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Creativity And Performance Of Women Entrepreneurs: The Moderating Role Of Family Support

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Abstract

Given the significant role these businesses play in economic development and the unique challenges faced by women entrepreneurs, the entrepreneurial performance of women in micro-, small-, and medium-sized enterprises (MSMEs). This study investigated the influence of expertise, creative thinking skills, and motivation on the performance of female entrepreneurs in MSMEs. Additionally, it examined the moderating effect of family support on these relationships. A quantitative approach was adopted, utilizing a survey methodology with a 5-point Likert scale questionnaire administered to 152 female entrepreneurs operating MSMEs. Data analysis was conducted using structural equation modeling techniques with SmartPLS software. The results indicate that expertise, creative thinking skills, and motivation positively affect the performance outcomes of women entrepreneurs. Furthermore, family support significantly moderated these relationships, strengthening the impact of expertise, creative thinking abilities, and motivation on entrepreneurial performance. This study contributes to the literature by providing novel insights into the role of family support in enhancing the relationship between creativity and entrepreneurial performance in women-owned MSMEs. These findings underscore the critical importance of fostering creativity, promoting motivation, and leveraging family support to improve women's entrepreneurial success in the MSME sector.

Keywords: *Creativity, Women Entrepreneurs, SME Performance, Family Support*

Abstrak

Mengingat pentingnya peran bisnis-bisnis ini dalam pembangunan ekonomi dan tantangan unik yang dihadapi oleh perempuan pengusaha, kinerja kewirausahaan perempuan di usaha mikro, kecil, dan menengah (UMKM). Penelitian ini menyelidiki pengaruh keahlian, kemampuan berpikir kreatif, dan motivasi terhadap kinerja wirausaha perempuan di UMKM. Selain itu, penelitian ini menguji efek moderat dari dukungan keluarga terhadap hubungan ini. Pendekatan kuantitatif dilakukan dengan menggunakan metodologi survei dengan kuesioner skala Likert 5 poin yang diberikan kepada 152 pengusaha perempuan yang menjalankan UMKM. Analisis data dilakukan dengan teknik Structural Equation Modelling dengan software SmartPLS. Hasil penelitian menunjukkan bahwa keahlian, kemampuan berpikir kreatif, dan motivasi berpengaruh positif terhadap hasil kinerja perempuan pengusaha. Selain itu, dukungan keluarga secara signifikan memoderasi hubungan ini, memperkuat dampak keahlian, kemampuan berpikir kreatif, dan motivasi terhadap kinerja kewirausahaan. Studi ini berkontribusi pada literatur dengan memberikan wawasan baru tentang peran dukungan keluarga dalam meningkatkan hubungan antara kreativitas dan kinerja kewirausahaan pada UMKM milik perempuan. Temuan-temuan ini menggarisbawahi pentingnya menumbuhkan kreativitas, meningkatkan motivasi, dan memanfaatkan dukungan keluarga untuk meningkatkan keberhasilan kewirausahaan perempuan di sektor UMKM.

Kata Kunci: *Kreativitas, Perempuan Pengusaha, Kinerja UKM, Dukungan Keluarga*

INTRODUCTION

The development of women entrepreneurs requires various forms of development and collaboration with stakeholders so that they can promote an entrepreneurial ecosystem and support the economy. Women entrepreneurs require development and collaboration with stakeholders to promote an entrepreneurial ecosystem and support the economy. To promote an entrepreneurial ecosystem and support the economy, women entrepreneurs require various forms of development and collaboration with stakeholders. Understanding how family support moderates the relationship between creativity components and women entrepreneurs' performance in MSMEs remains understudied. The novelties of this research include examining this interaction within the context of Amabile's componential theory of creativity applied specifically to women-led small businesses. Women entrepreneurs require various developments and collaborations with stakeholders, so that they can promote an entrepreneurial ecosystem and support the economy (Mamabolo & Lekoko, 2021). The rise of women entrepreneurs significantly contributes to progress in both social and economic spheres, empowering them to become financially independent, creating employment opportunities, and fostering innovation and creativity (Jiang et al., 2024). Several key areas, including marketing savvy, access to capital, and digital fluency, are critical for women entrepreneurs to excel and hold themselves in a competitive marketplace (Priambodo, 2023; Priambodo et al., 2024). The performance of women in the increasingly dynamic and challenging entrepreneurship needs to be further optimized significantly considering the rapid increase in continuously developing information technology, so that it can accelerate the economic transition towards a more modern and efficient digital era (Zhao et al., 2023). The performance of women in entrepreneurship can be analyzed and evaluated in-depth based on their adequate and competent motivation and abilities to improve and sharpen the competitiveness of the business they run in the market (Kawai & Sibunruang, 2023). Women entrepreneurs can thrive within a supportive government policy framework, a conducive regulatory environment, and access to quality education and training programs that positively influence their entrepreneurial endeavors (Kitole & Genda, 2024). Therefore, to support and improve the accomplishments of female business owners in MSMEs, continuous innovation and capacity-building programs specifically designed to enhance and hone their abilities to run entrepreneurial activities more effectively and competitively are needed (Huang et al., 2022).

