

The effect of interpersonal capabilities and collaboration on synergy in multi-professional womenpreneur

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Abstract

The commercial world is no longer dominated by men, but has changed to women. One of them is the rise of female entrepreneurs who work both as housewives and businesses. In order to improve corporate performance in the face of rapid market changes, managerial competencies must be prioritized. The goal of this study is to identify interpersonal capabilities for collaboration and business performance in multi-professional womenpreneur. This study was conducted quantitatively with explanatory research. The population of this study is womenpreneur in East Java, Indonesia with a sample size of 100 respondents determined using direct sampling procedures since researchers have certain criteria in identifying respondents whose population size is not known with confidence. The distribution of questionnaires was used to collect research data, which was then analysed using PLS-SEM. The findings indicated that women entrepreneurs should take into account the potential benefits of enhancing their interpersonal skills and fostering collaboration in order to enhance the performance of their businesses. This is corroborated by research highlighting the positive and noteworthy impact of both interpersonal skills and collaboration on business performance. Additionally, the research underscores that interpersonal capabilities play a substantial role in facilitating collaboration, consequently leading to a positive and significant impact on collaborative efforts.

Keywords: Interpersonal Capabilities; Collaboration; Business Performance; Empowerment; Women

1. Introduction

Presently, shifts in the business landscape have altered the previously male-dominated paradigm, transitioning towards an emphasis on the role of women. Women not only appear as gentle figures, but also have skills in speaking and acting, as well as possessing strong motherly traits. Many women are changing the direction of their profession or contributing to the economy by selling various types of goods through in-person or online channels. Therefore, many housewives have a dual role as housekeepers and also as business women or business mothers. This is due to the increasing urge to meet life's needs, so housewives are looking for ways to help increase family income [1].

The State Ministry for Women's Empowerment also issued Ministerial Regulation Number 2 of 2016 which contains general guidelines for building home industries to improve family welfare through empowering women. This step further strengthens the role of women in driving Indonesia's economic growth in the business sector. In some areas of the world, the female population tends to predominate in urban areas. Initially, they moved and settled in the city with their partners, and eventually looked for job opportunities there. Unfortunately, available jobs are generally limited to the low-paid, non-formal sector without social protection. This is what drives women to start small to medium enterprises, which only require minimal or no capital at all. These efforts are often focused on marketing handicrafts or snacks. Even though they start with very limited capital, several studies in Latin America and Asia show that women manage to manage their capital more productively than men [2].

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Women's roles in driving economic growth in East Java are highly valued. According to data from the East Java Central Bureau of Statistics (BPS), the proportion of women who become entrepreneurs in the region has increased year after year. The percentage of female entrepreneurs was 31.13 percent in 2018, 31.87 percent in 2019, and 34.10 percent in 2020. This suggests that the number of female entrepreneurs in East Java is increasing year after year [3]. In Indonesia, entrepreneurs face a variety of major resource constraints, both financial (capital) and non-financial (marketing, labour, procuring raw materials, etc.). In an effort to support and promote business, especially Micro, Small and Medium Enterprises (MSMEs), the Government has designed various policies and programs. One of the efforts made is through Law no. 20 of 2008 concerning MSMEs, which discusses various aspects of development, empowerment, financing, guarantees, and cooperation between the government and MSMEs. The partnership between the two parties is based on the principles of mutual need, trust, strengthening and mutual benefit. This policy provides a positive impetus for the existence of entrepreneurs, giving them the opportunity to explore various existing business opportunities [4].

In maintaining a competitive advantage, companies must prioritize managerial skills in dealing with market changes that are taking place rapidly. Awareness and understanding of the importance of change will encourage companies to adapt their resources and continue to adapt to market dynamics. As a result, companies must integrate internal and external capabilities to keep up with environmental changes. Research on business skills in the business world continues to grow rapidly [5]. Business skills have a crucial role in identifying business opportunities. Apart from functioning in business development and expansion, business skills also serve as a direction marker for the future of the business. Therefore, the business development process often requires institutional transformation that encourages exploration of opportunities as well as a focus on sustainable growth. The dynamic business context influences the complexity of changes that occur in the business environment. Business skills have the potential to become strategic assets that enable companies to collaborate through networks, which in turn strengthens relationships between companies and reduces dependence on costs arising from searching for limited resources within the company.

