can be further formulated. Another objective obtained in this study is to consider individual factors such as entrepreneurial self-efficacy (ESE) and organizational factors such as perceived opportunity (PO) towards entrepreneurial intention (EI) for the Generation of Ulos Weavers in North Tapanuli Regency, Sumatra North. This research considers a family business based on 'cultural' products, especially Batak culture because a family's efforts to preserve a culture are in line with the succession plan of a family business (Baez, 2019) so that this becomes important and gives it its own uniqueness.

LITERATURE REVIEW
To examine intention which will impact behaviour is based on the planned behaviour theory (Ajzen, 1991) as the grand theory. When explored to predictors associated with perceived opportunity and self-efficacy, the middle part of the theory
that can be used is a social cognitive theory (Bandura, 1977). While the context of this research is on family business, the relevant applied theory is a family business theory (Gimeno et al., 1997).

Some researchers are at the intersection of entrepreneurship theory and family business studies that have been widely used before, thus the emerging field of family entrepreneurship research (Randerson et al., 2015). The intersection of family entrepreneurship is constructed by equating the differences in succession motivation between the two entrepreneurial groups of entrepreneurial need (push) and entrepreneurial opportunity (pull). Porfírio, Felício, & Carrilho, (2020) highlight the importance of the two characteristics (personal and organizational) and motivation due to opportunity or need thus contributing to preparing the next generation and succession planning of family businesses. Entrepreneurial motivation is closely related to entrepreneurial attitudes that will influence entrepreneurial behaviour (Mirjana, Ana, & Marjana, 2018) and self-efficacy (Porfírio, Mendes, & Felício, 2018). While the entrepreneurial attitude itself is determined by entrepreneurial cognition, entrepreneurial intention, and personality traits (entrepreneur and successor) (Porfírio, Felício, & Carrilho, 2020). In addition, individual entrepreneurial intentions are positively related to personal attitudes towards entrepreneurial behaviour, subjective norms imposed by the external environment and considered as behavioural control (Mirjana, Ana, & Marjana, 2018).

Shane & Nicolaou (2015) and Wasdani & Matthew (2014) say that opportunity recognition and discovery are important factors in assessing the feasibility of a business. Therefore, a perceived opportunity will affect a person's entrepreneurial intention (Kirzner, 2015; Esfandiar et al., 2017). Perceived opportunity is a cognitive process that involves thinking, idea generation, and problem-solving for new businesses (Wasdani & Mathew 2014; Shane & Nicolaou 2015). Kirzner (2015) defines opportunity as the possibility of creatively combining resources and creating value to meet market demand. Similarly, Mishra & Zachary (2015) describe entrepreneurship as the process of discovering and managing opportunities.

Entrepreneurship research shows that the intention to find and take advantage of opportunities has increased (Alvarez & Barney, 2020; Foss & Klein, 2020). In addition, some studies have found a link between people wanting to become entrepreneurs and valuable entrepreneurial opportunities (Mishra & Zachary, 2015; Cantner et al. 2020). However, based on a search on the Scopus website with 'search within Article title, Abstract, Keywords' related to "perceived opportunity" and "entrepreneurial intention" only 16 articles. Based on previous research, the perceived opportunity was tested with various roles such as a predictor or antecedent (Esfandiar, et al, 2017), and as a mediator (Tsai, Chang, & Peng, 2016) with some inconsistent results.

Porfírio, Mendes, & Felício, (2018) say that intention affects behaviour and self-efficacy (SE). According to social cognitive theory, self-efficacy is defined as a person's beliefs about their ability to produce a specified level of performance that exerts influence over events that affect their lives (Luszczychska & Schwarzer, 2015; Gielnik, Bledow & Stark, 2020). Studying self-efficacy is critical to understanding individual behaviour as it can determine a
person's persistence, resilience, and dedication when facing problems, as well as, the level of effort the person will put in to complete a task (McGee & Peterson, 2019; Memon, Soomro & Shah, 2019). Thus, individuals with high levels of self-efficacy have a preference for difficult tasks and successfully overcome obstacles and challenges compared to those with low self-efficacy (Luszczynska & Schwarzer, 2015; Gielnik, Bledow & Stark, 2020; McGee & Peterson, 2019; Memon, Soomro & Shah, 2019).

