



The Role of Entrepreneurial Attitude as a Moderating Variable in the Influence of Government Support on Business Success in Surabaya

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Abstract. *Business success is often influenced by various external and internal factors, including Government Support and Entrepreneurial Attitude from business actors. This study aims to analyze the influence of Government Support on Business Success on business actors in Surabaya, focusing on Entrepreneurial Attitude as a moderation variable. A quantitative approach was used in this study, involving a survey of 250 MSMEs in Surabaya as a research sample. Data was collected through questionnaires and analyzed using the SEM model with the Smart PLS data processing tool to determine the extent to which Entrepreneurial Attitude mediates the relationship between Government Support and Business Success. The results of the study show that Government Support has a significant positive influence on Business Success. In addition, Entrepreneurial Attitude strengthens this positive influence, where business actors with a high Entrepreneurial Attitude tend to be more able to take advantage of Government Support to achieve business success. These findings emphasize the importance of developing an Entrepreneurial Attitude in strengthening the effectiveness of Government Support for business actors. The practical implications of this study indicate that government policies should consider aspects of developing Entrepreneurial Attitude to encourage sustainable Business Success.*

Keywords: *Government Support, Business Success, Entrepreneurial Attitude, Mediation, MSMEs*

1. INTRODUCTION

Entrepreneurship has been a driving force for economic growth in many countries, with many countries paying great attention to the development of this sector due to its ability to create jobs and reduce the unemployment rate. Government support for small and medium enterprises (SMEs) has become a global trend to improve national competitiveness, including access to capital, entrepreneurship training, and fiscal policies that support the business climate. This support not only promotes business sustainability but also strengthens their resilience to global economic uncertainty (Bai et al., 2020; Contractor et al., 2020; Priyono & Moin, 2020; Wardana et al., 2023). In Indonesia, especially in Surabaya, the government is also trying to encourage the growth of SMEs through various forms of support such as capital assistance, training, and easy market access. As one of the business centers in Indonesia, Surabaya has great potential in the development of the SME sector which is expected to be able to absorb local labor and improve the regional economy. However, despite the various supports that have been given, many business actors have not been able to achieve maximum business success, showing that there are challenges in optimizing government support that requires more specific and effective handling.

Ideally, government support for SMEs is expected to be able to encourage all business actors to grow and develop stably. With the help of the right capital and training, SMEs can take advantage of existing resources to increase their business productivity and innovation. In addition, ideally, business actors have a strong entrepreneurial attitude, such as the courage to take risks, be proactive, and be adaptive to market changes (Bratianu et al., 2020; Cai et al., 2019; Mugiono et al., 2020; Verma & Gustafsson, 2020; Witt, 2019). With this attitude, government support will be more effective and can accelerate the achievement of business success. However, in reality, government support alone is not enough to guarantee the success of the business. Many business actors face obstacles in taking advantage of the support provided, especially those who lack an entrepreneurial attitude. In Surabaya, many SMEs are still less proactive and tend to rely on government support without initiatives to develop their own businesses (Jin & Shin, 2020; Khairawati, 2020; Setyawati et al., 2023). This reality shows that even though support is already in place, low entrepreneurial attitudes can be an obstacle in maximizing the impact of government support on business success.

To overcome this problem, the strategy that needs to be implemented is to strengthen entrepreneurial attitudes among SMEs. The government can develop entrepreneurship training programs that focus not only on the technical aspects of business, but also on the development of an entrepreneurial mentality. This program can include training in risk taking, personal financial management, and product innovation so that business actors not only receive assistance, but also have the ability to survive and develop independently (Farida & Setiawan, 2022; Lumpkin et al., 2011; Priyono et al., 2020; Slattery & Zidar, 2020). This strategy will be more effective if supported by continuous coaching so that entrepreneurial attitudes can be well embedded. Most previous studies have explored the influence of government support on business success, but not many have examined the role of entrepreneurial attitudes as a moderating variable in the relationship. This research fills this gap by looking at how entrepreneurial attitudes can strengthen or even moderate the impact of government support on business success.