The context of the business environment, networking is defined as a relationship that connects one actor to another. These networks can be defined as patterns of interaction that form the basis of resource potential. The success of these networks depends on the strength of the bonds between these actors. Strong ties provide accuracy and reliability in providing the necessary resources, including broad access to information. Conversely, weak bonds result in structures that are inefficient in overcoming existing constraints. In a competitive business environment, collaboration plays a crucial role in achieving excellence. The ability to cooperate with other companies is the right solution in overcoming the challenges faced. Especially in business, actors cannot survive by operating alone. Collaboration creates a joint effort with partners through relationships built on trust and commitment to achieve mutual progress. Collaboration can be built through the use of business networks, both internal and external. This network acts as a support system that helps overcome the company's limited resources. The dynamic business environment encourages entrepreneurs to develop capabilities that support innovation. The ability to collaborate allows companies to access opportunities both internally and externally. Transfer of knowledge and expertise is an important factor in accessing resources that support innovation. As a result, the ability to collaborate becomes a valuable strategic asset for companies, enabling the creation of shared value in an effort to increase business growth.

The success of a collaboration in improving the performance of a business also depends on the capabilities of the human resources involved [6]. Human resources as business actors who are willing to receive knowledge and information about consumers and employees and distribution parties or producers who play a role in providing or contributing to innovation from various products or services to be marketed. They need to be equipped with a variety of competencies to ensure business success and determine the achievement of business goals [7], [8]. This ability can be reflected through interpersonal skills or skills possessed by business people to achieve business operational effectiveness through harmonious communication and interaction. A person's interpersonal abilities have characteristics such as empathy and skills in helping difficulties or what other people need [9]. According to [10], the success of applying interpersonal skills will have a positive influence on improving one's performance in an organizational context. Interpersonal skills or abilities show the quality of a person in running an organization or business [11].

The form of developing womenpreneur business performance needs to be proven through collaboration formed in managing their business and gaining competitive advantage in the market. Thus, the purpose of this research is to identify and analyse the impact of interpersonal skills on collaboration and business performance in multi-professional womenpreneur.

1.1. Problem Statement

Based on the statement of the research background, it can be seen that the formulation of the research problem is:

- Do Interpersonal Capabilities affect the Performance of Multi-Professional Womenpreneur?
 - Does Collaboration affect the Performance of Multi-Professional Womenpreneur?
 - Do Interpersonal Capabilities affect Collaboration of Multi-Professional Womenpreneur?
 - Do Interpersonal Capabilities affect the Performance through Collaboration of Multi-Professional Womenpreneur?
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2. Literature review

2.1. Theoretical review

2.1.1. *Interpersonal Capabilities*

Interpersonal skills are a combination of abilities and capabilities. The abilities, skills, and strengths possessed by each individual in carrying out various activities can be measured [12]. Interpersonal skills or talents are the abilities, skills, or strengths that a person possesses in his or her social life, both inside the family and in the community [13]. Interpersonal skills include social awareness (developing others, influencing change, service orientation, empathy) and social skills (leading, influencing, communication, conflict resolution, cooperation, teamwork, synergy) [14]. Interpersonal skills are required for entrepreneurs in order to create relationships with all stakeholders [15]. Interpersonal skills are life skills that are utilized to communicate and engage with other people at any time, both individually and in groups [16]. Interpersonal skills are also characterized as the ability to perceive and respond to various aspects of other people's feelings, attitudes, behaviour, motivation, and desires [17]. Interpersonal skills or interpersonal abilities are those held by someone who communicates with others both orally and nonverbally [18]. Indicators of interpersonal ability according to Gardner in [19] include: 1) Respecting the views of other people, 2) Being aware of social responsibility, 3) Collaborating with others, 4) Tolerance for others, and 5) Communicating effectively.