In entrepreneurship research, entrepreneurial self-efficacy reveals the extent to which an individual believes in his or her skills and abilities to successfully complete the tasks required to start a new business (McGee & Peterson, 2019; Memon, Soomro & Shah, 2019). Entrepreneurship not only contains creativity, risk and initiative but is a long and challenging process that requires enthusiasm, commitment and perseverance (Newman et al., 2019). Therefore, entrepreneurial self-efficacy is positively indicated by entrepreneurial success (McGee & Peterson, 2019). A high level of entrepreneurial self-efficacy indicates an individual's readiness and ability to face challenging conditions during the development of a new business and to pursue his or her goals (Memon, Soomro & Shah, 2019).

Entrepreneurial self-efficacy (ESE) is of great interest in relation to entrepreneurial intention (Esfandiar, et al., 2017; Sitinjak, 2019; Tsai, Chang, & Peng, 2016). ESE is the most influential potential predictor of entrepreneurial intention in academia (Tsai, Chang, & Peng, 2016; Gielnik, Bledow & Stark, 2020). But ESE also acts as a predictor of perceived opportunity (PO) (Esfandiar et al., 2017; Mira-Solves, 2021). Researchers assume that entrepreneurial self-efficacy (ESE) of entrepreneurs or successors is needed throughout the journey of a process or in input-output (IO) analysis, including the process of forming the intention to succeed the family business. Therefore, the role of a very strong predictor in empirical studies, makes ESE worthy of being used as a moderator variable motivated by the question of whether the role of ESE towards entrepreneurial intention encourages and or strengthens the perceived opportunity (PO) of the Ulos Weaver Generation in North Tapanuli Regency, North Sumatra?

To answer these research questions in order to confirm the theory, the hypothesis of this study is formulated hypothesis H1a that entrepreneurial self-efficacy (ESE) plays a role in encouraging perceived opportunity (PO) towards entrepreneurial intention (EI) of the Ulos Weaver Generation in North Tapanuli Regency, North Sumatra. By proving hypothesis H1b that Perceived opportunity affects the Entrepreneurial intention of the weaver generation from the weaver family of North Tapanuli Regency. While the formulation of hypothesis H2 is entrepreneurial self-efficacy (ESE) has a role in strengthening perceived opportunity (PO) towards entrepreneurial intention (EI) of the Ulos Weaver Generation in North Tapanuli Regency, North Sumatra.

**RESEARCH METHOD**

**Research Design Strategy**

This research paradigm is post-positivism and aims to test hypotheses that have been deduced from theory (Hair, Page, Brunsveld, 2020). This research is designed as Causal Research for explanatory purposes with the assumption of confirmatory oriented and conditional causality (Zikmund, et al., 2013). Thus the approach
chosen is a quantitative approach (Zikmund, et al., 2013). To collect data, information as part of the process of measuring the variables in the model, a closed question guide is used, and structured by the survey method (questionnaire surveys) (Hair, Page, Brunsveld, 2020). The time dimension of this research is cross-sectional (Hair, Page, Brunsveld, 2020) with statistical studies to test hypotheses quantitatively.

Sample & Sampling Method

The unit of analysis is individuals with respondents in North Tapanuli Regency, North Sumatra. The sampling frames through the list of SMEs of ulos weavers in North Tapanuli Regency, North Sumatra so as to obtain their eligible family generations. The sampling method is nonprobability sampling with purposive sampling type (Hair, Page, Brunsveld, 2020) with consideration of the minimum age criteria of 15 years because this age is the minimum age to enter the labor force category according to the Indonesian Central Bureau of Statistics. The data collection technique used the snowball technique (Hair, Page, Brunsveld, 2020) because the area of residence and family and or neighbourly relationships between weavers who are close tend to make them know each other so the snowball technique makes it easier to get respondents. Data from the Office of Cooperatives and SMEs in 2021 obtained the number of weavers in North Tapanuli Regency, North Sumatra as many as 5551 weavers. While the population of this study is the generation of ulos weavers whose exact number is unknown. Based on the estimation model using maximum likelihood (ML), a minimum sample of 100 is required (Ainur et al., 2017).