Women MSME entrepreneurs require the necessary competencies for the development of their businesses, including innovation and creativity, which can drive growth and adaptability in an ever-changing market landscape (Manzanera-Román & Brändle, 2016). Creativity is extremely crucial for women entrepreneurs in small and medium-sized enterprises to thrive and adapt to the ever-evolving business landscape, which necessitates female business owners to consistently enhance their creative prowess to remain competitive and sustain their ventures amidst dynamic market forces (Aisyah et al., 2023; Clements et al., 2021). The characteristics of an entrepreneur with high empathy, bridging problems, capability of developing the business, understanding problems as opportunities, and providing creative solutions will enable the creation of a sustainable innovation process (Purnomo et al., 2015). Women's creativity and innovation in entrepreneurship are explored by examining Family support, encompassing both practical and emotional aspects, plays a crucial role in the success of business ventures develops creative self-efficacy, fostering creativity and innovation among women entrepreneurs in the informal sector of an emerging economy (Wijewardena et al., 2023).

Amabile's model of creativity has been widely studied and applied in understanding the factors that contribute to creativity and innovation, and innovation thrives when organizations cultivate a culture that embraces creativity, collaboration, and continuous learning (Amabile & Pratt, 2016). Over the past four decades, Amabile's groundbreaking creativity theory has evolved and refined models of the creative process, reflecting advancements in social psychology and our understanding of behavior within organizational settings, shedding light on the interplay of individual, team, and environmental factors that shape creative output and innovation in the workplace (Fisher et al., 2020). Within the context of entrepreneurial development, Amabile's seminal work on the componential theory of creativity provides a comprehensive framework that accounts for the intricate social and psychological components influencing the creative process, illuminating the complex interplay of factors ranging from individual motivation and domain-relevant skills to the nurturing work environment that fosters the generation of novel and valuable ideas essential for entrepreneurial pursuits (Kukkonen & Bolden,

2022). At the core of Amabile's influential theory lies the notion that creative performance hinges upon the convergence of three essential elements: deep domain expertise providing the necessary knowledge and technical skills; creative thinking abilities to explore novel cognitive pathways and make unique associations; and most critically, an intrinsic motivation driven by the inherent satisfaction of the creative endeavor itself rather than external pressures or incentives, together forming a potent combination that unlocks the highest levels of creative expression and innovation (Amabile, 1998). In the development of this basic theory, expertise refers to the technical, procedural, and intellectual knowledge possessed by an individual; The ability to think creatively reflects an individual's willingness to approach problems with imagination and adaptability; and intrinsic motivation is the high level of enthusiasm an individual has in tackling and solving a problem (Adil & Hamid, 2019).

Figure 1. Three Components of Creativity (Amabile, 1998)

The state of the art in this research is analyzing Amabile's creativity theory on the performance of women entrepreneurs in small and medium-sized enterprises, with family support as a moderating variable, considering that such research is still rarely conducted. The research by Rumanti et al. (2023), Nguyen et al. (2023), and Zastempowski (2023) discusses creativity in relation to the performance of small and medium-sized enterprises (SMEs). Wijewardena et al. (2023) discuss creativity among women entrepreneurs in small- and medium-sized enterprises (SMEs) only in the informal sector. Lopatka (2021) discussed creativity among female entrepreneurs in startups. Swanson et al. (2020) included creativity as one of the variables among other factors (Awareness, Dedication, Physical Appeal, Focus, Inspirational, and Courage) related to women in leadership positions. Manzanera-Roman and Brandle (2016) stated that women entrepreneurs possess specific competencies in the form of the defining skillset that shapes and dictates their entrepreneurship in terms of typology, sector, size, innovation, and creativity. Carr et al. (2007) research explains that family has a strong socialization influence on the values, attitudes, and behaviors that a person adopts throughout their life. Shahzad et al. (2021) research explains that in addition to family support, self-motivation and surrounding oneself with entrepreneurial peers and benefiting from supportive institutions can significantly boost an individual's desire to launch their own business.

Based on the aforementioned state-of-the-art research, it can be concluded that research on the influence of creativity on the performance of SMEs moderated by family support is rare. Most previous studies have focused on creativity and SME performance in general, creativity among women entrepreneurs, or creativity as one of the factors in the research. Therefore, this study is expected to fill the research gap by analyzing the role of family support in strengthening the influence of creativity on women-run SMEs' performance.

The urgency of this research is to analyze the influence of creativity, consisting of expertise, creative thinking skills, and intrinsic motivation, on the performance of female entrepreneurs in small and medium-sized enterprises, while considering the role of family support as a moderating variable. This is important, given that women entrepreneurs require competency development to enhance their competitiveness. The objective of this study is to examine the impact of expertise, creative thinking skills, and intrinsic motivation on the performance of female entrepreneurs in small and medium-sized enterprises, as well as to analyze the role of family support in strengthening or weakening the relationships between these variables.