This research offers a novel contribution in understanding the factors that play a role in business success, especially in local contexts such as Surabaya, as well as opening up insights into the importance of entrepreneurial attitudes in maximizing external support (Muafi et al., 2021; Upadhyay et al., 2023; Wang et al., 2023; Yin et al., 2022). Given the urgency of developing the SME sector in Surabaya as one of the pillars of the regional economy, this research is important to conduct. The results of this research are expected to provide practical

implications for the government and business actors. For the government, these findings can be used as a basis for designing policies that not only focus on capital support but also on programs to strengthen entrepreneurial attitudes. For business actors, this result shows the importance of developing an entrepreneurial attitude to be more adaptive and effective in utilizing the support provided. Thus, this research is expected to make a real contribution to increasing the success of SMEs in Surabaya in a sustainable manner.

2. THEORETICAL REVIEW AND HYPOTHESIS

Government Support

Government Support is one of the important external factors that play a role in encouraging the success of small and medium enterprises (SMEs). This support includes a range of policies and programs designed to provide resources, access to capital, training, tax incentives, and regulations that support business growth, especially among small businesses. Theoretically, Government Support is associated with increasing business competitiveness and sustainability, where this external assistance allows business actors to overcome resource constraints that are often an obstacle to business development (Allawi & Alyouzbaky, 2024; Rusli, 2023; Sholahuddin et al., 2021). In the global context, Government Support is recognized as one of the main drivers in increasing the contribution of SMEs to the economy, with a positive effect on job creation and innovation (Development, 2021).

Meanwhile, the Business Sustainability Theory states that the success of SMEs' businesses is also influenced by the dynamic interaction between the external and internal environments. Government Support as an external resource can help SMEs adapt and survive in a competitive environment, especially when supported by the resilient entrepreneurial attitude and abilities of business actors (Kwapisz, 2019). This support also plays a strategic role in enhancing SMEs' resilience to market changes and other external challenges, providing them with the opportunity to develop more sustainably. Thus, this study will deepen the understanding of how Government Support affects Business Success and how moderation variables such as Entrepreneurial Attitude can amplify the impact of such support, especially in local contexts such as Surabaya.

H1: Government Support improves Business Success.

H2: Government Support has a positive effect on Entrepreneurial Attitude

Entrepreneurial Attitude

Entrepreneurial Attitude is a set of personal characteristics and orientations that influence individuals in running and developing their businesses. These characteristics include the courage to take risks, resilience to uncertainty, creativity, proactivity, and the ability to see

opportunities (Kim et al., 2018; Yousaf et al., 2020). According to the Attitude-Behavior Theory from Fishbein and (Mahfud et al., 2020), a positive attitude towards entrepreneurship will encourage actions and behaviors that support Business Success, such as rapid adaptation to change, innovation in products or services, and bold strategic decision-making. This attitude not only determines a person's readiness to face business challenges, but also plays an important role in maximizing the support received from the external environment, such as government assistance or market opportunities. In the context of Government Support, individuals with a high Entrepreneurial Attitude tend to be more effective in utilizing the facilities provided, such as capital or training, thus potentially strengthening the relationship between the support and their Business Success. This study highlights the importance of Entrepreneurial Attitude as a moderating factor that influences the impact of external support on Business Success, demonstrating that this attitude is an essential internal component to achieve sustainable Business Success in a dynamic and competitive business environment.

H3: Entrepreneurial Attitude increases Business Success

Business Success

Business Success is a measure of achievement that shows the ability of a business to achieve the goals that have been set, both in terms of finance, operations, and market growth. This success is often seen through indicators such as profitability, sales growth, customer satisfaction, and business competitiveness ((Barchard, 2003; Bauman & Lucy, 2021; Sahaym et al., 2021). From the perspective of Resource-Based View, Business Success is influenced by a business's ability to utilize and optimize internal resources, including its skills, knowledge, and innovations (Jasra et al., 2010; Maula et al., 2023; Meshkat, 2011). On the other hand, the theory of Sustainability However, external factors such as Government Support and market conditions also play an important role in improving Business Success, especially for small businesses and Business (Business Sustainability Theory) emphasizes that success does not only focus on short-term profits but also on the ability of businesses to survive and thrive in the long term by adapting to changes in the external environment (Cesaroni et al., 2021) Therefore, Business Success in this study is seen as the result of the interaction between external support, such as government assistance, and internal factors, such as Entrepreneurial Attitude. The combination of these two aspects is believed to create a strong foundation for sustainable Business Success in the face of dynamic and competitive challenges in the market.