Instrument Development

This research instrument was developed by first operationalizing the variables. The variable Entrepreneurial intention (EI) in this study is operationalized as an assessment of the weaver generation from the ulos weaving family of North Tapanuli Regency regarding the level of individual intention to become an entrepreneur or become a successor to the family ulos weaving business in the future, which is measured using 4 statement items adapted from Esfandiar et.al (2017) and Heuer & Liñán (2013). The Perceived opportunity (PO) variable in this study was operationalized as an assessment of the weaver generation from the North Tapanuli Regency weaver family regarding individual perceptions regarding the level of opportunity for the ulos weaving business in the future from the results of personal identification and vision, which was measured using 2 statement items adapted from Esfandiar et.al (2017). The variable Entrepreneurial self-efficacy (ESE) in this study is operationalized by the assessment of the weaver generation from the weaver family of North Tapanuli Regency regarding the level of individual confidence that his entrepreneurial ability will make his family's ulos weaving business successful in the future, which is measured using 3 statement items adapted from the Panel Study of Entrepreneurial Dynamics (PSED) (Brinckmann, & Kim, 2015).

The measurement scale of this study does not use an odd scale (non-forced choice) but an even scale (forced choice) (Brown & Maydeu-Olivares, 2018; Watrin et al., 2019) to avoid the tendency of respondents to choose a neutral scale or the
middle value of an odd scale which is only because it is considered the safest choice in accordance with Widoyoko's opinion (2022). Thus, the measurement scale of this study uses an even scale with a six ordinal scale to allow for a wider range of choices and more accurate attitude choices, for example, the choice of strongly disagree (1), disagree (2), tend to disagree (3), tend to agree (4), agree (5), strongly agree (6).

Collecting & Analyzing the Data

Technical data collection through questionnaires using google forms, then sent to several people who are known to be the generation of ulos weavers aged at least 15 years. Through them (snowball), the questionnaire form was distributed again to other generations of ulos weavers in North Tapanuli Regency. The result of collecting questionnaires for approximately three months was 155 respondents who submitted questionnaires. From the sorting results due to the purposive random sampling method (Hair, Page, the first respondent was eliminated because it was not the ulos weaver generation and or did not fill in what generation and or did not complete the contents as many as 22 responses. Of the 133 respondents aged >15 years, 131 responses were finally used as samples for this study. Thus, this number of 131 respondents has met the minimum sample requirements with the ML estimation method. The descriptive analysis chosen was crosstabulation.

Statistical Techniques & Data Analysis

With Dependence Statistical techniques, multivariate analysis is used. This parametric test falls into the Manova category. The data analysis of this research uses structural equation modelling (SEM) with the LISREL program (Adam, 2018).

RESULTS AND DISCUSSION

Analysis with SEM uses a two-stage approach, namely in the first stage to produce a confirmatory factor analysis (CFA) model and the second stage produces a hybrid model by adding the original structural model to the CFA model. Confirmatory Factor Analysis (CFA) is used to test construct validity, reliability test, and to test the fit of the model, as shown by the path diagram below.

Figure 1. Overall CFA (initial)
Source: LISREL Output (2022)

Based on the initial estimation results, it shows that the question items (indicators) EI4r and EI5r are not valid to measure EntInten with a very low Standardized Loading Factor (SLF) value or far below 0.5 (Adam, 2018), so it was decided to discard the two indicators and produce the path diagram below. The consideration of discarding low SLF is because other indicators are considered capable of representing the EntInten
variable.