LITERATURE REVIEW

A lack of relevant expertise and specialized knowledge among small business owners and managers often impedes their ability to effectively implement and achieve strong performance in areas such as sustainable developmentes (Journeault et al., 2021). Lack of expertise in areas such as business process analysis, digital transformation, and multi-stakeholder cooperation inhibits circular economy adoption and sustainable performance among SMEs despite drivers such as government initiatives and competitive advantage (Nudurupati et al., 2022). Insufficient expertise among SME boards of directors hinders effective performance monitoring and oversight, undermining potential gains regardless of whether the companies are family owned or non-family owned (Iskandar & Hassan, 2015). Lack of relevant expertise and context-specific performance indicators tailored to resource availability and customer proximity hinders effective management and increases the failure rates of new product development projects in SMEs (Blais et al., 2023).

H1= Expertise influences performance

A lack of creative thinking abilities negatively impacts SME performance, with entrepreneurs viewing creative thinking as more critical for growth than problem-solving and communication skills (Abdul, 2018). Small and medium enterprises (SMEs) flourish under the guidance of creative leaders, who leverage their ingenuity to identify high-return investments, propelling the business towards superior performance and ensuring its long-term sustainability (Kimathi, 2021). Social capital interacts with and affects organizational creativity and efficiency, with links between organizational creativity and efficiency (Sözbilir, 2018). The ability to think creatively is a critical mental skill that drives growth and ensures the longevity of small and medium-sized businesses (Ndlela et al., 2023). Exploring creative thinking methods, influencing factors, and business applications among SME entrepreneurs in the export-import sector identified key dimensions that enhanced creativity in various operational areas, leading to improvements in revenue, quality, pricing, and incomes through leveraging creative thinking capabilities for better performance (Zadeh et al., 2014).

H2= Creative thinking skills influences performance

Entrepreneurial motivation significantly enhanced the business performance of small and medium enterprises, underscoring its pivotal role in driving superior performance (Srimulyani et al., 2023). Entrepreneurial motivation coupled with opportunity perception in varying combinations of proactiveness, innovativeness, and risk-taking propensities emerge as critical drivers that enhance firm performance in small and medium enterprises (Kusa et al., 2021). While regulations minimally motivate SMEs towards sustainability, pressure from nearby stakeholders such as employees and communities boosts their controlled motivation and consequently improves their sustainability performance (Ernst et al., 2022). For SMEs, a focus on environmental sustainability can spark open innovation (by motivating employees and fostering improved strategies), ultimately leading to a significant boost in their overall innovation performance (Sarango-Lalangui et al., 2023).

H3= Motivation influences performance

Family support for women entrepreneurs in dealing with the challenge of overlapping roles between a woman's role as a family business owner and her role in running the business (Welsh et al., 2021). The balance of support between SME work and family acts as an intermediary factor influencing how family support impacts the perceived happiness and overall sense of satisfaction of small and medium-sized enterprise owners (Leung et al., 2019). Women entrepreneurs who receive family support and have prior work experience are better able to set concrete goals and realistic expectations for their business, and can improve their well-being (Chatterjee et al., 2022). Family support is most important in reducing the gender gap in entrepreneurial success, and support from social networks makes female entrepreneurs who start businesses in local markets more successful than male entrepreneurs (Welsh et al., 2023). Therefore, it is very important to understand how the family's role influences women's entrepreneurial experiences to interpret the various reasons for the success or failure of women-owned businesses, because family factors must be taken into account to fully understand women's entrepreneurial experiences (Cesaroni & Paoloni, 2016).

H4= Family support strengthens the relationship between expertise and performance

H5= Family support strengthens the relationship between creative thinking skills and performance
H6= Family support strengthens the relationship between motivation and performance

METHOD

This study uses a quantitative method to analyze the relationship between the independent variables, namely expertise, creative thinking skills, and motivation, and the dependent variable of performance of women entrepreneurs in micro, small, and medium enterprises (MSMEs). Furthermore, this study also analyzes the role of the moderating variable, family support, in influencing the relationship between these independent and dependent variables.

The sample determination in this study used a census because the population (female MSME entrepreneurs) had joined the Muslimah Entrepreneur group, making it easier for researchers to collect data. The population of this study was 152 women micro and small business entrepreneurs who were members of the Muslimah Entrepreneur Purbalingga community under the auspices of the Cooperatives and MSMEs Office of Purbalingga Regency. The entire population was surveyed using a 5-point Likert scale questionnaire distributed to female MSME entrepreneurs who were members of the community.

