

ANALYSIS OF THE LEVEL OF SELF-CONFIDENCE, SENSE OF RESPONSIBILITY, FUTURE-ORIENTED ATTITUDE AFFECTS BUSINESS SUCCESS THROUGH MANAGERIAL ABILITY AS A MEDIATING VARIABLE



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Abstract

This study aims to analyze the effect of self-confidence, sense of responsibility, and orientation on business success through managerial ability as a mediating variable. The research method used is quantitative. The population in this study were sheep farmers in Lembang Bandung, namely 80 farmers. The sampling technique of this research is probability sampling with a purposive sampling technique. The minimum sample size required is 68 respondents. Research data is obtained from primary data and secondary data. Data were obtained through respondents' answers using questionnaires. The data source refers to information obtained directly from consumers who are sampled respondents. The data analysis technique in this study uses Partial Least Square (PLS) with SMARTPLS Software's help. The results of this study show that a level of self-confidence, a sense of responsibility, and a future-oriented attitude have a significant effect on the success of the sheep breeder business and managerial ability can mediate the relationship between the level of self-confidence, a sense of responsibility, and a future-oriented attitude towards business success.

Keywords: Business Success, Future-Oriented Attitude, Managerial Ability, Self-Confidence, Sense of Responsibility

INTRODUCTION

Entrepreneurship is one of the backbones of every country's economy. Being an entrepreneur is one of the most important factors in a country's economy, when a country is in a weak condition or has not been able to provide jobs to the community, then entrepreneurs can provide a source of income and become an alternative to getting income (Daneshjooavash et al., 2020).

One of the main drivers affecting economic fluctuations in Indonesia is the presence of entrepreneurs. This is because entrepreneurship offers individuals the freedom to pursue their ventures. Suppose one has the determination, desire, and readiness for entrepreneurship. In that case, it means that they can create their opportunities and do not need to rely on other people or external companies for employment. Moreover, Islam also encourages trading rather than working for others. In addition, in entrepreneurship, business actors must demonstrate good behavior so that the marketed products can reach consumers effectively through marketing channels (Elnadi & Gheith, 2021). Entrepreneurship is the main asset inherent in humans. However, entrepreneurship itself is a concept, so that it can be applied in business activities must be realized through various behaviors. It is possible that someone has good entrepreneurial potential but never actualizes this potential through behavior so that this potential is meaningless in the real business world. Entrepreneurship includes the spirit, attitude, and behavior exemplified by the courage to take calculated risks based on one's willingness and ability (Triono & Jaya, 2021). The concept of entrepreneurial behavior is a form of behavior that occurs due to the interaction between entrepreneurial actors and stimuli that arise from their profession as entrepreneurs. Entrepreneurial behavior is the ideal behavior that an entrepreneur should do when running his business venture (M. Tajpour & Razavi, 2023).

Decree of the Minister of Cooperatives and Small Business Development Number 961/KEP/M/XI/1995 defines Entrepreneurship as the mindset, ability, and spirit of a person in managing a company that aims to develop new goods or technology with better customer service or make more money (Khamimah, 2021).

Many factors can lead a person to create the attitude and mindset to make himself an entrepreneur who is able to create opportunities and read opportunities. Creating and reading

opportunities is an absolute key that must be owned by an entrepreneur. According to (Suryana, 2013) an entrepreneur has characteristics, namely: self-confidence, initiative, achievement motive, leadership, and courage in taking risks. Meanwhile, the indicators in determining business success (Chatterji et al., 2019) are based on a scale of subjective achievement of entrepreneurial success, namely: Company Performance, Workplace Relationships, Personal Fulfillment, Community Impact, and Personal Financial Rewards. The five characteristics of business success are used as indicators that detect the business success of sheep farmers in this study.

The competition that emerges today also requires entrepreneurs to be smarter in responding to it. As a reaction to these environmental demands, business actors need to interact with the environment as a form of realization that they have responsiveness to the environment that affects their lives. This reaction is known as behavior, which is a human reaction in response to an object or event. In this case, business owners/entrepreneurs behave because of the drive to maintain the continuity of their business. For this reason, a behavior is needed that contains the competencies needed for business success with the ability to take advantage of business opportunities and the ability to take risks. This is what is known as entrepreneurial behavior (Harms, 2019).

This study intends to examine how entrepreneurial characteristics affect the success of their business. The entrepreneurial characteristics used in this study are the level of self-confidence, a sense of responsibility with managerial ability as a mediating variable. The selection of these variables is based on the results of a pre-survey that has been conducted on entrepreneurial sheep farmers in Lembang, Bandung regarding what characteristics are applied in managing their business. From the pre-survey, it was found that the characteristics of the level of self-confidence and sense of responsibility with managerial ability as a mediating variable ranked highest compared to the characteristics of leadership, creativity and innovation, and task and result-oriented.

According to (Suriana et al., 2021) self-confidence is a high level of confidence and enthusiasm to be able to control circumstances that will produce positive things in running a business. High self-confidence will lead to a great desire to run the business as well as possible. Self-confidence is one of the traits that is a driving factor for entrepreneurs in trying

challenges and not being afraid to innovate to increase business productivity. An entrepreneur is always faced with decision-making activities, where the decisions taken cannot be separated from the possibility of risks arising. Therefore, the courage to take risks is one of the characteristics of entrepreneurs that is important for business success and survival. A successful entrepreneur is willing to take calculated risks or avoid unnecessary risks (Istiqomah et al., 2019).