![Figure 2. Overall CFA (final)](source: LISREL Output (2022))

After confirmatory factor analysis (CFA) shows that all indicators have good validity from the Standardized Loading Factor (SLF) value \( \geq 0.5 \) (Adam, 2018), then continue to test the reliability of valid indicators using the composite reliability measure (CR) or composite reliability measure and variance extracted measure (VE) or variance extract measure with a CR target \( \geq 0.70 \), and VE target \( \geq 0.50 \) which are summarized in the table below.

**Table 1. List of Validity & Reliability**

<table>
<thead>
<tr>
<th>Variabel</th>
<th>SLF 0.50</th>
<th>( \geq )</th>
<th>Errors CR 0.70</th>
<th>( \geq )</th>
<th>VE 0.50</th>
<th>( \geq )</th>
<th>Keterangan</th>
</tr>
</thead>
<tbody>
<tr>
<td>EntIntent</td>
<td>0.91</td>
<td>0.17</td>
<td>0.96</td>
<td>0.89</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI1</td>
<td>0.96</td>
<td>0.07</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EI2</td>
<td>0.95</td>
<td>0.09</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EntSelfEff</td>
<td>0.98</td>
<td>0.99</td>
<td>0.99</td>
<td>0.96</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESE1</td>
<td>0.98</td>
<td>0.04</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESE2</td>
<td>0.99</td>
<td>0.02</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESE3</td>
<td>0.96</td>
<td>0.07</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PerceiveOpp</td>
<td>0.98</td>
<td>0.91</td>
<td>0.95</td>
<td>0.91</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PO1</td>
<td>0.98</td>
<td>0.05</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PO2</td>
<td>0.92</td>
<td>0.13</td>
<td>Validitas Baik</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Lisrel output (2022)

The table above shows that reliability is good for each latent variable of this study. From the printed output of LISREL 8.72, the Goodness of Fit Indices (GOFI) values for the overall measurement model are shown in the table below.

**Table 2. Overall Model Fit Test Results**

<table>
<thead>
<tr>
<th>Ukuran GOF</th>
<th>Target tingkat keseoeinan</th>
<th>Hasil</th>
<th>Evaluasi</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMSEA</td>
<td>( \leq 0.05 )</td>
<td>0.045</td>
<td>Good Fit</td>
</tr>
<tr>
<td>GFI</td>
<td>( \geq 0.90 )</td>
<td>0.96</td>
<td>Good Fit</td>
</tr>
<tr>
<td>Standardized RMR</td>
<td>( \leq 0.05 )</td>
<td>0.013</td>
<td>Good Fit</td>
</tr>
<tr>
<td>ECVI</td>
<td>nilai yang kecil dan dekat dengan ECVI saturated</td>
<td>( M^<em>=0.66; S^</em>=0.55 )</td>
<td>Good Fit</td>
</tr>
<tr>
<td>NNFI</td>
<td>( \geq 0.90 )</td>
<td>0.99</td>
<td>Good Fit</td>
</tr>
<tr>
<td>NFI</td>
<td>( \geq 0.90 )</td>
<td>0.99</td>
<td>Good Fit</td>
</tr>
<tr>
<td>AGFI</td>
<td>( \geq 0.90 )</td>
<td>0.99</td>
<td>Good Fit</td>
</tr>
<tr>
<td>RFI</td>
<td>( \geq 0.90 )</td>
<td>0.99</td>
<td>Good Fit</td>
</tr>
<tr>
<td>IFI</td>
<td>( \geq 0.90 )</td>
<td>0.99</td>
<td>Good Fit</td>
</tr>
<tr>
<td>ECFI</td>
<td>( \geq 0.90 )</td>
<td>0.99</td>
<td>Good Fit</td>
</tr>
<tr>
<td>Normed Chi-Square (ratio chi-square dibagi df maksimal = 3)</td>
<td>( M^*=17.38 )</td>
<td>Good Fit</td>
<td></td>
</tr>
<tr>
<td>AIC</td>
<td>nilai yang kecil dan dekat dengan AIC saturated</td>
<td>( M^<em>=60.16; S^</em>=72.00 )</td>
<td>Good Fit</td>
</tr>
<tr>
<td>CAIC</td>
<td>nilai yang kecil dan dekat dengan CAIC saturated</td>
<td>( M^<em>=137.67; S^</em>=211.51 )</td>
<td>Good Fit</td>
</tr>
<tr>
<td>CN</td>
<td>( \geq 200 )</td>
<td>189.93</td>
<td>Good Fit</td>
</tr>
<tr>
<td>P-Value</td>
<td>( \geq 0.05 )</td>
<td>0.21304</td>
<td>Good Fit</td>
</tr>
</tbody>
</table>

