

The Role of Government, Social Capital And Entrepreneurial Orientation To Export Performance of Craft SME at Bali Province

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Abstract

Small medium enterprises (SMEs) is an artery of the national or regional economy. SMEs in Indonesia has been able to donate foreign exchange through exports. Bali is one of the tourist destination of the world that has the potential of natural beauty and unique value in the form of cultural uniqueness. Handicraft industry is one of the main sectors that support tourism in Bali. The performance of SMEs is also determined by the aspect of Government policy, social aspects of culture and economy. The current SME, particularly SME craft in Bali province, which has an export permit has to face up to the challenges of trade liberalisation. To face the challenges of trade liberalisation, the perpetrators of the SMEs need to have entrepreneurial orientation and a strong social capital. The purpose of this research is to analyze: (1) the influence of the Government's role orientation towards entrepreneurship; (2) the influence of the role of Government against the export performance; (3) the influence of social capital on the entrepreneurial orientation; (4) the influence of the role of Government against the export performance; (5) the influence of the entrepreneurial orientation towards export performance; (6) the entrepreneurial orientation in mediate the influence of Government's role in the export performance; and (7) the entrepreneurial orientation in mediate the influence of social capital on performance of SME export Handicrafts in Bali province. The data analysis was done with the method of SEM-PLS. Results of the research and analysis of the data show that the role of the Government is a positive and significant effect directly against the entrepreneurial orientation, but the effect is not significantly to SME export performance craft in the province of Bali. Social capital is a positive and significant effect directly against the orientation of entrepreneurship and SMEs export performance craft in the province of Bali. Entrepreneurial orientation in the mediated role of Government against the export performance was also significant, with the influential nature of pure mediation. Entrepreneurial orientation also mediate the relationship of social capital against SMEs export performance craft in the province of Bali significantly with partial mediation. The Government of the need to optimise the development of entrepreneurship education, as well as provide training in entrepreneurship for the perpetrators of the SMEs. Perpetrators of SMEs also need to develop social capital, considering social capital will open opportunities and a better share of the market for SMEs.

Keywords: the role of government, social capital, Entrepreneurial orientation, export performance

1. Introduction

The process of economic growth is influenced by two factors, i.e. factors of economic and non-economic factors. Economic growth is unlikely to be implemented without being supported by social institutions, the attitude of the public, political, institutional and others, all of which is a non-factor to the economy (Adisasmita, 2013). National economic growth is largely determined by the dynamics of the economy of the region, while the region's economy generally sustained by the economic activities of small and medium-sized. Business units that fall into the category of micro, small and medium enterprises (SMEs) is the artery of the regional and national economy.

As said by Gray (2002) that the venture, small and medium enterprises (SMEs) have an important role in the formation of strategies for the development and economic recovery in many countries. SMEs in Indonesia have been able to contribute to the country's foreign exchange through exports whose value continues to increase as presented in Figure 1.

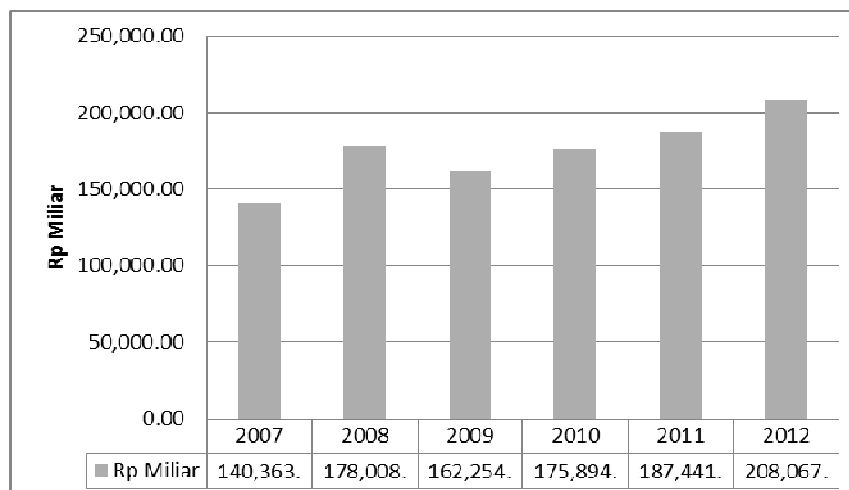


Figure 1. The Value of Exports of SMEs in Indonesia, Year 2007 – 2012

(Source: Badan Pusat Statistik RI, 2015)