Individual factors can influence entrepreneurship from failure from the view of two perspectives, one of which is the entrepreneur's factors. Recent research shows that entrepreneurial learning from failure will be influenced by entrepreneurial failure and will have a positive impact on the performance of the new company (Sahabuddin et al., 2022). Managerial ability is one of the factors that can affect business success. According to (Hakim & Prajanti, 2019), managerial ability is an expertise possessed by an entrepreneur to be able to run a company properly. Good managerial skills will enable an entrepreneur able to control the activities in his business.

Managerial skills possessed by entrepreneurs will also make entrepreneurs able to carry out internal good arrangements such as being able to communicate with employees, motivate employees, carry out production processes properly, delegate and build reliable work teams. With good managerial skills, the success of the business will be better because the work carried out in the company will become more organized and run according to what has been planned. Improved business performance can be influenced by several factors. Entrepreneurship involves a lot of risk and uncertainty (Pakpahan et al., 2020). This is also reinforced by research (Srećković, 2018) which states that there is an influence of entrepreneurial behavior and managerial ability on business success. An entrepreneur who has strong entrepreneurial behavior and adequate managerial skills will be able to run his business well to increase the success of his business. This is in accordance with the results of research (Ul Hadi & Abdullah, 2018) and (Fatmawati & Lubis, 2020) which state that entrepreneurial behavior affects business success. This description is also following the results of research (Ekaputri et al., 2018) and (Pranowo et al., 2020) which state that managerial ability affects business success. Good business performance is needed in various

businesses, including sheep breeders. Sheep breeding is one of the businesses that is currently experiencing quite rapid development.

The novelty of this research is in the variables studied, namely the level of self-confidence, sense of responsibility, and future-oriented attitude that affects business success through managerial ability as a mediating variable. The purpose of this study is to measure how much influence, namely the level of self-confidence, sense of responsibility, future-oriented attitude towards business success through managerial ability as a mediating variable.

The findings of this study are expected to be useful for providing further information for MSMEs in achieving business success. In addition, this research is expected to be useful for providing information and reference material for other parties who are also researching similar topics.

REVIEW OF LITERATURE

Entrepreneurial Behavior

Entrepreneurial behavior can be interpreted as an activity or activity of a person. According to (Higgins-Desbiolles & Monga, 2021), a person who has an entrepreneurial spirit is characterized by patterns of behavior including innovation, courage to face risks, and ambition to seek opportunities. Entrepreneurial behavior possessed by an entrepreneur in reality does need to be developed, for example by increasing insight knowledge. The addition of knowledge and insight should be done gradually and continuously throughout the learning process. Sometimes every learning process is not realized as a tool for developing entrepreneurial behavior, because usually it is considered part of the experience. Whereas the experience itself can be used as a mirror to always determine the best in the future. With these experiences, every entrepreneur is expected to always learn and learn to increase their knowledge. Feedback and evaluation from customers regarding services and entrepreneurial services to customers are the most important things in the four processes. This is because, from this feedback, every entrepreneur will always be able to assess themselves and correct deficiencies, both in the formation of personal profiles, assignments, research, and development and from the marketing aspect (Widigo, 2019). The concept of entrepreneurial behavior is a form of behavior that occurs due to the interaction between entrepreneurial

actors and stimuli that arise from their profession as entrepreneurs. Entrepreneurial behavior is the ideal behavior that an entrepreneur should do when running his business venture.

According to (Schmidt et al., 2018) the essential factor in the formation of entrepreneurial behavior is the need for achievement. Many experts describe the characteristics of entrepreneurship with different concepts. Meredith in (Suryana, 2013) suggests the characteristics and character of an entrepreneur, among others, as follows:

1. Confident and optimistic, have a strong character of self-confidence, dependence on others, and be individual.
2. Task and result-oriented, need achievement, are oriented towards financial gain, have strong motivation, are energetic, diligent, steadfast, have the determination to work hard, and have high initiative.
3. Dare to take risks like challenges, and can take reasonable risks.
4. Has a leadership spirit, is adaptable to others, and is open to suggestions and criticism from others.
5. High originality, innovative, creative, and flexible disposition.
6. Oriented, having a vision and perspective of the future.

Therefore, from the various opinions of the experts above, it can be concluded that a successful entrepreneur must have characteristics including being confident and optimistic about his abilities, being task and result-oriented and having strong determination, being brave in taking risks and preferring challenges, having a leadership spirit, and always being creative and innovative. These characteristics guide an entrepreneur towards success in managing his business because a successful business cannot be separated from an entrepreneur with characteristics.