Overall, Business Success is influenced by two main variables, namely Government Support and Entrepreneurial Attitude. The two interact with each other in influencing how the MSME Business Success. Low government support increases the risk of business success,

while an entrepreneurial attitude accelerates and facilitates the success of the business through increasing the entrepreneurial spirit to realize a successful business.

3. METHODOLOGY

Research design

This study uses a quantitative approach with PLS-SEM to investigate the impact of Government Support on Business Success and the role of Entrepreneurial Attitude in mediation involvement (see Figure 1). The main benefit of PLS-SEM is its ability to maximize variance on dependent variables and estimate data based on measurement model dimensions (Hair et al., 2019).

Respondents and data collection techniques

MSMEs in Surabaya are respondents who participate in this study as the object of the research. Researchers offered 250 respondents with 14 Google Forms questions sent via WhatsApp. In October 2024, the study was conducted. The research variables are Government Support, Entrepreneurship, and Business Success.

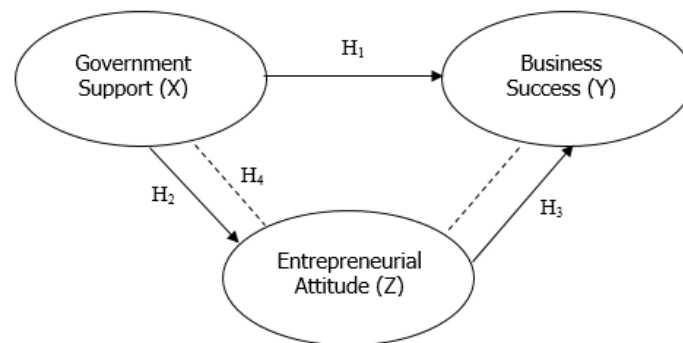


Figure 1. Research Outline

Table 1. Respondent characteristics

Kategori		Frequency	%
Types of MSMEs	Food and Beverage	187	91.3
	Craft	63	8.7
Length of Business	1 year	178	85.3
	>1 year	72	14.7

Source: The author himself (2024)

Based on Table 1, the characteristics of the respondents in this study are divided into two main categories, namely the Type of MSMEs and the Length of Business. In the MSME category, the majority of respondents came from the Food and Beverage sector, with a total of 187 respondents or 91.3%. Meanwhile, respondents engaged in the craft sector amounted to 63 people or 8.7%. In the Long Business category, most of the respondents had a business that had only been running for 1 year, as many as 178 respondents or 85.3%. Only 72 respondents or 14.7% have a business that has been running

for more than 1 year. This data shows that respondents are dominated by MSME actors in the Food and Beverage sector with a relatively new business age.

Instrument development and data analysis

The survey is used to study the Business Success of MSMEs. This research instrument is adapted from previous research and literature review (Table 1). The questionnaire was translated from English to Indonesian and modified for the Indonesian context.

The questionnaire was translated from English to Indonesian and modified according to the local context. Government Support was measured by four items (Chittithaworn et al., 2011; Indarti & Langenberg, 2004; O'Connor, 2013). Entrepreneurial Attitude is measured by five items from (Chittithaworn et al., 2011; Indarti & Langenberg, 2004; O'Connor, 2013). Business Success is measured by five items from (Chittithaworn et al., 2011; Indarti & Langenberg, 2004; O'Connor, 2013). The questionnaire used asked participants to rate each statement from 1 (strongly disagree) to 5 (strongly agree). This study uses Smart PLS 3.0 for modeling the partial least squares structural equation (PLS-SEM).

4. RESULTS AND DISCUSSION

External model evaluation

The external model of the PLS is specified to ensure the presence of a reliable instrument. Models with determination criteria are said to be reliable when composite reliability (CR) and Cronbach's Alpha > 0.05 (Hair et al., 2019). The results showed that the CR value of each construct was 0.890 to 0.941 for dependency (Table 2). A significant extracted mean variance (AVE) > 0.50 indicates convergent validity (Hair et al., 2019). Convergent validity is achieved because all items exceed 0.5 and the AVE of each construct ranges from 0.626 to 0.765 (>0.5). Cross-loading factors are used to test the validity of discrimination and the validity of convergence. Table 3 shows the cross-loading values for all variables of Government Support (X), Entrepreneurial Attitude (Z), Business Success (Y) from 0.734 to 0.958, more than 0.70, indicating the validity of discrimination.