Other problems facing the SMEs, namely trade liberalisation, such as enforcement of China – ASEAN Free Trade Area (CAFTA), which has effectively applicable in 2010 and the ASEAN Economic Community 2015 (MEA). On the other hand, the Government has agreed on a cooperation agreement CAFTA, MEA or other agreements, but without considering first the readiness of SMEs to compete.

According to Wangke (2014), from the side of the trade liberalisation, practical products Indonesia does not too face problems because of almost 80 percent of trade in Indonesia already Freeway. Even the economic populist-based (SMEs) a chance to penetrate the ASEAN market. Bali is one of the tourist destination of the world that has the potential of natural beauty and unique value in the form of cultural uniqueness. The tourism sector, the mainstay of the economy sector into Bali, at once became a barometer for the progress of Indonesia's tourism. The tourism sector is one sector that stands out. Other sectors that support tourism activities is a lot of industrial activity of craft whose existence is spread in an area of Bali in the form of household or industrial SMEs. Bali handicrafts is a blend of hand skills with art values an integral part of Balinese culture. This is the comparative advantage of Balinese handicrafts as one of the sub-sectors of the creative industries in Indonesia are very potential for enhanced and developed into an export commodity that has high competitiveness in the market. Table 1.1 shows the realisation of Bali province's exports by country of destination.

Table 1. Export Realization at Bali Province Based on Country of Destination, Year 2008-2015

No	Country of Destination	Year (Million US\$)							
		2008	2009	2010	2011	2012	2013	2014	2015
1	ASEAN countries	13.38	10.65	12.47	12.77	13.03	16.14	24.38	19.56
2	Pasific Countries	248.03	256.26	270.92	263.19	273.62	283.99	277.13	283.69
3	Uni Europe Countries	198.77	171.03	163.38	147.52	123.46	126.76	128.16	118.68
4	Arabian Countries	5.40	2.45	3.85	4.14	4.27	3.41	4.86	3.72
5	East Europe Countries	2.31	1.51	1.14	1.65	2.06	0.84	1.23	1.69
6	Africa	14.99	16.29	14.65	14.81	17.30	5.68	2.06	2.86
7	Central America	2.27	2.16	2.43	4.40	3.39	2.49	2.11	2.41
8	South America	7.55	5.76	6.42	7.34	7.81	7.29	9.45	8.83
9	South Asia	1.99	2.22	2.58	3.39	3.11	2.40	3.85	3.42
10	Other Countries	59.14	34.21	42.07	38.65	33.79	37.06	50.59	36.54
	Total	553.83	502.54	519.91	497.86	481.84	486.06	503.82	481.40

Source: Department of Industry and Trade of the Province of Bali (2015)

Munizu (2010) research concluded that external factors comprising aspects of Government policy, social aspects of culture and economy, and the role of the related agencies have a positive and significant influence on the performance of micro and small businesses. Similar research was also done by Lee and Tsang (2001) which States that Government policy has a strategic influence on business performance.

The role of Government was also influential on entrepreneurship. According to Wahyuni (2008), entrepreneurship begins with innovations that are triggered by personal factors and environmental factors. Personal factors affecting entrepreneurship are education, experience, commitment, vision, courage to risk, and age. Environmental factors are sociology, organisation, family, opportunity, competitors, investors, and Government policy.

In the theory of economic development, cultural and social elements is a determining factor in the economic development of a country. In Indonesia, mutual culture and the spirit of togetherness is an ancestral heritage which is very valuable. The spirit of togetherness to a progress that is called social capital. The presence of social capital that is in accordance with the community's culture of Indonesia, then the road to national economic development will be more powerful and social capital is also the deciding factor advances the performance of SMEs.