Characteristics of Self-Confidence Level

Self-confidence is a belief that individuals have in their abilities and resources. According to (Bezzina, 2010) in general, individuals who believe that they are capable and will do something well are more likely to be motivated in terms of effort, perseverance, and behavior compared to individuals who do not believe in their abilities and do not expect to succeed. A successful entrepreneur is an entrepreneur who has a spirit of independence and high self-confidence. This self-confidence certainly affects ideas, passion, initiative,

creativity, courage, perseverance, hard work spirit, and enthusiasm for work. In turn, people who have self-confidence will have the ability to work alone in organizing, supervising, and achieving success. According to (Oktavia DS & Trimeiningrum, 2018) explaining the characteristics of confident entrepreneurs self-confidence is a combination of attitudes and beliefs in facing tasks and work. Self-confidence either directly or indirectly affects a person's mental attitude, ideas of *karsa*, initiative, creativity, courage, perseverance, the spirit of hard work, the spirit of work, and so on are greatly influenced by a person's level of self-confidence that blends with his knowledge skills and alertness (Fleck et al., 2021). In this study, the self-confidence variable is measured by: confidence in one's abilities, optimism about business success, commitment to keep trying and staying in business, discipline at work, a sense of responsibility, and not depending on others.

Business Success

To be a successful entrepreneur, you must have a clear business idea or vision, and then the willingness and courage to face the risks of both time and money. The next very important step is to make business planning, organizing, and running it (Chatterji et al., 2019). The success of a business does not depend on the size of the business but is more influenced by how to manage it, and business actors must also be good at seeing existing opportunities. Success cannot be achieved just like that but must go through several stages. Business success is essentially the success of the business in achieving its goals, a business is said to be successful if it makes a profit, because profit is the goal of people doing business (Klongthong et al., 2020). Business success is capital that has been fulfilled, productive distribution, and achievement of organizational goals (Maulana & Vitra Papatungan, 2022). A business is said to be successful if, after a certain period, the business has increased in capital, business scale, results or profits, type of business, or management. Profit is a critical objective factor and a measure of the success of a business. Small businesses are successful because entrepreneurs have smart, creative brains, keep up with technological developments, and can apply them proactively. They also have abundant energy drive and assertive abilities (Mehdi Tajpour & Hosseini, 2021) Indicators in determining business success based on the subjective entrepreneurial success achievement scale, namely:

1. Firm performance
2. Work Place Relationship
3. Personal Fulfilment
4. Community Impact
5. Personal Financial Rewards

Research Hypothesis

The Effect of High Self-Confidence Levels on Managerial Ability

Self-confidence is the capital of actualization as a provision for success. The principle of self-confidence in everyone needs to develop the confidence to rely on self-observation, on one's ability to find the meaning of everything amid chaos, and prudence based on one's confidence to pay attention to the valuable things around him (Fleck et al., 2021). The managerial skills of entrepreneurs are a set of skills and competencies both administratively and operationally in carrying out management functions which consist of the ability to plan, organize, direct or assign, and supervise. For every business or company, whether small or large-scale in its management to achieve effective and efficient results, the application of management principles is very necessary, the role of leaders or business owners is to understand and be able to carry out the main functions of management is the main thing for future business success. With a high level of confidence in managing business management, it can improve company performance.

This is in line with research conducted by (Indarto & Santoso, 2020) which states that the level of self-confidence has a positive and significant influence on managerial ability. Based on the description above, the researcher formulates the following hypothesis:

H1: The level of trust has a positive and significant effect on managerial ability.

The Effect of Sense of Responsibility on Managerial Ability

Responsibility is the ability to complete the work assigned as well as possible and on time and dare to take risks for the decisions he makes. If an entrepreneur has good management skills in this case the ability to communicate, the ability to deliver ordered goods quickly, the ability to make his own decisions, the ability to solve business problems, the ability to direct and motivate employees, the ability to delegate work, the ability to make good strategic plans, the ability to see environmental changes, the ability to build a reliable

work team and the ability to resolve internal conflicts, then he will get high trust both from his employees and from his customers. With a balance of both the conducive internal side of the company and the level of consumer confidence in terms of the accuracy of the ordering process, this will have an impact on increasing business performance.

This is in line with research conducted by (Apriliani, 2018) which states that a sense of responsibility has a positive and significant influence on managerial ability. Based on the description above, the researcher formulates the following hypothesis:

H2: A sense of responsibility has a positive and significant effect on managerial ability.

The Effect of a Future-Oriented Attitude on Managerial Ability

One of the common characteristics of entrepreneurial characteristics is future-oriented. A future-oriented attitude can greatly affect the success of one's business. This attitude reflects one's willingness and ability to plan, anticipate, and act proactively to achieve long-term goals. Sufficient management capabilities will determine the successful performance of Small and Medium Industries. Thus, it can be concluded that increasing sales, increasing assets, and increasing profits are also influenced by the high level of good managerial skills in terms of communication, managing time so that they can be on time in submitting orders, making the right decisions, recognizing and solving problems, motivating employees, planning business strategies, analyzing the environment, forming work teams and overcoming conflicts in a business.

This is in line with research conducted by (Suriana et al., 2021) which states that a future-oriented attitude has a positive and significant effect on managerial ability. Based on the description above, the researcher formulates the following hypothesis:

H3: A future-oriented attitude has a positive and significant effect on business success.

The Effect of High Confidence Level on Business Success

Self-confidence is an entrepreneur's attitude related to personal beliefs about competence and ability to carry out tasks. Self-efficacy is a person's belief or belief that he has the ability, motivation, and resources to complete a task successfully. People with high self-efficacy have a confident attitude towards tasks and even challenges in life. One of the determinants of business success is the characteristics of the entrepreneur himself. Entrepreneurial characteristics play an important role in ensuring business success. One of

the characteristics of entrepreneurs is the confidence in themselves to run a business (Aini & Widyarendhi, 2019)

This is in line with research conducted by (Indarto & Santoso, 2020) which states that the level of self-confidence has a positive and significant influence on business success. Based on the description above, the researcher formulates the following hypothesis:

H4: A high level of self-confidence has a positive and significant effect on business success.