Source: LISREL Output (2022)

From the table above, it can be seen that the overall Goodness Of Fit Index (GOFI) values with good to moderate indices (good-marginal fit) include absolute (RMSEA, GFI, Standardized RMR, and ECVI), incremental (NNFI, NFI, AGFI, RFI, IFI, and CFI) and parsimonious (Normed Chi-Square, AIC, and CAIC); and other GOFI (CN and P-Value). Thus, the overall measurement model in this study is said to have a good fit because it exceeds the requirement of reporting at least one incremental and one absolute index of GOF fit (Adam, 2018).

**Analysis of the Structural Model**

Before conducting structural model analysis based on this research model, we first tried to see the effect of both exogenous variables Entrepreneurial Self Efficacy & Perceived opportunity (abbreviated as EntSelfEff & PerceiveOpp) on the endogenous variable Entrepreneurial intention (abbreviated as EntInten) and also the mediating role of PerceiveOpp. Then, the interaction between the moderating variable (EntSelfEff) and the moderated variable (PerceiveOpp) is calculated to obtain the interaction variable (ESEXPO). The moderator variable was added to the structural model analysis. The control variable gender was added to the analysis (Santos, Roomi, & Liñán, 2016). For each processing and modification, the
RMSEA value ($\leq 0.08$) is maintained to meet the requirements, so that the path diagram of the total & indirect effects table and the structural model evaluation table of the processed Lisrel program output are obtained as below.

![Figure 3. Path diagram of research results](source: LISREL output (2022))

### Table 3. Total & Indirect Effects

<table>
<thead>
<tr>
<th></th>
<th>EntSelfEff</th>
<th>ESEXPO</th>
<th>PerceiveOpp</th>
<th>GENDER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Total Effects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EntInten</td>
<td>0.11 (0.04)</td>
<td>2.95</td>
<td></td>
<td>-3.65 (0.55)</td>
</tr>
<tr>
<td>PerceiveOpp</td>
<td>0.61 (0.10)</td>
<td>5.99</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Indirect Effects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EntInten</td>
<td>0.11 (0.04)</td>
<td>2.95</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: LISREL output (2022)

### Table 4. Structural Model Evaluation

<table>
<thead>
<tr>
<th></th>
<th>EntSelfEff</th>
<th>ESEXPO</th>
<th>PerceiveOpp</th>
<th>GENDER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Total Effects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>PerceiveOpp</td>
<td>0.61 (0.10)</td>
<td>5.99</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Indirect Effects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EntInten</td>
<td>0.11 (0.04)</td>
<td>2.95</td>
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Source: LISREL output (2022)

**Entrepreneurial self-efficacy drives Perceived opportunity towards Entrepreneurial Intention of Ulos Weavers Generation**

The initial structural testing results began by testing the effect of each exogenous variable entrepreneurial self-efficacy (ESE) of +11.49 & perceived opportunity (PO) of -0.11 and moderator variable ESEXPO of -1.39 on entrepreneurial intention (EI). These results indicate that only ESE plays a role in creating the entrepreneurial intention of the ulos weaver generation, whereas according to planned behaviour theory (PBT) (Ajzen, 1991; Kirzner, 2015; Esfandiar et al., 2017; Singh, Verma & Rao, 2017). The existence of opportunities that a person feels will lead to intentions that will change behaviour. Therefore, with the modification indices (MI) facility in Lisrel, an output with certain restrictions is obtained.