Table 1. Operational Definitions and Variable Measurements

Variables	Operational Definitions	Variable Measurements
Expertise	The ability to identify patterns, find effective solutions, draw logical conclusions, and seek and implement performance improvements (Imjai et al., 2024).	Analytical ability, problem-solving, reasoning ability, and development skills (Imjai et al., 2024)
Creative Thinking Skills	The interaction of talent, processes, and the environment in which individuals or groups produce new and socially useful products (Sözbilir, 2018)	Creativity in the use of technology, processes, techniques, and new ideas (Sözbilir, 2018).
Motivation	Internal force drives individuals to behave and perform in certain ways to achieve their goals (Safi'i et al., 2021).	The need for achievement, perseverance in achieving accomplishments, leveraging the assistance of others for career advancement, and linking learning with preparation for entering the business world (Safi'i et al., 2021).
Family Support	The support provided by family members to entrepreneurs in running their businesses includes emotional, practical, and useful feedback regarding business ideas (Xu et al., 2020).	The perception of support from close family members (parents/spouse/siblings), the intensity of family support felt in general, having a family member who can talk about the business, and having a family member who can provide feedback on business ideas (Xu et al., 2020).
Performance	The results and achievements of SME businesses are measured in terms of innovation, technology adoption, financial performance, organizational growth, product quality, customer satisfaction, new product development, and technology adoption to improve competitiveness and productivity (Aisjah et al., 2023).	Product quality, customer satisfaction, financial performance, and new product development (Aisjah et al., 2023)

This research employed a questionnaire-based data collection method, utilizing a 5-point Likert scale distributed to small and medium enterprise (SME) entrepreneurs. The quantitative data analysis technique involved structural equation modeling (SEM) using SmartPLS software. Drawing on both theoretical frameworks and real-world data, this approach establishes connections with similar theories through insightful comparisons. The analysis process using PLS comprises three stages: a measurement model (outer model), convergence validity assessment, and discriminant validity evaluation. PLS was chosen due to its ability to handle smaller sample sizes, thereby facilitating easier analysis (Hair et al., 2017).

Beyond assessing the measurement model (outer model), a critical step in PLS analysis, this research also evaluated the relationships within the structural model (inner model). The evaluation used bootstrapping, comparing a calculated statistic (t-statistic) to a critical value at a 5% significance level (alpha). When the t-statistic exceeded this critical value, it indicated a statistically significant influence of the independent variables (exogenous latent variables) on the dependent variables (endogenous latent variables). Additionally, p-values below 5% confirmed the significance of this influence.

The study also assessed the overall influence of external factors (expertise, creative thinking skills, and motivation) on internal factors (performance) using a specific measurement technique. They employed a specific measurement technique that considered the moderating effect of family support. This involved examining an R-squared value, which essentially shows how much the external factors combined, along with family support, explain the impact on the internal factors (Hair et al., 2017). By analyzing changes in this value, the researchers could determine if the external factors had a significant effect, and how family support might influence this relationship.

The final stage involved using a technique called bootstrapping within the SmartPLS software to confirm the study's findings. To determine if the hypotheses were supported, the researchers examined the weight of each variable's influence and compared a statistical value (p-value) to a pre-defined level of significance (5% in this case). If the p-value was less than 5%, the hypothesis was considered statistically significant.

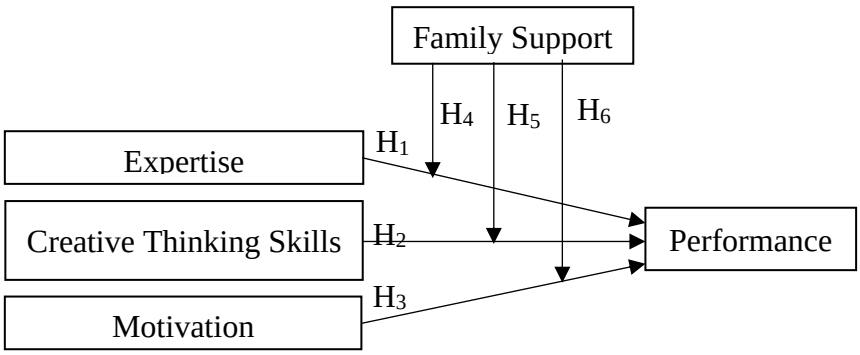

Figure 2. Research Framework

RESULT AND DISCUSSION

Characteristic of Respondent

Based on Table 2, which presents the characteristics of respondents, we can observe several key aspects of the sample population. Firstly, in terms of age distribution, the majority of respondents (32.2%) fall within the 31-40 age bracket, followed by 27.6% in the 41-50 range, 24.3% in the 18-30 group, and 15.8% above 50 years old. Moving on to educational background, the largest proportion of respondents (40.1%) have completed high school or its equivalent, while 30.3% have attained an elementary or junior high school level. Those holding a diploma or bachelor's degree constitute 23.7% of the sample, and only 5.9% possess a postgraduate qualification. Regarding marital status, more than half of the respondents (55.9%) are married, 36.2% are single, and a small percentage (7.9%) are widowed. Lastly, when considering entrepreneurial experience, precisely half of the respondents have been engaged in entrepreneurial activities for less than 5 years. Those with 5-10 years of experience make up 30.3% of the sample, and the remaining 19.7% have been entrepreneurs for over a decade.