The importance of the role of social capital is also expressed by Mawardi (2007), that in the implementation of community empowerment (the economy) in many countries including in Indonesia too stressed the importance of the role of natural capital (natural capital) and economic capital (economic capital) goods such as man-made capital, technology and management, and often overlook the importance of social capital as local institutional, local wisdom, norms and local customs.

The related research of the influence of social capital on the performance of SMEs have been conducted by several researchers including by Subroto (2015) which found that there is a positive and significant influence between social capital against SME performance in the field of the garment in the Klaten Regency. According to the results of the research Khoiririni (2014) stated that the human capital and social capital effect directly and significantly to the performance of the SME food and drinks in the city of Bogor. Social capital effect on entrepreneurship as expressed by Farsi (2013) are doing research on Executive parts vehicle factory manager in Iran using 225 samples where the result is that the positive effect of social capital on entrepreneurial orientation executive managers.

The presence of social capital is indeed different from other capital-capital, like financial capital or human capital. Social capital is cumulative and increase itself (Putnam, 1993). According to Coleman (1988), social capital also refers to the ability of a person to be associated with others. Fukuyama (1995) stated that relying on the norms and values together, the association between human beings that will generate the trust finally have great economic value and measurable. Social Capital indicators are very broad in scope. Each researcher gives the definition based on the purposes of the research carried out. Refer to Ridell (1997), there are three parameters, i.e. social capital trust, norms (norms) and networks (networks).

Variables that affect SME export performance in addition to the role of Government and social capital i.e. the entrepreneurial orientation. Drucker (1994) suggests that entrepreneurial orientation as character traits, or characteristics inherent in the person who has the will to realise innovative ideas into the real business world and can develop it with tough. The orientation of entrepreneurship is the ability to create something new and different (ability to create the new and different thing). The entrepreneurial orientation of a principal can lead an entrepreneurial performance improvement efforts (Covin and Slevin, 1991).

The purpose of this research is: (1) to analyse the influence of the role of Government and social capital against the entrepreneurial orientation; (2) to analyse the influence of the role of Government, social capital, and entrepreneurial orientation towards export performance; and (3) to analyze whether the entrepreneurial orientation mediate the relationship between the role of Government and social capital against SME export performance craft in the province of Bali.

2. Theoretical Review

2.1 Economic Growth

Economic growth means the development of economic activities that cause the goods and services that exist in the community grew from one period to another period of prosperity as well as the community increased. The problem of economic growth can be seen as a problem in macro economy for the long term. In addition, economic growth is affected by increasing investment, developing technology, and increasing employment

opportunities (Laili, 2007).

Export is one of the sources of much-needed foreign exchange by the country or region that perekonomiannya are open like in Indonesia, due to export extensively to many countries allow increasing the number of the production economic growth so that it is expected to give a share to economic growth (Rivai, 2006).

According to Schumpeter, the main factors that caused the economic development is the process of innovation and the culprit was the innovators or entrepreneurs (entrepreneurs). Economic progress of a society can only be applied with the innovations by the entrepreneurs. And economic progress can be meant as an increase in the total output of the community.

2.2 Small Medium Enterprises

Small and medium businesses (SMEs) according to Undang-undang Republik Indonesia (Laws of the Republic Indonesia) No. 20 in 2008 was an attempt economic productive stand-alone conducted by the individual or business entity that is not a subsidiary or branch is not owned, controlled or being part of either directly or indirectly from medium or large businesses. Small and medium-sized businesses distinguished top net worth value and sales results.

SME SME craft is that doing business in the field of crafts and have export orientation. Craft SMES in this study is SMES that does export activities either as producers or exporters non-producers to handicrafts.

2.3 Export Performance

Performance is the result or the output of a process (Nurlaila, 2010). According to behavioural approaches in management, the performance is the quantity or quality of things produced or services rendered by a person who does the job (Luthans, 2005). It is expressed by Armstrong (1999) that the performance is the result of work behaviour. Understanding the performance of this associate between work with behaviours. As the behaviour, performance is a human activity directed at implementation of tasks the organisation charged him.

According to Shoham (1998), export performance is the dependent variable that is identified as a result of the activity of the companies that perform the export. Export performance is something produced by a company within a certain period with reference to the standard set. Export performance is measurable results and describe the empirical conditions a company of any size that is agreed upon. To know the export performance has been achieved then do export performance measurement.

