



The Effect of Leadership and Family Business Experience on Social Entrepreneurial Intentions: The Role of Self-Efficacy and Entrepreneurial Attitudes

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Abstract

This research aims to examine the effect of leadership and family business experience on social entrepreneurial intentions which are mediated by self-efficacy and moderated by entrepreneurial attitudes in Accounting Education study program students in Indonesia. Determination of the sample size was carried out using the purposive sampling method using the Isaac and Michael formula. The total number of samples from this research was 366 respondents consisting of students from the Accounting Education study program. The data collection technique used was a questionnaire. The data analysis method used is Structural Equation Model-Partial Least Square using the SmartPLS 3.0 application. The research results reveal that leadership and family business experience have a positive on self-efficacy. Furthermore, leadership and self-efficacy have a positive on social entrepreneurial intentions, while family business experience has no direct on social entrepreneurial intentions. Self-efficacy significantly mediates the effect of family business experience on social entrepreneurial intentions. Then entrepreneurial attitude significantly moderates the effect of self-efficacy on social entrepreneurial intentions. In connection with the mediating role of self-efficacy in the effect of family business experience on entrepreneurial intentions, it is necessary to increase student involvement in managing family businesses so that they can instill an entrepreneurial spirit and a sense of self-confidence in facing challenges in entrepreneurship. The entrepreneurship can help increase self-confidence in children by directly involving them in the family business. In this way, they can grow the confidence and intention of social entrepreneurship so that they are better prepared to become successors to the family business in the future.

How to Cite

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INTRODUCTION

The world is always moving forward and developing rapidly. In the midst of this development and progress, humans will always be faced with various challenges that need to be resolved. One of the problems that often occurs in society is inequality in the economic, social and environmental fields which are always linked through Sustainable Development Goals (SDGs). This includes Indonesia, whose demographic structure is dominated by the productive age population (15-64), namely 70.72% of the total population in 2020 (BPS, 2021). These various socio-economic and environmental challenges require innovative approaches to overcome them in a sustainable manner. The government through the Sustainable Development Goals (SDG's) program has formulated 4 pillars of social, economic, environmental and legal & governance development (Bappenas, 2020). SDG's are implemented with universal, integrated and inclusive principles to ensure that no one will be left behind or "No-one Left Behind". Social entrepreneurship, with its mission-driven focus on creating positive social and environmental impact, presents a potential pathway to accelerate progress towards the SDG's (Khasanah et al., 2023).

As well as business entrepreneurs, we need social entrepreneurs, people who recognize the opportunity to meet needs that are unmet or that cannot be met by the state welfare system by pooling the necessary resources (usually people, often volunteers, money and space) then use it to "make a difference" (Thompson et al., 2000). Social entrepreneurship differs from other forms of entrepreneurship in that it gives higher priority to social value creation—by catalyzing social change and/or catering to social needs—than to value capture (Mair & Martí, 2006). In 2022 and 2023, the University of Riau as one of the higher education institutions in the province of Riau has organized the Independent Entrepreneurship program as an effort to foster entrepreneurship, especially among students.

However, special programs related to social entrepreneurship have not been carried out much despite social entrepreneurship even though several previous researchers agree that social entrepreneurship is an innovative solution to utilize available resources by emphasizing a hybrid model of profit and non-profit activities in an effort to create social value or alleviate socio-economic problems that occur in society (Brown & Letts, 2017; Khasanah et al., 2023; Tran & Korflesch, 2016).

As important as the role of social entrepreneurship for SDG's, efforts should be made to increase community participation to make it happen. Character development is needed that can support the realization of entrepreneurs who care about socio-economic problems that occur in society. In Indonesia, as many as 19.48% of young people will become entrepreneurs in 2022. This figure has increased by 1.02% from the previous year. In 2021, the percentage of youth who became entrepreneurs reached 18.46% (BPS, 2022). Of course, this is good capital for Indonesia in its sustainable development goals. Social Entrepreneurial Intention (SEI) can be considered as the psychological behavior of people that persuades them to gather knowledge, realize ideas, and implement business plans to become social entrepreneurs (Mair et al., 2006). Social entrepreneurial intention refers to the commitment of an individual to start a social enterprise and measures the tendency of an individual to start a social venture for creating social value and generating financial returns (Hossain & Asheq, 2020).

To realize social entrepreneurship requires intention from within a person to realize an action. As entrepreneurial intention has received important attention from academics and policy makers because it is considered the first and most important step towards entrepreneurship. Likewise, the intention of social entrepreneurship should be, as a component that not only supports economically but also socially. How high a person's intention to become an entrepreneur can be effected by various factors. In the theory of planned behavior

(TPB) (Ajzen, 1991), intentions are determined by a combination of three factors: (1) attitude towards behavior, (2) subjective norms, and (3) perceived behavioral control. Meanwhile, Social Cognitive Career Theory (SCCT) was developed based on the social cognitive theory of Bandura (Zola et al., 2022). SCCT argues that the determination or intention to act depends on self-efficacy and outcome expectations (Ngoc et al., 2022).