Table 2. Characteristic of Respondent

No	Characteristic	Description	Freq	Percent
1	Age	18-30	37	24.3%
		31-40	49	32.2%
		41-50	42	27.6%
		> 50	24	15.8%
2	Education	Elementary / Junior High School	46	30.3%
		High School / Equivalent	61	40.1%
		Diploma / Bachelor	36	23.7%
		Postgraduate	9	5.9%
3	Marriage Status	Single	55	36.2%
		Married	85	55.9%
		Widowed	12	7.9%
4	Entrepreneurial Experience	< 5 years	76	50%
		5-10 years	46	30.3%
		> 10 years	30	19.7%

Outer Model Analysis

Following the presentation of the respondents' characteristics in Table 2, the study proceeds to evaluate the measurement model through outer model analysis. This analysis is crucial in assessing the reliability and validity of the constructs and their respective indicators. Table 2 presents the results of the outer model analysis, including the outer loadings, Cronbach's alpha, Rho_A, composite reliability (CR), and average variance extracted (AVE) for each construct and its associated indicators. By examining these metrics, researchers can determine the appropriateness and quality of the measurement model, which serves as the foundation for subsequent structural model analysis and hypothesis testing.

Table 2. Indicator of Measurement Model Variables

Variables	Indicator	Outer Loading	Cronbach's	Rho_A	CR	AVE
E			0.764	0.763	0.849	0.585
	E1	0.763				
	E2	0.765				
	E3	0.817				
	E4	0.711				
CTS			0.713	0.735	0.786	0.514
	CTS1	0.799				
	CTS2	0.748				
	CTS3	0.826				
	CTS4	0.819				
M			0.888	0.905	0.887	0.665
	M1	0.890				
	M2	0.909				
	M3	0.901				
	M4	0.755				
FS			0.903	0.924	0.933	0.776
	FS1	0.912				
	FS2	0.892				
	FS3	0.913				
	FS4	0.803				
P			0.831	0.860	0.887	0.665
	P1	0.727				
	P2	0.907				
	P3	0.862				
	P4	0.752				

FS*E			0.974	0.996	0.976	0.721
	FS1*E1	0.752				
	FS1*E2	0.731				
	FS1*E3	0.887				
	FS1*E4	0.844				
	FS2*E1	0.748				
	FS2*E2	0.742				
	FS2*E3	0.818				
	FS2*E4	0.940				
	FS3*E1	0.843				
	FS3*E2	0.753				
	FS3*E3	0.727				
	FS3*E4	0.743				
	FS4*E1	0.899				
	FS4*E2	0.905				
	FS4*E3	0.961				
	FS4*E4	0.793				
FS*CTS			0.967	0.997	0.969	0.664
	FS1*CTS1	0.769				
	FS1*CTS2	0.796				
	FS1*CTS3	0.840				
	FS1*CTS4	0.888				
	FS2*CTS1	0.804				
	FS2*CTS2	0.785				
	FS2*CTS3	0.861				
	FS2*CTS4	0.900				
	FS3*CTS1	0.747				
	FS3*CTS2	0.769				
	FS3*CTS3	0.826				
	FS3*CTS4	0.875				
	FS4*CTS1	0.714				
	FS4*CTS2	0.724				
	FS4*CTS2	0.792				
	FS4*CTS2	0.807				
FS*M			0.989	0.999	0.990	0.862
	FS1*M1	0.783				
	FS1*M2	0.895				
	FS1*M3	0.791				
	FS1*M4	0.723				
	FS2*M1	0.881				
	FS2*M2	0.788				
	FS2*M3	0.885				
	FS2*M4	0.929				
	FS3*M1	0.787				
	FS3*M2	0.786				
	FS3*M3	0.885				
	FS3*M4	0.904				
	FS4*M1	0.760				
	FS4*M2	0.814				
	FS4*M2	0.770				
	FS4*M2	0.871				

Note: E=Expretise, CTS=Creative Thinking Skills, M=Motivation, FS=Family Support, P=Performance.
Source: Data processed using SmartPLS

Based on the outer loadings presented in Table 2, all indicators exhibit values above the recommended threshold of 0.708 (Hair et al., 2017), confirming their individual indicator reliability. The high outer loadings suggest that the associated indicators have much in common, captured by the construct. For example, the indicators for the Expertise construct (E1 to E4) have outer loadings ranging from 0.711 to 0.817, while the indicators for the Creative Thinking Skills construct (CTS1 to CTS4)

have outer loadings between 0.748 and 0.826. Similarly, the Motivation construct indicators (M1 to M4) demonstrate high outer loadings, ranging from 0.755 to 0.909. The Family Support and Performance constructs also have indicators with outer loadings well above the 0.708 threshold. These findings provide evidence of the validity of the measurement model, indicating that the chosen indicators are appropriate for measuring their respective constructs.