2.4 The Role of Government

According to Cohen (2009), Role is an expected behaviour by others of a person occupying a particular status. The Indonesia Government was instrumental in empowering SMEs as mandated in the Act No. 20 in 2008 about the Micro Small Medium Enterprises. The goal of empowerment of Micro Small Medium Enterprises namely (1) embody a balanced national economy structure, develop, and justice; (2) cultivate and develop the ability of small medium enterprises into robust and independent effort; and (3) enhance the role of small medium enterprises in regional development, job creation, equitable distribution of income, economic growth, and alleviating the poverty of the people. According to Gede Diva (2009, in the role of a Government SMEs development effectively and optimally embodied as a facilitator, catalyst and regulator.

2.5 Social Capital

The definition of social capital according to Putnam (1993) is the appearance of social organisation, such as trust, reciprocity, a network that can improve the efficiency of society by facilitating the existence of coordination and cooperation for mutual benefit. According to Coleman (1988), social capital is an aspect of social structure that makes it easier for individual actions or the perpetrator of the company/companies in the social structure.

Fukuyama in Inayah (2012) stating that according to social capital is a capability that arises from the existence of the trust in a community. Further Fukuyama (1995), also declared that the social capital that is a set of values or informal norms are spread among the members of the group that allows the occurrence of cooperation between them. Such cooperation occurs when members of these community groups fulfil what is expected of them and believe that others will behave with reliable and have the honesty. As such, they would mutually trust each other. Refer to Ridell (1997), there are three parameters, i.e. social capital trust, norms and networks.

2.6 Entrepreneur Orientation

According to Slater and Narver (1994) a business can achieve the full potential of its market orientation, when it is caused by the presence of a tendency of the nature of the right to entrepreneurship and orientation according to the design and structure of the organization. Drucker (1994) suggests that entrepreneurial orientation as character traits, or characteristics inherent in the person who has the will to realize innovative ideas into real business world and can develop it with tough. The orientation of entrepreneurship is the ability to create something new

and different (ability to create the new and different thing). Entrepreneurial orientation of a principal can lead an entrepreneurial performance improvement efforts (Covin and Slevin, 1991). Covin and Slevin (1991) as well as Frishammar and Horte (2007) says that entrepreneurial orientation is formed by three main dimensions that is innovative, proactive and risk-taking.

3. Research Methods

Based on the background of the issue and the study of literature, the conceptual framework for this study is shown in Figure 2.

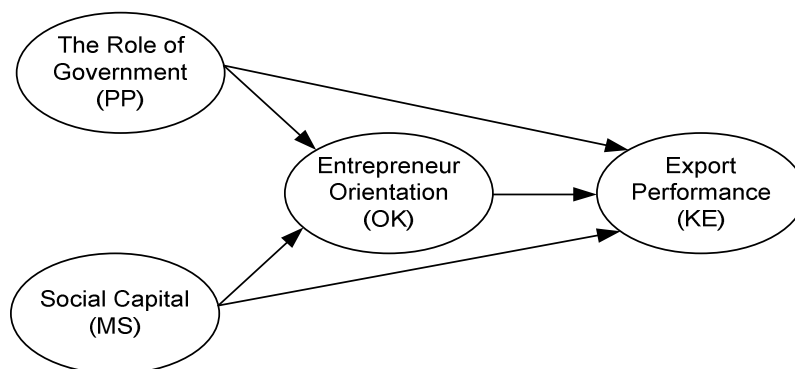


Figure 2. Conceptual Framework of Research

The research is the research explanatory that took place in Bali province. The data in this study were obtained from research instrument in the form of a questionnaire. As for the population of this research is 161 SME craft in the province of Bali. While the number of samples is calculated via the formula Slovin retrieved as many as 115 people. As for the technique of sampling performed with proportional cluster sampling. Data analysis was conducted through the analysis of descriptive and quantitative analysis with Partial Least Square techniques (PLS).