2.1.2. *Collaboration*

Collaboration can be described as a form of social interaction where individuals engage in deliberate actions to collectively accomplish shared objectives, fostering mutual assistance and understanding [20]. It entails a social dynamic where two or more individuals collaborate to achieve mutually beneficial outcomes [21]. The concept of collaboration refers to a joint endeavour involving multiple participants, working together towards a shared goal [22]. Collaboration is a broad phrase that frequently refers to a network of cooperative relationships including more than one partner [23]. Collaboration is a partnership between companies that participate and mutually agree to work together to achieve goals, share information, resources, and rewards, and make joint decisions to solve challenges [24]. According to [25], collaboration indicators include: 1) suppliers as service/goods providers, 2) competitors as parties with the same goods/services products in one firm, 3) buyers as parties who acquire goods/services products, and 4) the government as policy organizer.

2.1.3. *Business Performance*

Business performance is the sum of the outcomes of actions carried out within the organization. Business performance is defined as the achievement of business goals via the use of effective strategies and processes [26]. Work performance is defined as the comparison of work results to specified standards. Work performance or work (output) of both quality and quantity performed by an employee in line with the obligations delegated to him [27]. Company performance is a representation of the company's overall state during a specific time period, which is a result or achievement impacted by the company's operational actions in utilizing its resources [28]. According to [29], business performance indicators are 1) Sales growth rate, 2) Capital growth rate, 3) High workforce growth rate, 4) Extensive market growth rate, and 5) Profit growth rate.

2.2. Conceptual Framework

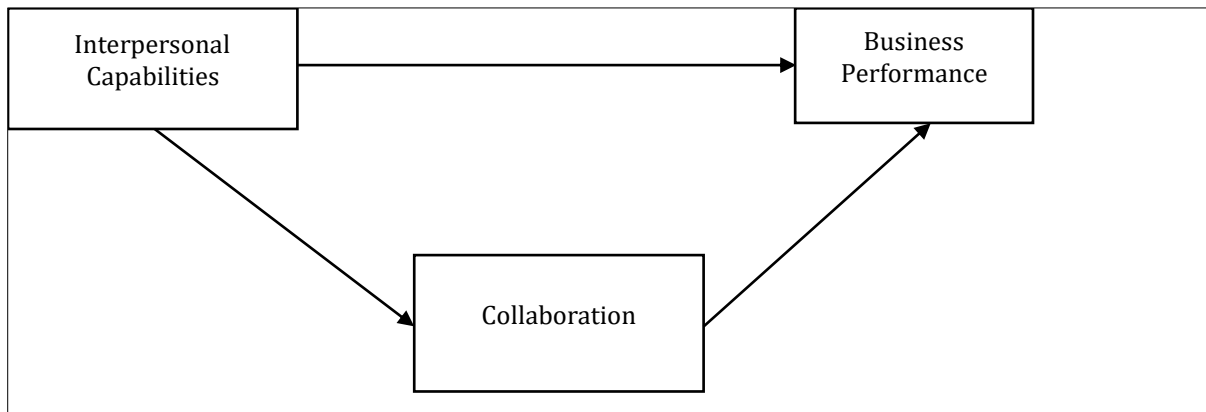


Figure 1 Conceptual Framework

2.3. Relationship Research Hypothesis

The following is the relationship of the research hypothesis based on the image above:

2.3.1. Interpersonal Capabilities Relationship with Business Performance

Individual communication between businesses will result in relationships between business actors and business actor relationships with consumers related to the business being carried out and can produce results that are beneficial to business actors and consumers. This means that action or communication will contribute to the goals that have been set. This is like the concept of performance, performance is behaviour and results where behaviour originating from an individual is transformed into an action and besides that behaviour is also a psychological and physical result to produce a result [30].

Research results by [31], [32], [33] shows that interpersonal communication has a positive and significant effect on performance, where the better the interpersonal skills, the higher the business performance.

H1: *Interpersonal Capabilities affect Performance*

2.3.2. Collaboration relationship with Business Performance

Collaboration is an important tool for businesses to be able to develop innovation because of the limited knowledge and innovation they have. Through collaboration, business actors can carry out learning processes, transfer knowledge and technology, and even increase organizational capacity through networks that can develop innovation. In fact, according to software maker Intuit quoted from Scarborough & Cornwall (2019), in 2020, one thing that will enable SMEs to be empowered is information sharing and collaboration.