Hypothesis testing

The model tests the hypothesis using a structural equation model. The researchers used 250 bootstrap samples to display all t-statistics. As seen in Table 4, all seven hypotheses in this investigation meet the criteria, with t-values ranging from 3,239 to 28,596 (> 1.96).

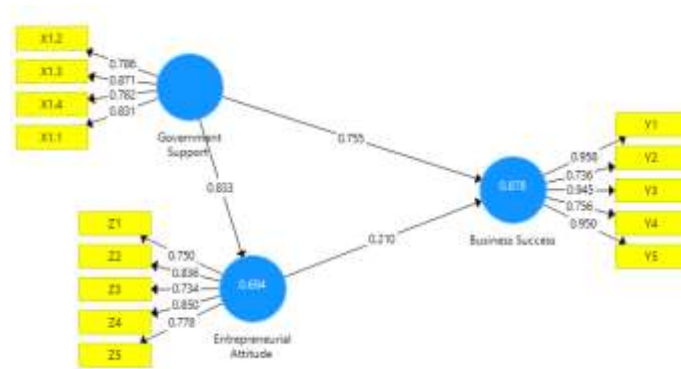


Figure 2. Structural Equation Modeling Calculations

Source: The author himself (2024)

This study uses the R-square Model (R^2) to demonstrate the accuracy of the model's predictions. The coefficient of determination (R Square) measures how well an exogenous construct describes an endogenous construct. (Hair et al., 2019) estimated R^2 to be between 0 and 1. R^2 values above 0.75 mean large, while 0.50 and 0.25 mean small and weak (Hair et al., 2019). Calculations show that Government Support explains 69.4% of the Entrepreneurial Attitude variants with reasonable predictability. Entrepreneurial Attitude provides 87.8% of Business Success variants with reasonable predictability. (Hair et al., 2020). Furthermore, f^2 determines whether foreign construction affects endogenous construction. According to (Hair et al., 2020), external construction has a minimal, moderate, and significant influence on endogenous construction with f^2 values of 0.02, 0.18, and 0.40. In particular, the measure of the impact of Government Support on Entrepreneurial Attitude is quite large ($f^2 = 0.694$). The magnitude of the impact of Entrepreneurial Attitude on Business Success is also significant ($f^2 = 0.878$).

Table 2. Calculation of the Outer Model

Construct	Item	λ	α	CR	AVE
Government Support (X)	X1	0,831	0,835	0,890	0,669
	X2	0,786			
	X3	0,871			
	X4	0,782			
Entrepreneurial Attitude (Z)	Z1	0,750	0,851	0,893	0,626
	Z2	0,836			
	Z3	0,734			
	Z4	0,850			
	Z5	0,778			
Keberhasilan Bisnis(Y)	Y1	0,958	0,919	0,941	0,765
	Y2	0,736			
	Y3	0,945			
	Y4	0,756			
	Y5	0,950			

Source: The author himself (2024)

**Table 3. Validity of
Discrimination
Kriteria Fornell-Larcker**

	<i>Business Success</i>	<i>Government Support</i>	<i>Entrepreneurial Attitude</i>
<i>Business Success</i>	0,875		
<i>Government Support</i>	0,930	0,818	
<i>Entrepreneurial Attitude</i>	0,839	0,833	0,791

Source: The author himself (2024)

Table 4. Hypothesis Testing

	Relationship	β	<i>T-value</i>	<i>P-values</i>	Decision
H ₁	Government Support -> <i>Business Success</i>	0,755	13,335	0,000	Not Rejected
H ₂	Government Support -> <i>Entrepreneurial Attitude</i>	0,833	28,596	0,000	Not Rejected
H ₃	<i>Entrepreneurial Attitude</i> -> <i>Business Success</i>	0,210	3,281	0,001	Not Rejected
H ₄	Government Support -> <i>Entrepreneurial Attitude</i> -> <i>Business Success</i>	0,175	3,239	0,001	Mediation

Source: The author himself (2024)