4. Data Analysis and Result

4.1 Test of Validity and Reliability

Entire indicator on each variable are reflective, thus testing the validity of a test is done through the discriminant validity of the test, i.e., through comparison with correlation AVE (Fornell-Larcker Criterion), through cross-charge test (Cross Loading), and test Heterotrait-Mono trail Ratio (HTMT), with the results as at Appendix 1. The discriminant validity of the test results shows that all instruments are valid.

Test reliability is measured by looking at the value of Cronbach's Alpha Compositing and Reliability, with the results in Appendix 2. Reliability test results show the value of Alpha Cronbach's and Composite Reliability from each invalid constructs worth greater than 0.7 so it can be said that the instruments used in this study are reliability.

4.2 Data Analysis with PLS

Technique of data analysis using PLS spelled out in seven stages of analysis, namely: (1) designing the structural models (inner models); (2) designing model measurement (outer model); (3) construct a diagram of lines; (4) conversion diagram line with systems of equations; (5) the line coefficient, loading, and weight; (6) evaluation of the goodness of fit of the model; (7) testing the hypothesis.

The test results data analysis with PLS related hypothesis testing to analyse the direct influence between variables are presented in table 2.

Table 2. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STERRI)	P Values	Hypothesis Test
PP → OK	0.404	0.404	0.060	6.771	0.000	Non Sig.
PP → KE	0.017	0.014	0.067	0.257	0.797	Sig.
MS → OK	0.505	0.510	0.064	7.856	0.000	Sig.
MS → KE	0.576	0.570	0.110	5.259	0.000	Sig.
OK → KE	0.304	0.317	0.134	2.273	0.023	Sig.

The test results in table 2. indicate that the variable is the role of Government to directly effect the positive and

significant coefficient with an entrepreneurial orientation towards 0.404 and significance 0.000. While the influence of the Government's role was not significant effect directly against the export performance with regression coefficients and significance levels 0.017 0.797 (> 0.05). The next social capital variables directly positive and significant effect directly against the entrepreneurial orientation directly with regression coefficients 0.576 and extent of significance 0.000. Likewise, the influence of social capital directly towards export performance also has a positive and significant coefficient regression 0.576 and level of significance 0.000. Entrepreneurial orientation is also positive and significant effect directly on the export performance with a coefficient of 0.304 and a significance level of 0.023.

While the test results with the associated testing PLS between research variables are not directly presented in table 3.

Table 3. Indirect Effect Coefficient

Construct	Original Sample	T Statistics	P Values	Note
PP → KE	0.153	2.022	0.044	Full Mediation
MS → KE	0.123	2.119	0.035	Partial Mediation

Based on table 3. Note that the role of Government not directly influential on the performance of exports through the entrepreneurial orientation. Social capital is also an indirect effect on the performance of exports through the entrepreneurial orientation.

Based on table 2. and table 3. direct influence can be quantified, indirect influence and impact the total between variables in this study, namely, the role of Government (PP), social capital (MS), entrepreneurial orientation (OK), and the performance of exports (to) are summarized and presented in table 4.

Table 4. Summary of Direct Effect, Indirect Effect, and Total Effect

Independent Construct	Dependent Construct					
	Entrepreneur Orientation			Export Performance		
	DE	IDE	TE	DE	IDE	TE
The Role of Government (PP)	0.404		0.404		0.123	0.123
Social Capital (MS)	0.505		0.505	0.576	0.153	0.729
Entrepreneur Orientation (OK)				0.304		0.304

Note : DE is direct effect

IDE is indirect effect

TE is total effect

4.3 Influence of The Role of Government and Social Capital to Entrepreneur Orientation

Sulastris and Dilastris (2015) explained that the main role of the Government in the development of entrepreneurship, especially in the creative industries are: (a) a catalyst, facilitator and advocate that provides stimulation, challenges, and drive business ideas in order to move to a higher level of competence. Support it could be the Government's commitment to using his political power with proportionately and with providing services of public administration, in addition, to supporting financial aid, incentives or protection; (b) regulator, which produce policies that are associated with the different people, industry, institutional, intermediary and resources as well as technology. The Government can accelerate the business climate that is conducive to creative industries; (c) Government as an investor should be able to empower the State asset to be productive within the scope of creative industries and is responsible for the infrastructure investment industry; (d) urban planner, where Governments can develop creative cities capable of becoming an attractive magnet for individuals to open a business.