The Effect of Sense of Responsibility on Business Success

Economic growth is highly dependent on the readiness and willingness of every individual in the country or region to start a business and develop the business to success. Entrepreneurship has an important role in the economic growth of a nation. Entrepreneurs who have strong entrepreneurial characteristics will have good business performance. This will have an impact on the success of the business. A sense of responsibility will provide more value for entrepreneurs to run their businesses well. A sense of responsibility is also a consistent behavior of entrepreneurs in running a business that has been started (Apriliani, 2018).

This is in line with research conducted by (Mukti et al., 2020) which states that a sense of responsibility has a positive and significant influence on business success. Based on the description above, the researcher formulates the following hypothesis:

H5: A sense of responsibility has a positive and significant effect on business success

The Effect of a Future-Oriented Attitude on Business Success

In achieving business success, is also supported by entrepreneurial characteristics and business location selection. Entrepreneurial characteristics generally describe the personal or psychological uniqueness of a person consisting of attitude values, character, and needs. Entrepreneurial characteristics are the desire for success, the desire to take reasonable risks, optimism, and the desire to run a business. One of the common characteristics in entrepreneurial characteristics is future-oriented. A future-oriented attitude can greatly influence the success of one's business. This attitude reflects a person's willingness and ability to plan, anticipate, and act proactively to achieve long-term goals (Suriana et al., 2021)..

This is in line with research conducted by (Almaidah & Eendarwati, 2019) which states that a Future-Oriented Attitude has a positive and significant effect on Business Success. Based on the description above, the researcher formulates the following hypothesis:

H6: A future-oriented attitude has a positive and significant effect on business success.

The Effect of Managerial Ability on Business Success

Managerial ability is a set of technical skills for managers to perform their duties, which can effectively utilize all available resources to achieve goals. Entrepreneurs must have three skills when performing their managerial performance, namely technology, labor, and concepts. Managerial capability is critical in determining the success of a business. Managerial capability encompasses a wide range of skills and expertise required to plan, organize, direct, and control resources in a business environment. Strong managerial ability can be a key factor in business success because it allows companies to operate efficiently, respond quickly to market changes, and create value for customers and other stakeholders (Muhammad Iqbal Mubarak & Dede Nurohman, 2022).

This is in line with research conducted by (Hakim & Prajanti, 2019) which states that Managerial Ability has a positive and significant effect on Business Success. Based on the description above, the researcher formulates the following hypothesis:

H7: Managerial ability in terms of communication has a positive and significant effect on business success.

The Effect of Self-Confidence Level, Sense of Responsibility, and Future-Oriented Attitude on Business Success Through Managerial Ability as a Mediating Variable

An entrepreneur has good managerial skills, in this case, the ability to communicate, the ability to deliver ordered goods quickly, the ability to make their own decisions, the ability to solve business problems, the ability to direct and motivate employees, be ability to delegate work, be able to make good strategic plans, the ability to see environmental changes, be able to build a reliable work team and have the ability to resolve internal conflicts, then he has a high sense of trust, responsibility, and is oriented towards the future. For every business, whether small or large-scale, in its management to achieve effective and efficient results, the application of management principles is very necessary, the role of business leaders to

understand and be able to carry out the main functions of management is the main thing for future business success.

This is in line with research conducted by (Indarto & Santoso, 2020) which states that managerial ability can mediate the relationship between the level of self-confidence, sense of responsibility, and future-oriented attitude toward business success. Based on the description above, the researcher formulates the following hypothesis:

H8: Managerial ability can mediate the influence of the level of self-confidence, sense of responsibility, and future-oriented attitude toward business success.