The Cronbach's alpha values for each construct range from 0.713 to 0.989, surpassing the recommended threshold of 0.7 (Hair et al., 2017). These high Cronbach's alpha coefficients indicate that the items within each construct have satisfactory internal consistency reliability. The Expertise construct has a Cronbach's alpha of 0.764, while the Creative Thinking Skills and Motivation constructs have even higher coefficients of 0.713 and 0.888, respectively. The Family Support construct demonstrates excellent internal consistency with a Cronbach's alpha of 0.903. When Family Support is combined with other constructs (Expertise, Creative Thinking Skills, and Motivation), the resulting Cronbach's alpha values remain exceptionally high, ranging from 0.967 to 0.989. These results suggest that the indicators measuring each construct are closely related and consistent, providing a reliable basis for further analysis.

The Rho_A values for the constructs range from 0.735 to 0.999, exceeding the recommended threshold of 0.7 (Hair et al., 2017). Rho_A is a more conservative measure of internal consistency reliability compared to Cronbach's alpha, as it takes into account the loadings of the indicators rather than assuming equal loadings for all indicators. The Expertise, Creative Thinking Skills, and Motivation constructs have Rho_A values of 0.763, 0.735, and 0.905, respectively, indicating a high level of internal consistency. The Family Support construct has an even higher Rho_A value of 0.924. When Family Support is combined with the other constructs, the Rho_A values range from 0.996 to 0.999, demonstrating exceptionally strong reliability. These high Rho_A values further confirm the reliability of the constructs, suggesting that the indicators are indeed measuring the same phenomenon.

The composite reliability (CR) scores for all constructs range from 0.786 to 0.990, surpassing the recommended threshold of 0.7 (Hair et al., 2017). These high CR scores demonstrate the constructs' internal consistency, meaning that the indicators assigned to each construct are highly correlated and reliable. The Expertise construct has a CR value of 0.849, while the Creative Thinking Skills and Motivation constructs have CR values of 0.786 and 0.887, respectively. The Family Support and Performance constructs also exhibit high CR values of 0.933 and 0.887, respectively. When Family Support is combined with the other constructs, the CR values remain exceptionally high, ranging from 0.969 to 0.990. These CR values provide additional evidence of the measurement model's reliability, indicating that the constructs are well-defined by their respective indicators.

Lastly, the average variance extracted (AVE) values for the constructs range from 0.514 to 0.862, all above the recommended threshold of 0.5 (Hair et al., 2017). These AVE values indicate that, on average, each construct explains more than half of the variance of its indicators. The Expertise construct has an AVE value of 0.585, while the Creative Thinking Skills and Motivation constructs have AVE values of 0.514 and 0.665, respectively. The Family Support and Performance constructs demonstrate even higher AVE values of 0.776 and 0.665, respectively. When Family Support is combined with the other constructs, the AVE values remain high, ranging from 0.664 to 0.862. The high AVE values suggest that the constructs have convergent validity, meaning that the indicators within each construct are highly correlated and converge to measure the same concept. This finding further supports the validity of the measurement model.

Inner Model Anaylsys

Table 3 presents the R-Square and R-Square Adjusted values for the variables Family Support and Performance. The R-Square value for Family Support is 0.496, indicating that 49.6% of the variance in the dependent variable is explained by the independent variable(s) in the model. The R-Square Adjusted value, which adjusts for the number of predictors in the model, is 0.489. For the Performance variable, the R-Square value is 0.573, suggesting that 57.3% of the variance is explained by the independent variable(s), with an R-Square Adjusted value of 0.557. These values provide a measure of the overall fit of the regression models and can be used to assess the explanatory power of the independent variable (Hair et al., 2017).

Table 3. R Square

Variables	R-Square	R-Square Adjusted
Family Support	0.496	0.489
Performance	0.573	0.557

Source: Data processed using SmartPLS

The hypothesis testing results presented in Table 4 shed light on the direct and strengthening impacts of various factors on Performance. The standardized path coefficients (β) quantify the magnitude and direction of these effects, while the corresponding t-values assess their statistical significance at the α = 5% level, a widely accepted threshold in academic research. Notably, Expertise (β = 0.408, t-value = 0.000), Creative Thinking Skills (β = 0.140, t-value = 0.027), and Motivation (β = 0.184, t-value = 0.002) exhibit statistically significant positive direct effects on Performance. This suggests that higher levels of these variables are associated with enhanced Performance outcomes. Moreover, the table explores the strengthening or enhancing role of Family Support on the relationships between Expertise, Creative Thinking Skills, Motivation, and Performance. The results reveal that the interaction terms Family SupportExpertise (β = 0.019, t-value = 0.031), Family SupportCreative Thinking Skills (β = 0.012, t-value = 0.020), and Family Support*Motivation (β = 0.140, t-value = 0.043) have statistically significant positive strengthening effects on Performance. This indicates that higher levels of Family Support amplify the positive impacts of Expertise, Creative Thinking Skills, and Motivation on Performance, underscoring the synergistic interplay between these factors.