Research conducted by [25] has demonstrated that collaboration yields advantageous and noteworthy impacts on corporate performance. Similarly, [34] did research that is consistent with [35], [29], [36]. In other words, collaboration in a business context is the best mechanism for inter-organizational cooperation, if the organization wants to achieve its goals.

The following research hypothesis can be established based on the description and previous research submitted:

H2: *Collaboration affect Performance*

2.3.3. Interpersonal Capabilities Relations with Collaboration

Good skill and respect for each individual in making joint decisions in group collaboration will develop a good team so that commitment to delivering comprehensive services can be created, which will affect higher service quality and have a positive impact on consumers. Business people with good skills can practice good collaboration, the better the ability, the better the collaboration practices between business people and distributors, producers and consumers. The establishment of effective collaboration necessitates the presence of capability, which should be bolstered through

capacities that can align with market or consumer demands. These capacities serve as a wellspring of information for entrepreneurs, aiding them in their decision-making processes [37].

According to [37], interpersonal communication has a favourable and significant effect on cooperation, with the higher the collaboration, the better the interpersonal skills.

H3: *Interpersonal Capabilities affect Collaboration*

2.3.4. Relationship between Interpersonal Capabilities and Business Performance through Collaboration

Individual communication between businesses will result in relationships between business actors and business actor relationships with consumers related to the business being carried out and can produce results that are beneficial to business actors and consumers. This means that action or communication will contribute to the goals that have been set. Collaboration is an important tool for businesses to be able to develop innovation because of the limited knowledge and innovation they have. Business actors with good skills can practice good collaboration, the better the ability, the better the collaboration practices between business people and distributors, producers and consumers and can form good business performance.

H4: *Interpersonal Capabilities affect Performance through Collaboration*

3. Methodology.

3.1. Research. Design

The research method used in this study will be quantitative research with explanatory research. This study's demographic consists of women who own enterprises in a variety of industries, including culinary, convection, and women entrepreneurs who own businesses in East Java. Direct sampling was used [38]. The use of direct sampling because researchers have specific criteria for identifying respondents whose population size is uncertain. The Rao Purba formula was used by researchers to determine the number of samples:

$$n = \frac{Z^2}{4(moe)^2}$$

n = Number of Samples

Z = Normal distribution rate at a significant level of 5% (1.96)

Moe = Margin of error or maximum error that can be tolerated, generally 10%

$$n = \frac{1,96^2}{4(0,1)^2} = 96,04 \text{ (100)}$$

Based on calculations using the formula above, a sample of 100 respondents who are womenpreneur is obtained.

3.2. Data collection and processing

Data for the research was gathered by distributing questionnaires to participants, employing a Likert scale ranging from 1 to 5 as the research tool. Subsequently, the obtained results underwent analysis through data processing methods. In this work, data was analysed using Partial Least Squares (PLS) [39]. This PLS test employs two structural models: a measurement model or outer model and a structural model or inner model.

4. Result and Discussions

This study employed 100 respondents as research samples who satisfied the requirements of being female entrepreneurs or womenpreneur with firms in East Java. The following are the characteristics of the respondents who took part in this study:

Table 1 Characteristics of Respondents

Characteristics of Respondents		Sample (n)	Percentage (%)
Age	< 25 Years Old	14	14%
	26 – 30 Years Old	28	28%
	31 – 35 Years Old	34	34%
	36 – 40 Years Old	16	16%
	> 41 Years Old	8	8%
Total		100	100%
Type of business	Culinary	35	35%
	Grocery store	30	30%
	Service	20	20%
	Convection	7	7%
	Etc	8	8%
Total		100	100%
Length of Business	< 5 years	38	38%
	5 – 10 Years	40	40%
	11 – 15 Years	9	9%
	> 15 Years	13	13%
Total		100	100%

Based on the characteristics of the research respondents, most of the respondents were aged 31-35 years (34%), then the rest were aged <25 years (14%), 26-30 years (28%), 36-40 years (16%) and > 41 years (8%). Most of the respondents have a type of culinary business (35%) and the rest are grocery stores (30%), services (20%), convection (7%) and others (8%). Then most of them have been in business for 5-10 years (40%) and the rest are < 5 years (38%), 11-15 years (9%) and > 15 years (13%).