Research Framework

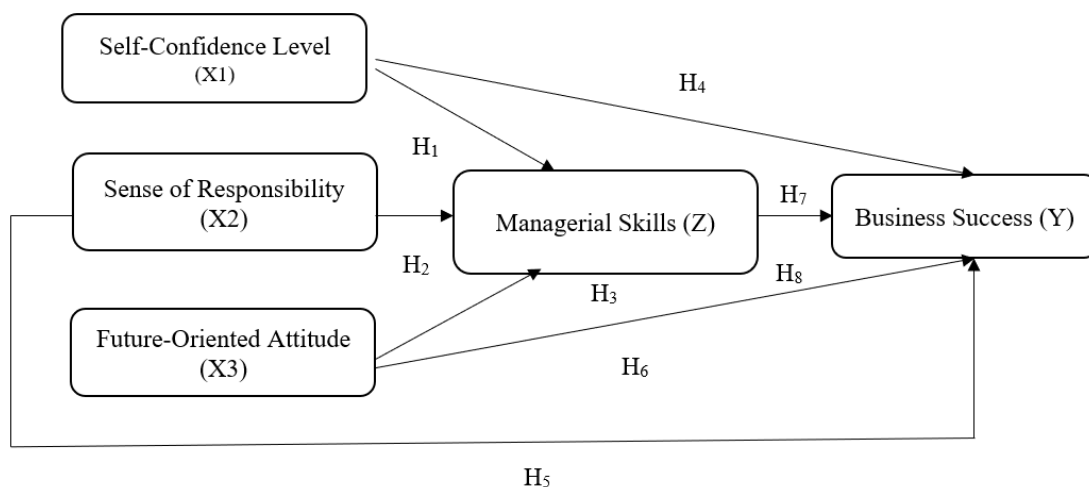


Figure 1.
Research Framework

RESEARCH METHOD

The type of research used in this study uses quantitative methods. The quantitative method is one type of research whose specifications are systematic, planned, and structured from the beginning to the making of the research design (Sugiyono, 2017). The population in this study were sheep farmers in Lembang Bandung, namely 80 farmers. The sampling technique of this research is probability sampling with a purposive sampling technique. Not all respondents were sampled in this study, so the sample criteria in this study were as follows:

- (1) Active breeders

(2) The period of being a breeder is at least 1 year

According to Malhotra's calculations (2006), the number of samples must be greater than 4 (four) to 5 (five) of the number of questions. In this research there are 17 question indicators, then the number of indicators is multiplied by 4 (four) to obtain the minimum sample required. Through Malhotra's calculation, the minimum sample size needed is 68 respondents. This study uses primary data in its preparation. Data is obtained through respondents' answers using a questionnaire. The data source refers to information obtained directly from consumers who are sampled respondents.

The data analysis technique in this study uses Partial Least Square (PLS) with SMARTPLS Software's help. The advantage of using partial least square is that the number of samples needed in the analysis is relatively small, the SMARTPLS approach is considered more powerful because it is not based on assumptions, SMARTPLS can test SEM models with various forms of scales such as ratio, Likert, and others. PLS-SEM analysis consists of two Outer models and an Inner model (Ghozali, Imam, 2015).

RESULTS AND DISCUSSION

This research was conducted on sheep farmers in the Lembang Bandung village, the number of respondents used in this study was 68 respondents. The characteristics of respondents based on gender showed that respondents with male gender were 58 respondents and respondents with female gender were 3 respondents, so the male gender was the most and dominated in this study. Age intensity shows that respondents aged 25-55 years dominate. The characteristics of respondents based on the business address used are the characteristics of respondents based on the business address which shows that the average respondent comes from Lembang Bandung Village.

Data Analysis Results

SmartPLS 3.2 tools and PLS data analysis techniques were used in testing the hypotheses of this study. Scheme of the tested PLS program model:

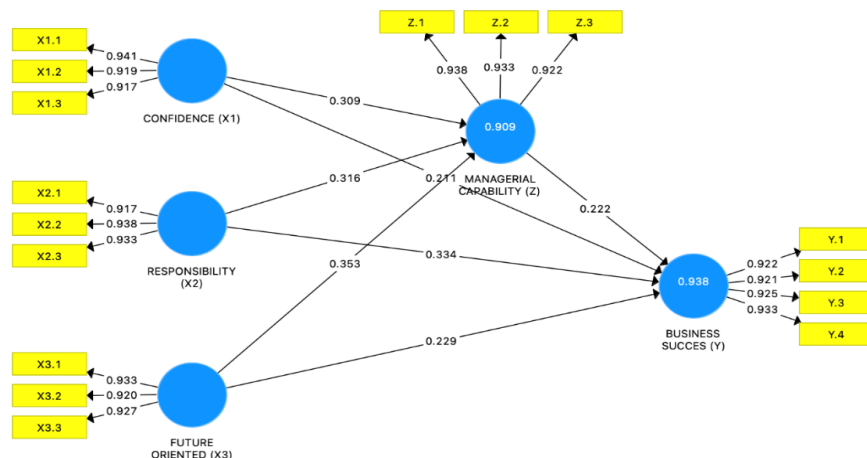


Figure 1.
Outer Model

Validity, reliability, and multicollinearity are tested as part of the outer model testing process, which is used to specify the relationship between latent variables and their indicators.

Outer Model Evaluation

Validity Test

Table 1.
Outer Loading

Variable	Indicator	Outer Loading
Confidence (X1)	X1.1	0,941
	X1.2	0,919
	X1.3	0,917
Responsibility (X2)	X2.1	0,917
	X2.2	0,938
	X2.3	0,933
Future-Oriented (X3)	X3.1	0,933
	X3.2	0,920
	X3.3	0,927
Managerial Capability (Z)	Z.1	0,938
	Z.2	0,933
	Z.3	0,922
Business Succes (Y)	Y.1	0,922
	Y.2	0,921
	Y.3	0,925
	Y.4	0,933

Source: Primary data processed (2024)

Based on Table 1, shows that each indicator of the variable has good convergent validity, it can be seen from the outer loading value of > 0.7 so that each indicator is declared valid and eligible for research.

Table 2.
Average Variance Extracted

Variable	Average Variance Extracted
Confidence (X1)	0,857
Responsibility (X2)	0,864
Future-Oriented (X3)	0,859
Managerial Capability (Z)	0,867
Business Success (Y)	0,856

Source: Processed Primary Data (2024)

The Average Variance Extracted (AVE) value that meets the criteria of > 0.5 must be seen to determine whether the variable is valid or not. Based on the table above, it can be seen that all AVE values of each variable are > 0.5 so all variables have good discriminant validity.