Discussion

This study answers four hypotheses. The Influence of *Government Support* on *Business Success* in MSMEs. Based on the results of the study, it is known that the proof of the first hypothesis of the study is shown by the variable *Government Support* has a positive and significant influence on *Business Success* with a p-value of 0.000 (<0.05), and a t-value of 13,335 (>1.96). This is because *the Government Support* that students have taken increases *Business Success*. This finding is in line with previous research conducted by (Erlanitasari et al., 2020; Nuryana et al., 2020; Sariwulan & Suparno, 2020; Suherman & Yusuf, 2021; Suryani, U., Arief, M., Bramantoro, S., & Hamsal, 2022; Wardana et al., 2020), with the results of his research stating that *Government Support* has a great influence on *Business Success*. These results show that the greater *the Government Support* provided to MSMEs, the more it can encourage MSMEs in realizing *Business Success* which later MSMEs can create successful entrepreneurs.

Furthermore, the second hypothesis is known that the *Government Support* variable has a significant positive influence on *Entrepreneurial Attitude*, a p-value of 0.000 (<0.05) and a t-value of 28,596 (>1.96) indicate a significant relationship. These results are in line with previous research conducted by (Bratianu et al., 2020; Hessel et al., 2008; Kacours & Liargovas, 2021; Nowiński & Haddoud, 2019) with the results of his research which states that *Government Support* has an influence on *Entrepreneurial Attitude*. These results show that the

greater *the Government Support* obtained for entrepreneurship, the better it can be in forming an *Entrepreneurial Attitude* for MSMEs.

For the third hypothesis, it is proven that the *Entrepreneurial Attitude* variable has a significant positive influence on *Business Success* with a p value of 0.001 (<0.05) and a t value of 3,281 (>1.96). These results are in line with previous research conducted by (Amofah & Saladrignes, 2022; Esnard-Flavius, 2010; Izquierdo & Buelens, 2011; Lope Pihie & Bagheri, 2011) with the results of his research stating that *Entrepreneurial Attitude* has a great influence on *Business Success*. These results show that the better *the Entrepreneurial Attitude* owned by MSMEs, the more positive the impact on increasing *Business Success*. Because *Entrepreneurial Attitude* can have a positive impact on *Business Success* which will later form a successful entrepreneurship.

The last discussion related to the fourth hypothesis that has been carried out shows that there is a significant influence between *Government Support on Business Success Through the Entrepreneurial Attitude* of MSMEs with a p value of 0.001 (<0.05) and a t value of 3,239 (>1.96). This means that the implementation of good *Government Support* for MSMEs and encouraged by an *Entrepreneurial Attitude* can have an impact on increasing *Business Success*. *Entrepreneurial Attitude* has an effective role as a partial mediation between *Government Support* and *Business Success*. *Government Support* in this study has an impact on the formation of MSME *Business Success*, considering that increasing *Government Support* needs the support of a good *Entrepreneurial Attitude*.

5. CONCLUSION

This study shows that government support has a significant influence on the success of business in Surabaya. However, the results of the study also revealed that the influence of government support on the success of this business becomes stronger when business actors have a high entrepreneurial attitude. Entrepreneurial attitudes serve as a moderation variable that strengthens the relationship between government support and business success, suggesting that business actors who are proactive, creative, and risk-taking are better able to leverage government support to achieve greater success. Thus, an entrepreneurial attitude is an important element that helps business actors optimize various assistance provided by the government.

The results of this study have implications for the government and business actors. For the government, these findings emphasize the importance of not only providing financial and regulatory support, but also encouraging the development of entrepreneurial attitudes among business people. The government can consider programs that improve entrepreneurial skills,

such as innovation training and risk management, to help businesses make optimal use of the support provided. For business actors, this finding highlights the importance of developing an entrepreneurial attitude to be more adaptive and creative in responding to existing opportunities and challenges. An entrepreneurial attitude can be a key factor that determines how business actors take advantage of external support opportunities to improve their business performance.

From this study, it is recommended for the government to expand entrepreneurial assistance programs that focus on improving entrepreneurial attitudes, such as soft skills training, motivational seminars, and mentoring programs. In addition, the government needs to integrate entrepreneurship education in SME development programs so that business actors not only depend on external support, but are also able to develop their creativity and competitiveness independently. For business actors, it is recommended to actively participate in government training and programs, and continue to hone their entrepreneurial attitude to increase adaptability and innovation. Further research may consider other variables such as business experience or social networking as additional moderators in the influence of government support on business success.

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