4.1. Outer Model Analysis

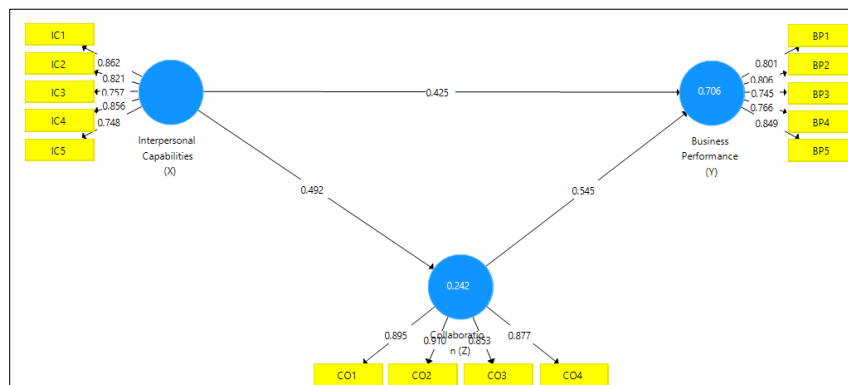


Figure 2 Outer Model

4.1.1. Validity test

The questionnaire's reliability was evaluated through a validity test, specifically using convergent validity. The instrument's validity was considered acceptable if the Average Variance Extracted (AVE) value exceeded 0.5 [40], [41]. Results indicated that the Interpersonal Capabilities variable had a value of 0.657, Collaboration had a value of 0.781, and Business Performance had a value of 0.631. These AVE values suggest that all variables used in the study are suitable for analysis.

4.1.2. Reliability Test

The reliability assessment involves using Cronbach's alpha and composite reliability. For Cronbach's alpha, a value higher than 0.7 is considered acceptable, while for composite reliability, values between 0.7 and 0.95 are considered appropriate, with values above 0.95 indicating very high reliability. If obtained values surpass these thresholds, it suggests the possibility of redundant indicators being used [40].

Table 2 Reliability. Test

Variable.	Cronbach's Alpha	Composite. Reliability
<i>Interpersonal Capabilities</i>	0.869	0.905
<i>Collaboration</i>	0.907	0.935
<i>Business Performance</i>	0.853	0.895

The reliability test results in the table above demonstrate that all variables have a Cronbach's alpha value more than 0.7 and a composite reliability value between 0.7 and 0.95. indicating that there is no redundancy. Based on these findings. it is possible to infer that all indicators in this study are considered credible.

4.2. Inner Model Analysis

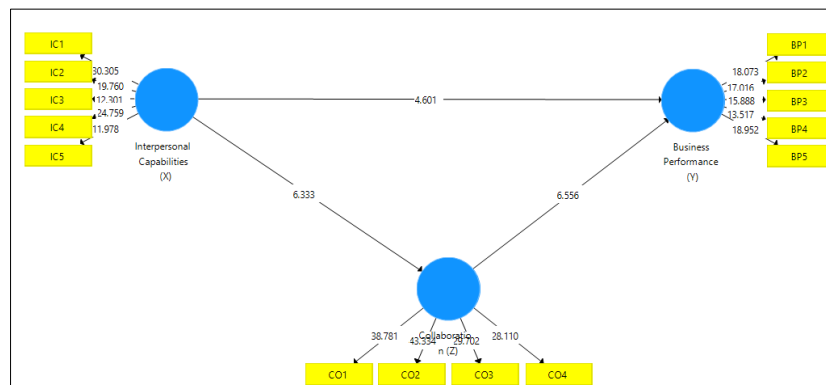


Figure 3 Inner Model

4.3. R-Square Test

If the R-square value is 0.75. it is considered significant or strong. If the R-square value is equal to 0.50. it is considered moderate. If the value is equal to 0.25. the R-square value is weak. If the R-square value is more than 0.9. the model is deemed overfit [40].