The results of this study show that H1 is accepted, which says that entrepreneurial self-efficacy (ESE) plays a role in encouraging perceived opportunity (PO) towards entrepreneurial intention (EI) for the Ulos Weaver Generation in North Tapanuli Regency, North Sumatra. When ESE is increased, PO also increases, thus increasing entrepreneurial intention (EI) for the generation of family businesses. This result is shown from the indirect effect of ESE through PO on EI of +2.95. The achievement of these results cannot be separated from the direct effects, including the effect of entrepreneurial self-efficacy (ESE) on perceived opportunity (PO) of +5.99 (H1a accepted) which supports Esfandiar et al., (2017); Mira-Solves, (2021). In addition, the effect of perceived opportunity (PO) on entrepreneurial intention (EI) of +3.02 (H1b accepted) is also proven to support Kirzner (2015), Esfandiar et al. (2017), Singh, Verma & Rao (2017).

Entrepreneurial self-efficacy (ESE) of the next generation of ulos weaving businesses in North Tapanuli Regency is currently not optimal, 46 percent of respondents still have a low tendency of ESE. This condition occurs because the current generation of ulos weavers is the
first generation, which means that they do not have siblings who choose to continue their family business as examples or role models so individual doubts arise whether in the future they are able to become successors to the family business. In addition, their busy university activities mean that they do not have much time to help the family's ulos weaving business, so they themselves are not confident in their skills, knowledge, capabilities, experience, and overall energy (Utami, 2019). Thus, ESE, which is operationalized in the individual unit of analysis as an internal factor (Luszczynska & Schwarzer, 2015; Gielnik, Bledow & Stark, 2020; McGee & Peterson, 2019; Memon, Soomro & Shah, 2019), is needed to influence perceived business external environmental factors such as perceived opportunity (PO), so the entrepreneurial self-efficacy condition above is able to influence the perceived opportunity of the next generation of ulos weaving business in North Tapanuli Regency.

Meanwhile, the dominant perceived opportunity has a high tendency (81%) which arises when getting entrepreneurship courses on campus. In addition, data collection was carried out in 2022 before the covid-19 pandemic began to subside, making respondents assess the external environment of the ulos weaving business in the future still has a high chance. Although the description of the entrepreneurial intention of the next generation of the ulos weaving business in North Tapanuli Regency is also in the middle proportion (56%), which means that it does not have a high tendency, the family experience that creates individual ESE plays a role in encouraging POs to bring up the entrepreneurial intention of the generation of ulos weavers in Tarutung Regency.

Entrepreneurial self-efficacy strengthens Perceived opportunity towards Entrepreneurial Intention of Ulos Weavers Generation

Another finding in this study shows that there is no role of ESE that strengthens or weakens PO on EI (t-value: +0.46). In other words, hypothesis 2 (H2) is rejected, which means that high-low ESEXPO (the interaction of ESE & PO) does not affect the strength-weakness of perceived opportunity on entrepreneurial intention. Since the moderating effect is not proven, the comparison of SLF to determine the nature or type of moderation is not necessary.

In this study, the moderating role is supported by Daniel, Di Domenico, & Sharma, (2015). While findings that do not support include Gielnik, et al. (2017), Gielnik, Bledow & Stark (2020), Hsu, Wiklund, & Cotto, (2017), Ahlin, Drnovsek, and Hisrich (2014), Sieger & Minola (2017). Thus, the findings in this study confirm that the role of moderation in various studies produces inconsistent findings.

The dimension of this research is cross-sectional which means that the data of entrepreneurial self-efficacy (ESE), perceived opportunity (PO), and entrepreneurial intention (EI) used for other tests are still with the data at the beginning. ESE, which acts as a moderator (ESEXPO), seems to be more appropriate in the middle of the process of the input-output analysis (IO analysis) cycle. Thus, there should be data updating or testing again at a different time or often called longitudinal testing because the internal and external factors of each individual have changed.