Entrepreneurial orientation has become invalid constructs that are important. The underlying proposition for the importance of entrepreneurial orientation is that companies with a level of higher entrepreneurial characteristics likely have performance levels and higher growth because it is able to deal with the dynamics of the environment are more successful (Wolff and Pett, 2006). The research results show that the positive effect of entrepreneurial orientation and significantly to the export performance of sensual with research Covin and Slevin (2006) which also confirms the same relationship at both large companies as well as SMES.

4.4 Influence of The Role of Government, Social Capital and Entrepreneur Orientation To Export Performance of Craft SMEs

When the multidimensional crisis hit Indonesia, many large companies into bankruptcy, and there LAID OFF in large numbers. However, SMES are the types of businesses that are able to survive when times of crisis. Success to survive in times of crisis as well who immediately made the SMALL MEDIUM ENTERPRISES are able to thrive. Many of the factors affecting the development of SMEs, lambency, among others, the attention of the Government, including the banking circles felt still less. Despite efforts to increase attention to SMES was done, still, lots of homework has not been optimally. The work of the House, among others, is an effort of coaching, development and also funding (capital) to the SME sector. SMEs, especially SMES that does export also requires a conducive business climate as there is convenience in terms of adequate legislation, licensing and stable macroeconomic conditions.

The norm is one element of social capital. Fukuyama (1995) even focus on the notion of social capital as a series of values or informal norms are shared among the members of a group that allows the establishment of cooperation between them. In addition to norms, the network is also an element of social capital, and even the results of the analysis of the data show that the network is the social capital that is given the highest valuation in reflecting on social capital. Cox (1995) defines social capital as a series of processes of human relationships are sustained by networks, norms and trust social which enables efficient and effective coordination and cooperation for the benefit and shared virtues. Solow (1999) explains that the development of social capital will be able to produce a great contribution towards the sustainability of productivity.

Entrepreneurship referred to as spearhead (pioneers) to realise the company's sustainable economic growth and high competitive power (Suryana, 2006). The ability of innovation associated with perception and activity against the business activities that are new and unique. The ability to innovate is the important point of entrepreneurship and the essence of entrepreneurial characteristics. Some of the results of the research and literature of Entrepreneurial orientation indicate that significantly more capable than the innovations that do not have the ability in entrepreneurship.

Proactivity someone for trying to perform is another clue of the application over the entrepreneurial orientation in person. Similarly, when a company emphasises its business activities in proactivity, then the company has been conducting activities of entrepreneurship that will automatically push the high performance (Weerawardena, 2003). Companies with a high entrepreneurial activity mean the looks of the high spirit which are never extinguished due to the barriers, obstacles, and challenges. Someone dared risk can be defined as person-oriented opportunities in a context of uncertainty decision making. The resistance risk is a key factor that distinguishes a company with entrepreneurial soul and no. The main function of the high entrepreneurial orientation is how involved the measurement of risk and risk-taking optimally.

Engkoswara (1999) stated that human life Indonesia towards the year 2020 will be improved and dynamic. For it is the quality of the young generation required a tough independence has the ability to be able to face the challenges, threats, barriers arising from the occurrence of the change. It further expressed that challenges that occur in a global era are the depletion of human quality of Indonesia's independence. The multidimensional crisis that hit Indonesia resulted in the nation's culture is increasingly fading, i.e. the occurrence of spiritual and moral degradation, the spirit of endeavour and leading toward the negative. Through the development of individual expected overall community will experience a "self-empowering" for a more creative and innovative. The tendency of the occurrence of the change cannot be avoided by all parties, whether individuals, groups of people, Nations, or countries, so it is claimed to be more focused on the preparation of a strategic plan with the vision that far ahead so unprepared for any changes. Many education graduates who are not able to fill job vacancies because of mismatch between capabilities with the skills needed a workforce. Besides labour absorption by government agencies as well as private a very limited impact, will give the amount of the unemployment rate is increasing every year. For that reason in addition to the need for self-empowering entrepreneurial orientation also required so that the younger generation of Indonesia is ready to face the globalisation era. Moreover, SMEs in Indonesia have started to grow and have high export opportunities.