Table 4. Hypothesis of testing of variables

Hypothesis Testing of Variables	*β*	*t-value*
Expertise -> Performance	0.408	0.000*
Creative Thinking Skills -> Performance	0.140	0.027*
Motivation -> Performance	0.184	0.002*
Family Support*Expertise -> Performance	0.019	0.031*
Family Support*Creative Thinking Skills -> Performance	0.012	0.020*
Family Support*Motivation -> Performance	0.140	0.043*

Source: Data processed using SmartPLS. *Significance α=5%

The Influence of Expertise on Performance

The analysis revealed the direct influence of expertise on performance, with a beta coefficient value of 0.408. This indicates that for every one-unit increase in expertise, individual performance increases by 0.408 units. This finding is statistically significant, with a p-value of 0.000, demonstrating a strong positive relationship between expertise and performance. Individuals with higher levels of expertise consistently exhibited superior performance. As expertise levels rise, the heights of performance achievement also increase. This finding aligns with established research on the expertise-performance connection.

Journeault et al. (2021) stated that small business owners and managers frequently lack the necessary expertise and specialized knowledge, which hinders their ability to effectively implement and attain high levels of performance in areas such as sustainable development initiatives. Deficiencies in relevant expertise and tailored performance indicators based on resources and customer proximity undermine SME management effectiveness, increasing the failure rates of new product development (Blais et al., 2023). A lack of expertise in business process analysis, digital transformation, and multi-stakeholder cooperation hinders SMEs' circular economy adoption and sustainable performance (Nudurupati et al., 2022).

The Influence of Creative Thinking Skills on Performance

The analysis showed a direct influence of creative thinking skills on performance, with a beta coefficient of 0.140. This implies that for every unit increase in creative thinking skills, individual performance increased by 0.140 units. This finding was statistically significant, with a p-value of 0.027,

indicating a positive relationship between creative thinking skills and performance. Individuals with higher creative thinking skills tended to perform better than those with lower creative thinking skills.

Developing creative thinking skills is a crucial cognitive capability that significantly influences the growth and sustainability of small and medium-sized businesses (SMEs) (Ndlela et al., 2023). Creative thinking techniques, driving factors, and commercial applications for SME entrepreneurs in the import-export industry revealed important aspects that boosted creativity in various operational areas, resulting in enhanced revenue, quality, pricing, and income by leveraging creative thinking to improve performance (Zadeh et al., 2014). Deficient creative expertise stunts SME performance, as entrepreneurs prioritize creative thinking over problem solving and communication skills for growth (Abdul, 2018).

The Influence of Motivation on Performance

The analysis revealed a direct influence of motivation on performance, with a beta coefficient of 0.184. This signifies that for every one-unit increase in motivation, individual performance increases by 0.184 units. This finding was statistically significant, with a p-value of 0.002, demonstrating a positive relationship between motivation and performance. Individuals with higher motivation tended to perform better than those with lower motivation.

The motivation to be an entrepreneur combined with the ability to recognize opportunities, along with varying degrees of proactiveness, innovation, and risk-taking tendencies, emerges as crucial driving forces that boost firm performance in small and medium-sized enterprises (Kusa et al., 2021). For small and medium-sized enterprises (SMEs), prioritizing environmental sustainability can stimulate open innovation by inspiring employees and promoting better strategies, consequently resulting in a substantial enhancement of their overall innovation capabilities and outcomes (Sarango-Lalangui et al., 2023). The motivation for entrepreneurship markedly boosted the performance of small and medium enterprises, highlighting its crucial role in propelling superior business outcomes (Srimulyani et al., 2023).

The influence of family support in moderating the relationship between expertise and performance

The analysis revealed the moderating effect of family support on the relationship between expertise and performance, indicating that family support strengthens the positive association between these two variables. The beta coefficient for the interaction term was 0.019, meaning that for every one-unit increase in family support, the effect of expertise on performance increased by 0.019 units. This finding is statistically significant, with a p-value of 0.031, suggesting that family support plays a role in amplifying the positive impact of expertise on performance. Family support helps individuals with high expertise achieve better performance than individuals with similar expertise but without family support.

This result aligns with previous research that has highlighted the importance of family support in fostering positive outcomes (Erum et al., 2021). Families have a large influence on their children's preferences, beliefs, self-concepts, and career perceptions (Koçak et al., 2021). Moreover, family support can directly impact learning engagement, which in turn contributes to academic satisfaction and overall happiness (Gao et al., 2021). A nurturing family environment fosters essential feelings of connection, independence, and mastery, laying the groundwork for individual well-being (Koçak et al., 2021; Yu et al., 2021).