Effect of Gender control variable on Entrepreneurial intention

Family businesses for this type of ulos weaving tend to be done by women
(Niessen, 2009) and the generation of ulos weavers in the study who became respondents was dominated by women (58.78%). Although entrepreneurial intention is operationalized as an assessment of the weaver generation from the ulos weaving family of North Tapanuli Regency regarding the level of individual intention to be an entrepreneur or become a successor to the family ulos weaving business in the future, but here it is not directed to have weaving skills, only to become a business successor or as an ulos weaving entrepreneur. However, the type of business that tends to require specialized skills dominated by a certain gender (Santos, Roomi, & Liñán, 2016), testing the control effect of gender on entrepreneurial intention is useful. Control variables tend not to be mentioned as research variables or not a major part of the research model, but it is necessary to prove hypothesis 3 (H3) which found that entrepreneurial intention is significantly controlled by gender with a t-value: -6.66. The effect of Gender (control variable) on entrepreneurial intention is negative, so gender categorized as 0 (women) has a higher entrepreneurial intention than gender categorized as 1 (men). This supports the opinion of Santos, Roomi, & Liñán (2016). Thus, a person's entrepreneurial intention for a particular type of business will differ based on their gender.

CONCLUSIONS AND SUGGESTIONS

This research is motivated by the basic problem of a family business succession plan so that the question arises whether the next generation of Batak cultural families intends to continue their family ulos business? And is the role of entrepreneurial self-efficacy as an internal factor able to encourage and or strengthen the perceived opportunity (PO) towards entrepreneurial intention of the Ulos Weaver Generation in North Tapanuli Regency, North Sumatra? For the purpose of testing intention, the planned behavior theory (Ajzen, 1991) is used in the field of family entrepreneurship research (Randerson et al., 2015; Nordqvist et al., 2013). Thus, entrepreneurial self-efficacy is attitudes toward the behavior (Ajzen, 1991) or the need for encouragement in the field of family entrepreneurship (Porfirio, Felício, & Carrilho, 2020). While perceived opportunity (PO) is subjective norms (Ajzen, 1991) or opportunities in the field of family entrepreneurship (Porfirio, Felício, & Carrilho, 2020). The results show that entrepreneurial self-efficacy (ESE) plays a role in driving perceived opportunity (PO) towards entrepreneurial intention (EI). However, the role of entrepreneurial self-efficacy (interaction with PO into ESEXPO) cannot strengthen PO towards EI. Testing for gender effects found that women's EI is higher than men's as it is associated with weaving skills. The weakness of this study is the cross-sectional time dimension so the implication for future research is the longitudinal time dimension (Hair, Page, Brunsved, 2020), especially for moderation testing. In addition, other predictors and controls need to be added to enrich research in the field of family entrepreneurship. The implication for family business actors is to have a succession plan long before being 'forced' or as early as possible so that entrepreneurial self-efficacy and perceived opportunity, as well as other factors (internal and external), are needed by the next generation of the family business.

REFERENCES


**AUTHOR PROFILE**

The author Imelda Sitinjak was born in Padang Sidempuan, pursued her undergraduate education at the University of North Sumatra, and Master of Management Science with Strategic specialization at the University of Indonesia (UI) Management Science Postgraduate Program, and is currently pursuing a Doctoral Education in Management Science at Airlangga University Imelda Sitinjak works as a lecturer in the Management Study Program of FEB HKBP Nommensen University Medan. She teaches Strategic Management, Entrepreneurship, Business Projection Techniques, Introduction to Management, and Foreign Trade. Before becoming a lecturer, she has worked at PT Jatayu Airlines, KISS FM Radio Medan, PT Permodalan Nasional Madani (ULAMM),

As a lecturer, his research focuses a lot on the fields he is involved in such as strategic management and entrepreneurship, some of which are published in SINTA 3 and also in IEEE Xplore Proceedings indexed by Scopus. His paper was once The Best paper at the International Conference of Economics Studies (ICOES) 2018 at the University of Simalungun Indonesia (USI). She is also registered as a member of the Wives of Banking employees (IWABA), IIKPA, and Pari IJK. Also, a member of the Entrepreneurship Educators Association (Perwira), and Navigator Indonesia (NAVINA) which is a forum for his service to the community. Thus, she carried out his function in the Tri Dharma of Higher Education.