Table 3 R-Square Test

Variable	R Square	R Square Adjusted
<i>Collaboration</i>	0.242	0.234
<i>Business Performance</i>	0.706	0.700

Based on the R-Square value of 0.242 for the Collaboration variable. the percentage of Collaboration variable is 24.2%. The R-Square value of the Business Performance variable is then 0.706. indicating that the proportion of influence of the Business Performance variable is 70.6%. The Collaboration variable's R-Square value falls into the very poor group. whereas the Business Performance variable falls into the medium category. As a result. it is possible to infer that this study model has a moderate-to-moderate predictive capacity.

4.4. Q-Square test

The R-Square model test may be evaluated by examining the variable model's Q-Square predictive significance. Q-Square seeks to quantify the value of the model's observations as well as the estimated parameters. The Q-Square test may explain the diversity of data in a research construct as well as the extent to which a construct can explain variables in research. When the Q-square value exceeds zero, it signifies meaningful predictive value within the model. Conversely, if the Q-square value falls below zero, the model's predictive relevance is diminished. The Q² value ranges from 0 to 1, with higher values indicating better model performance. In path analysis, this Q² value represents the overall coefficient of determination.

$$Q^2 = 1 - \{(1 - R1^2) \times (1 - R2^2)\}$$

$$Q^2 = 1 - \{(1 - 0.242^2) \times (1 - 0.706^2)\}$$

$$Q^2 = 0.528 \text{ (52.8\%)}$$

Based on the calculations. a Q Square value of 0.528 was achieved. This demonstrates the wide range of study data that may be described by the 52.8% research model. The remaining 47.2% is explained by factors outside of the study model. As a result of these findings. this study model has a high predictive relevance.

4.5. Hypothesis Test

Table 4 Direct and Indirect Effects

Hypothesis	Impact	T Statistics	P Values	Explanation
H1	<i>Interpersonal Capabilities → Business Performance</i>	4.601	0.000	Positive and significant
H2	<i>Collaboration → Business Performance</i>	6.556	0.000	Positive and significant
H3	<i>Interpersonal Capabilities → Collaboration</i>	6.333	0.000	Positive and significant
H4	<i>Interpersonal Capabilities → Collaboration → Business Performance</i>	5.283	0.000	Positive and significant

Based on the results of the hypothesis testing in the table above. the study's findings are as follows:

- Interpersonal Capabilities have a t statistic value of 4.601 > 1.984 and p values of 0.000 0.05. indicating that they have a positive and significant effect on Business Performance.
- The impact of Collaboration on Business Performance is demonstrated by a t statistic value of 6.556 > 1.984 and p values of 0.000 0.05. indicating that Collaboration has a positive and substantial impact on Business Performance.
- The influence of Interpersonal Capabilities on Collaboration is demonstrated by a t statistic value of 6.333 > 1.984 and a pe value of 0.000 0.05. indicating that Interpersonal Capabilities has a positive and significant effect on Business Performance.
- The impact of Interpersonal Capabilities on Business Performance via Collaboration yields a t statistic value of 5.283 > 1.984 and p values of 0.000 0.05. indicating that Interpersonal Capabilities have a positive impact on Business Performance through Collaboration.

4.6. Managerial Implication

This research provides empirical evidence and insight to consider that business performance can be improved through multi-professional womenpreneur synergy in this case Interpersonal and collaborative skills.

5. Conclusion

In accordance with the findings of the multi-professional womenpreneur synergy study. Synergies that must be considered by womenpreneur are as follows; Interpersonal and collaborative skills can improve business performance. As per the findings of the research, business performance is positively and significantly influenced by both interpersonal skills and collaboration. Interpersonal skills have a significant effect on collaboration and interpersonal capabilities have a positive and significant effect on business performance through collaboration.

Compliance with ethical standards

Disclosure of conflict of interest

The Author wish to declare that none has any interest to disclose.

Statement of informed consent

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