Table 3.
Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Confidence (X1)	0,917	0,947
Responsibility (X2)	0,921	0,950
Future-Oriented (X3)	0,918	0,948
Managerial Capability (Z)	0,923	0,951
Business Success (Y)	0,944	0,960

Source: Primary data processed (2024)

A reliability test is needed to evaluate the stability and consistency of the research instrument used to measure variables. Based on table 3 above, shows that the Cronbach alpha value of all variables in this study is above > 0.6 , which means that the Cronbach alpha value has met the requirements so that all constructs can be said to be reliable. For the composite reliability value, all research variables are > 0.7 . This shows that each variable has met the composite reliability so it can be concluded that all variables have a high level of reliability.

Table 4.
Multicollinearity Test (VIF)

Variable	VIF Value
X1 -> Y	4,299
X2 -> Y	4,278
X3 -> Y	4,319
X1 -> Z	4,248
X2 -> Z	4,179
X3 -> Z	4,951
Z -> Y	4,994

Source: Primary data processed (2024)

Table 4. above, the results of Collinearity Statistics (VIF) to see the multicollinearity test. Each variable has a cut-off value of more than 0.1 or equal to the VIF value < 5 , so it does not violate the multicollinearity test.

Inner Model Evaluation

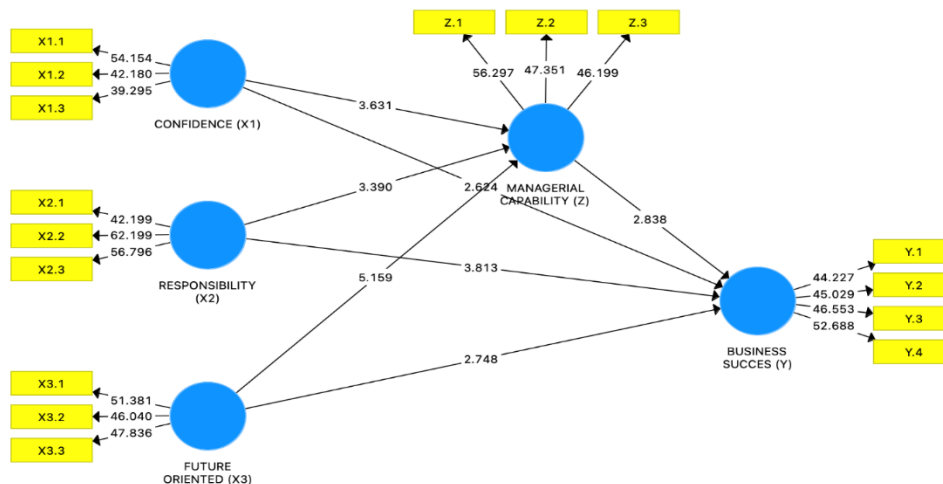


Figure 2.
Inner Model

The R-square value of the model, which describes the degree of interdependence between variables in the model, can be used to determine the structural model or inner model. After that, the path relationship of the structural model is estimated using the bootstrapping method, with the criteria if the t-statistic value is > 1.96 (5% significance level) or > 1.65 (10% significance level) for each path relationship.

R Square Analysis

The coefficient of determination (R²) is a way to assess how much endogenous constructs can be explained by exogenous constructs. The higher the predictive accuracy value of the model with criteria 0.75 high, 0.50 medium, and 0.25 low.

Table 5.
R-square

Construct	R-square	R-square Adjusted
Business Success (Y)	0,938	0,936
Managerial Capability (Z)	0,909	0,906

Source: Primary data processed (2024)

The results of Table 5, the R-square of the business success variable is 0.938, which means that the confidence, responsibility, and future-oriented variables together affect business success by 0.938 or 93.8%, including the high category, the rest is explained by other independent variables outside the model. Furthermore, the R-square of the managerial capability variable is 0.909, which means that the confidence, responsibility, and future-oriented variables together affect managerial capability by 0.909 or 90.0%, including the high category, the rest is explained by other independent variables outside the model.

Goodness of Fit

The goodness of fit research can be known from the Q-square value. Based on the calculation results, the value of Q-square is 0.974 or 97.4%, this shows that the data that can be explained by the research model is 97.4%, while the remaining 2.6% is explained by other factors outside of this study. Thus, these results mean that this research model can be said to be a good fit.

Hypothesis Test

Direct Effects

If the p-value is less than 0.05, then there is a direct effect between the variables; if the p-value is more than 0.05, then there is no direct effect between the variables. The t-statistic of 1.96 (significance threshold = 5%) is the significance value used in this study. There is a considerable influence if the t-statistic value is more than 1.96. The software known as SmartPLS 3.0 was used to evaluate the hypotheses. Table 6, is the Direct effects value of the test results.