4.5 Entrepreneurial orientation In mediate the relationship between the role of Government and social capital Against SME Export Performance craft

One of the ways that can be done to reduce unemployment figures is an entrepreneurial character development as early as possible because a nation will advance in the amount of entrepreneurial at least two percent of the population (Mulyani et al., 2010). The Government need to intensively develop the entrepreneurship education in Indonesia. As long as it's good government, society, or circle of educators established character and little regard for the entrepreneurial behaviour early on. Their orientation is generally just on setting up manpower. It is

necessary to look for a solution, how to step the Government can play a role for the cultivating entrepreneurial orientation so that it could spur an increase in the performance of SMES.

The research of Lee (2007) on the leading industry in Taiwan puts social capital as variables that moderate the relationship between entrepreneurial orientation with the performance of the company. The research results show that high social capital will strengthen the relationship between entrepreneurial orientation with the performance. The combination of high network centrality and bonds extensive liaison strengthened the relationship between entrepreneurial orientation with the performance.

Research results in Ahuja (2000) States the social capital in the form of network can increase innovation (as elements of entrepreneurship), which will improve performance. The network will have implications for the well-being of the short term and long term through process innovation, partnerships, and new product development.

The trust is also an element of social capital that have an important influence. Research result in Kate and Durance (2008) states that social capital in the form of trust will help protection that will support the increase of innovations, the next performance will be more effective.

5. Conclusions and Implications

Based on the data analysis and discussion can be directly inferred that the role of Government and social capital affect positively and significantly to the orientation of the SMEs entrepreneurship craft in the province of Bali. The case of social capital and entrepreneurial orientation directly influential positively and significantly to export performance, but the role of Government indirect effect is not significantly to SME export performance craft in the province of Bali.

Entrepreneurial orientation is able to mediate on a positive and significant role of Government against SME export performance craft in the province of Bali. Whereas in the relationship between social capital mediated by SME export performance craft in the province of Bali, entrepreneurial orientation is able to partially mediate.

As a follow-up to the results of research, the Government of the need to optimise the development of entrepreneurship education through the curriculum setting of entrepreneurship from an early age. In addition, at the job fair events, the Government also needs to do in order to grow Entrepreneurial orientation training for job seekers, so labour is looking for work are not just waiting for the opportunity to work on other people's business, but able to develop themselves through self-empowering. In the growth of the entrepreneurial orientation need to be developed optimally social capital. The network is a major social capital needs to be developed to realise the entrepreneurial orientation. Governments need to do a system repair permissions by facilitating SME craft to facilitate permitting and provide training to prepare and incorporate the implementation of export for SMEs.

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Appendix 1

Fornell-Larcker Criterion

	KE	MS	OK	PP
KE	0.815			
MS	0.816	0.802		
OK	0.750	0.754	0.815	
PP	0.588	0.614	0.714	0.821

Cross Loading Construct

	KE	MS	OK	PP
ke1	0.848	0.700	0.579	0.422
ke2	0.860	0.690	0.605	0.450
ke3	0.733	0.601	0.653	0.571
ms1	0.693	0.830	0.656	0.489
ms2	0.609	0.764	0.628	0.593
ms3	0.658	0.811	0.522	0.393
ok1	0.720	0.679	0.841	0.566
ok2	0.497	0.542	0.753	0.536
ok3	0.596	0.610	0.848	0.646
pp1	0.530	0.559	0.691	0.890
pp2	0.552	0.556	0.615	0.845
pp3	0.323	0.361	0.402	0.718

Heterotrait-Monotrait Ratio (HTMT)

	KE	MS	OK	PP
KE				
MS	1.111			
OK	0.997	1.015		
PP	0.761	0.805	0.916	

Appendix 2

Cronbach's Alpha and Composite Reliability

Construct	Cronbachs Alpha	Composite Reliability	Note
KE	0.744	0.856	Reflective
MS	0.723	0.844	Reflective
OK	0.746	0.855	Reflective
PP	0.761	0.860	Reflective