The influence of family support in moderating the relationship between creative thinking skills and performance

The analysis also showed a moderating effect of family support on the relationship between creative thinking skills and performance, implying that family support enhanced the positive connection between these two variables. The beta coefficient for the interaction term was 0.012, indicating that for every unit increase in family support, the effect of creative thinking skills on performance increased by 0.012 units. This finding is statistically significant with a p-value of 0.020, suggesting that family support plays a role in strengthens the positive impact of creative thinking skills on performance.

Existing research has similarly emphasized the pivotal influence of family environment and parental support in cultivating an individual's creative capacities and shaping their academic or professional achievements (Park et al., 2023; Zhang et al., 2022). Creativity has been shown to be positively

associated with parental autonomy support and responsiveness, which provide a nurturing environment for children to explore their interests, express themselves, and develop self-regulatory skills (Gralewski & Jankowska, 2020). Family support can also bolster an individual's creative self-confidence and motivation, further enabling them to realize their creative potential (Gralewski & Jankowska, 2020). For female entrepreneurs, indicating the importance of spousal support in enhancing their creative performance in business ventures (Feng et al., 2023).

The influence of family support in moderating the relationship between motivation and performance

The analysis further revealed the moderating effect of family support on the relationship between motivation and performance, indicating that family support strengthens the positive association between these two variables. The beta coefficient for the interaction term was 0.140, meaning that for every one-unit increase in family support, the effect of motivation on performance increased by 0.140 units. This finding is statistically significant, with a p-value of 0.043, suggesting that family support plays a role in amplifying the positive impact of motivation on performance.

For women entrepreneurs, both financial and social family support can provide crucial external "business support" which may help them achieve their goals and aspirations (Fayokemi Eunice & M. Epetimehin, 2020). Business support from family, such as financial capital, emotional encouragement, and help with household responsibilities, may strengthen the motivation-performance link by empowering women to devote more time and energy to their entrepreneurial activities (Erum et al., 2021). Motivation in business needs to be complemented by a supportive environment, and families can serve as an important source of such support (Džananović & Tandir, 2020). Women need motivation in business, but they also need family support to convert this motivation into high-performance outcomes (Džananović & Tandir, 2020; Fayokemi Eunice & M. Epetimehin, 2020).

CONCLUSION

The findings of this study provide significant insights into the dynamics of women's entrepreneurship in micro-, small-, and medium-sized enterprises (MSMEs). This research empirically demonstrates that expertise, creative thinking skills, and motivation are key drivers of performance for women entrepreneurs, underscoring the importance of developing these competencies. Notably, this study reveals the crucial moderating role of family support, which strengthens the positive relationships between these individual factors and entrepreneurial performance. This finding highlights the interconnectedness between personal and familial factors in fostering women's entrepreneurial success. Furthermore, this research offers empirical support for Amabile's componential theory of creativity within the context of women's entrepreneurship in MSMEs, illustrating how domain expertise, creative thinking abilities, and intrinsic motivation synergistically contribute to performance outcomes. The novelty of this study lies in its unique integration of creativity theory, family dynamics, and performance specifically for women-led MSMEs, an area previously underexplored. By elucidating the complex interplay between individual competencies, family support, and entrepreneurial performance, this study makes a valuable contribution to the literature on women's entrepreneurship, offering new perspectives on how to effectively support and empower women-owned MSMEs. These insights provide a foundation for future research and practical interventions aimed at enhancing the success of women entrepreneurs in the MSME sector.

RECOMENDATION

Practical Recomendation

To enhance the performance of female entrepreneurs in MSMEs, a multifaceted approach is recommended. Firstly, targeted training programs should be developed to enhance domain-specific expertise, creative thinking skills, and intrinsic motivation among women entrepreneurs. Second, policymakers should implement initiatives that recognize and support the role of the family in women's entrepreneurship, such as family friendly business support services and mentorship programs that include family members. Third, financial institutions and support organizations should be encouraged to consider family support a positive factor when evaluating women-led MSMEs for loans or other forms of assistance. Finally, creating networking opportunities and support groups for women entrepreneurs that include family members can foster a holistic ecosystem of support. These practical

recommendations aim to create a more supportive environment for women entrepreneurs by leveraging the synergistic relationship between individual competencies and family support identified in this study.

Theorical Recomendation

Future research should build on the findings of this study to further advance our understanding of women's entrepreneurship in MSMEs. Longitudinal studies should be conducted to examine how the influence of expertise, creative thinking skills, motivation, and family support on performance evolve over time. Additionally, researchers should explore potential cultural variations in the moderating effect of family support on women's entrepreneurial performance across different regions or countries to provide insights into the cultural dimensions of women's entrepreneurship. In-depth qualitative research is recommended to investigate the specific mechanisms by which family support enhances the relationship between individual competencies and performance. Finally, future studies should extend this research to examine how digital technologies and platforms interact with the factors studied here to influence women's entrepreneurial performance in MSMEs. These theoretical recommendations aim to deepen our understanding of the complex dynamics underlying women's entrepreneurship, and inform more effective policies and interventions.

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