Table 6.
Direct Effects

	Hypothesis			Original Sample	t-Statistics	P Values	Description
Confidence Managerial Capability (Z)	(X1)	->	H1	0,309	3,631	0,000	Positive Significant
Responsibility Managerial Capability (Z)	(X2)	->	H2	0,316	3,390	0,001	Positive Significant
Future Oriented Managerial Capability (Z)	(X3)	->	H3	0,353	5,159	0,000	Positive Significant
Confidence Business Success (Y)	(X1)	->	H4	0,211	2,624	0,009	Positive Significant
Responsibility Business Success (Y)	(X2)	->	H5	0,334	3,813	0,000	Positive Significant
Future Oriented Business Success (Y)	(X3)	->	H6	0,229	2,748	0,006	Positive Significant
Managerial Capability (Z) Business Success (Y)		->	H7	0,222	2,838	0,005	Positive Significant

Source: Primary data processed (2024)

Based on table 6, the interpretation is as follows:

1. The first hypothesis tests whether confidence has a positive and significant effect on managerial capability. The p-value is 0.000, there is an effect or original sample of 0.309 and a t-statistic value of 3.631. The first hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05.
2. The second hypothesis tests whether responsibility has a positive and significant effect on managerial capability. The p-value is 0.001, there is an effect or original sample of 0.316, and the t-statistic value is 3.390. The second hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05.
3. The third hypothesis tests whether future-oriented has a positive and significant effect on managerial capability. The p-value is 0.000, there is an effect or original sample of

- 0.353, and the t-statistic value is 5.159. The third hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05.
4. The fourth hypothesis tests whether confidence has a positive and significant effect on business success. The p-value is 0.009, there is an effect or original sample of 0.211 and the t-statistic value is 2.624. The fourth hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05.
 5. The fifth hypothesis tests whether responsibility has a positive and significant effect on business success. The p-value is 0.000, there is an effect or original sample of 0.334, and the t-statistic value is 3.813. The fifth hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05.
 6. The sixth hypothesis tests whether future-oriented has a positive and significant effect on business success. The p-value is 0.006, there is an effect or original sample of 0.229, and the t-statistic value is 2.748. The sixth hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05.
 7. The seventh hypothesis tests whether managerial capability has a positive and significant effect on business success. The p-value is 0.005, there is an effect or original sample of 0.222 and the t-statistic value is 2.838. The seventh hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05.

Specific Indirect Model

The next step is indirect testing (indirect effect) which can be seen from the specific indirect effect results. If the P-Values < 0.05 then it is significant. This means that the mediator variable mediates the effect of an exogenous variable on an endogenous variable, in other words, the effect is indirect. If the P-value > 0.05 then it is not significant. This means that the mediator variable does not mediate the effect of an exogenous variable on an endogenous variable. In other words, the effect is direct. Table 7 is the specific indirect model value.

Table 7.
Specific Indirect Effect

Indirect Effect	Original Sample	t-Statistics	P Values	Description
Confidence (X1) -> Managerial Capability (Z) -> Business Success (Y)	0,069	2,024	0,043	Positive Significant
Responsibility (X2) -> Managerial Capability (Z) -> Business Success (Y)	0,070	2,265	0,024	Positive Significant
Future-Oriented (X3) -> Managerial Capability (Z) -> Business Success (Y)	0,078	2,550	0,011	Positive Significant

Source: Processed primary data, (2024)

Based on table 7, the interpretation is as follows:

The eighth hypothesis tests whether managerial capability mediates the relationship between confidence, responsibility, and future-oriented business success. Based on the table above, it shows that the confidence t-statistic value is 2.024, which means > 1.96 with a p-value of 0.043, which means < 0.05 . For the responsibility t-statistic value of 2.265 which means > 1.96 with a p-value of 0.024 which means < 0.05 . And for the future-oriented t-statistic value of 2.550 which means > 1.96 with a p-value of 0.011 which means < 0.05 . So it can be concluded that confidence, responsibility, and future orientation toward business success can be mediated by managerial capability partially.

The Effect of Self-Confidence Level on Managerial Ability

The attitude of an entrepreneur is related to personal beliefs about competence and the ability to carry out tasks. People with high self-efficacy have a confident attitude towards tasks and even challenges in life. One of the determinants of business success is the characteristics of the entrepreneur himself. Entrepreneurial characteristics play an important role in ensuring business success. One of the characteristics of entrepreneurs is the confidence in themselves to run a business.

The results of this study indicate that a high level of self-confidence affects managerial ability as evidenced by a p-value of 0.000, an effect or original sample of 0.309,

and a t-statistic value of 3.631. So, the first hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05. This is in line with research conducted by Indarto & Santoso, (2020) which states that the level of self-confidence has a positive and significant influence on managerial ability.

The Effect of Sense of Responsibility on Managerial Ability

Entrepreneurs who have strong entrepreneurial characteristics will have good business performance as well. This will have an impact on the success of the business. A sense of responsibility will provide added value for entrepreneurs to run their businesses well. A sense of responsibility is also a consistent behavior of entrepreneurs in running the business that has been started.

The results of this study indicate that a sense of responsibility affects managerial ability as evidenced by a p-value of 0.001, there is an effect or original sample of 0.316, and a t-statistic value of 3.390. So, the second hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05. This is in line with research conducted by Mukti et al., (2020) which states that a sense of responsibility has a positive and significant influence on managerial ability.

The Effect of Future-Oriented Attitude on Managerial Ability

Entrepreneurial characteristics are the desire for success, the desire to take reasonable risks, optimism, and the desire to run a business. One of the common characters of entrepreneurial characteristics is future-oriented. A future-oriented attitude can greatly influence the success of one's business. This attitude reflects a person's willingness and ability to plan, anticipate, and act proactively to achieve long-term goals.

The results of this study indicate that a future-oriented attitude affects managerial ability as evidenced by a p-value of 0.000, there is an influence or original sample of 0.353, and a t-statistic value of 5.159. So, the third hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05. This is in line with research conducted by Almaidah & Enderwati, (2019) which states that a future-oriented attitude has a positive and significant effect on managerial ability.

The Effect of Self-Confidence Level on Business Success

One of the determinants of business success is the characteristics of the entrepreneur himself. Entrepreneurial characteristics play an important role in ensuring business success. One of the characteristics of an entrepreneur is the confidence in him to run a business.

The results of this study indicate that a high level of self-confidence affects business success as evidenced by a p-value of 0.009, there is an effect or original sample of 0.211, and a t-statistic value of 2.624. So, the fourth hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05. This is in line with research conducted by Indarto & Santoso, (2020) which states that the level of self-confidence has a positive and significant influence on business success.

The Effect of Sense of Responsibility on Business Success

A sense of responsibility will provide more value for entrepreneurs to run their businesses well. A sense of responsibility is also a consistent behavior of entrepreneurs in running the business that has been started. When an entrepreneur is responsible for his business, the business will increase because it is led by a responsible person.

The results of this study indicate that a sense of responsibility affects business success as evidenced by a p-value of 0.000, an effect or original sample of 0.334, and a t-statistic value of 3.813. So, the fifth hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05. This is in line with research conducted by Mukti et al., (2020) which states that a sense of responsibility has a positive and significant effect on business success.

The Effect of Future-Oriented Attitudes on Business Success

A future-oriented attitude can greatly affect the success of one's business. This attitude reflects a person's willingness and ability to plan, anticipate, and act proactively to achieve long-term goals.

The results of this study indicate that a future-oriented attitude affects business success as evidenced by a p-value of 0.006, there is an influence or original sample of 0.229, and a t-statistic value of 2.748. So, the sixth hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05. This is in line with research conducted by

Almaidah & Endarwati, (2019) which states that a Future-Oriented Attitude has a positive and significant effect on Business Success.

The Effect of Managerial Ability on Business Success

Managerial ability is very important in determining business success. Managerial capabilities include various skills and expertise needed to plan, organize, direct, and control resources in a business environment. Strong managerial skills can be a key factor in business success because they enable companies to operate efficiently, respond quickly to market changes, and create value for customers and other stakeholders.

The results of this study indicate that managerial ability affects business success as evidenced by a p-value of 0.005, an effect or original sample of 0.222, and a t-statistic value of 2.838. So, the seventh hypothesis is accepted because the t-statistic is more than 1.96 and the p-value is less than 0.05. This is in line with research conducted by (Hakim & Prajanti, 2019) which states that managerial ability has a positive and significant effect on business success.

The Effect of Self-Confidence Level, Sense of Responsibility, and Future-Oriented Attitude on Business Success Through Managerial Ability as a Mediating Variable.

An entrepreneur has good managerial skills, in this case, the ability to communicate, the ability to deliver ordered goods quickly, the ability to make their own decisions, the ability to solve business problems, the ability to direct and motivate employees, the ability to delegate work, be able to make good strategic plans, the ability to see environmental changes, be able to build a reliable work team and have the ability to resolve internal conflicts, then he has a high sense of trust, responsibility, and is future-oriented. For every business, whether small or large-scale in its management to achieve effective and efficient results, the application of management principles is very necessary, the role of business leaders to understand and be able to carry out the main functions of management is the main thing for future business success.

The results of this study indicate that the above shows that the confidence t-statistic value is 2.024 which means > 1.96 with a p value of 0.043 which means < 0.05 . For the responsibility t-statistic value of 2.265 which means > 1.96 with a p-value of 0.024 which means < 0.05 . And for the future-oriented t-statistic value of 2.550 which means > 1.96 with

a p-value of 0.011 which means < 0.05 . So, it can be concluded that confidence, responsibility, and future orientation towards business success can be mediated by managerial capability partially. This is in line with research conducted by (Indarto & Santoso, 2020) which states that managerial capability can mediate the relationship between the level of confidence, sense of responsibility, and future-oriented attitude toward business success.

CONCLUSION

To understand how much influence the level of self-confidence, sense of responsibility, and future-oriented attitude towards the success of sheep breeder businesses through managerial ability as a mediating variable. The findings of this study are expected to be useful for providing further information for MSMEs in achieving business success. An entrepreneur has good management skills in this case the ability to communicate, the ability to make their own decisions, the ability to solve business problems, the ability to direct and motivate employees, be able to delegate work, be able to make good strategic plans, the ability to see changes in the environment, be able to build a reliable work team and have the ability to resolve internal conflicts, think for the future, they will get high trust both from their employees and from their consumers. With the balance of both the internal and external sides, this will have an impact on increasing business performance. In addition, this research is expected to be useful for providing information and reference material for other parties who also research similar topics. This study found that the level of self-confidence, sense of responsibility, and future-oriented attitude had a significant effect on the success of sheep breeders' businesses and managerial ability was able to mediate the relationship between the level of self-confidence, sense of responsibility, and future-oriented attitude towards business success. Therefore, further research is expected to use other variables that have not been disclosed in this study to explain other factors that can also affect business success.

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