Leadership skills are associated with influencing and bridging relationships for mutual benefit. Regardless of whether the planned business venture will employ other people, entrepreneurial intentions can be supported by the leadership capacity to leverage support from other resource providers and stakeholders (Sarasvathy et al., 2014), and, in this way, to achieve the proposed goals new projects (Cogliser & Brigham, 2004). Leadership skills can exert an important role in every stage of entrepreneurship from, pre-launch to launch to venture establishment (Selva Olid, 2011). In anticipating the transition through these stages, an intending entrepreneur may need to build trust and social capital with stakeholders and resource providers (investors, suppliers, customers and partners).

Leadership has been understood in various ways in academic literature; for example, it has been understood as a behavioral practice, or as a skill that can be acquired and developed through experience and learning (A Fayolle, 2005; Kuratko, 2005). Since this research investigates students' entrepreneurial intentions following their knowledge in entrepreneurship education, the researcher's focus is on the aspect where leadership is understood as a skill that can be acquired and developed through experience and learning. With this stance, we believe entrepreneurship education (programs) can improve students' leadership skills through impact on personal and functional competencies (Bagheri et al., 2013). According to Henley et al., (2017), personal competence is related to cognitive and interpersonal skills; and functional competence related to performance. Henley et al., (2017)

further document that aspiring entrepreneurs use both skills (personal and functional competencies) to organize resources and bridge relationships with other actors, such as suppliers, customers, entrepreneurial networks, to support their entrepreneurial goals. Meanwhile, research, such as that of Henley et al., (2017), document evidence of the significant effect of leadership skills on entrepreneurial intentions.

Previous research that examines the effect of leadership on entrepreneurial intentions carried out by Ghazali et al., 2012; Mali et al., 2019; Hossain & Asheq, 2020; and Justin & Handoyo, 2023. The result of the research conducted by Ghazali et al., (2012) and Hossain & Asheq, (2020) was revealed the positif and significant effect of leadership on social entrepreneurial intention. Meanwhile the result of the research conducted by Mali et al., (2019) and Justin & Handoyo, (2023) find out there is no correlation between leadership and entrepreneurial intention. Supriandi & Priyana's (2023) research results show that leadership effectiveness is one of the factors that plays an important role in encouraging the success of environmental social entrepreneurship. Likewise, research conducted by Thahira et al. (2023) stated that effective leadership is able to create social entrepreneurs who are oriented towards community development. With good leadership skills, a person is expected to have confidence in running a business. Thus, the hypothesis proposed is.

H1: Leadership has positive and significant effects on self-efficacy.

H3: Leadership has positive and significant effects on social entrepreneurial intentions.

One of the main focuses in family business research is on how the succession in a family business is carried out and the impact on the survival of the company. Theoretically, any work experience a person gains could effect subsequent entrepreneurial intent. In particular, entrepreneurial experience can improve skills in business, negotiation and addressing social problems (Jatiningrum et al., 2021). Therefore, an examination of the effect

of prior family business experience on intent should reflect what the family's role is in shaping that intent (Carr & Sequeira, 2007). Individuals with prior family business experience may incorporate their experiences, such that their attitudes and behaviors towards entrepreneurial action are shaped positively or negatively towards business ownership. According to theoretical research by Mead (1934) and Brim (1968), prior family business experience serves as a mechanism to explain the impact of past behavior on intentions emphasizing that socialization occurs within the family as a means to assist children in adopting the social roles and behaviors necessary to participate in society (Carr & Sequeira, 2007). Referring to research conducted by summarized by Shirokova et al. (2015), in entrepreneurship a person is able to create and develop a successful business by using one's personal qualities, skills and knowledge formed by family, previous experience and education obtained.

Several research discussed the effect of family on entrepreneurial intentions was carried out previously by Athanasios Hadjimanolis & Poutziouris, (2011); Carr & Sequeira, (2007); Mosunmola Oluwafunmilayo et al., (2018); Venkatapathy & Pretheeba, (2014); Wang et al., 2018; and Zaman et al., (2021). Research conducted by Mosunmola Oluwafunmilayo et al., (2018) and Wang et al., (2018) revealed that the effect of family business experience on entrepreneurial intentions is mediated by self-efficacy. Meanwhile the other research were revealed the effect of of family business experience on entrepreneurial intentions without any mediation or moderation variable. With the previous experience a person has, it is hoped that he can increase his confidence to be able to start a business or continue a previously existing business. Thus, the hypothesis proposed is.

H2: Family business experience has positive and significant effects on self-efficacy.

H5: Family business experience has positive and significant effects on social entrepreneurial intentions.

Anyone intending to set up a business has likely investigated obstacles and assessed their ability to overcome them. Self-efficacy is the ability to assess one's ability to do an action that achieves a goal ("I know I can do it"). Outcome expectation is a personal belief in the outcome that action will bring ("What will this behavior do for me") (Ngoc et al., 2022). However, the role of self-efficacy is still under debate among researchers. Several previous research results that examined the correlation or the effect of leadership and self-efficacy were carried out by McCormick et al., 2002; David R. Phillips, 2009; Mehdinezhad & Arababi, 2015; Hoxha & Hyseni-Duraku, 2017; Maya & Uzman, 2019; Oktaphika & Abdullah, 2020; and Liu & Gumah, 2020. Most of the research results reveal a positive relationship between leadership and self-efficacy or vice versa. However, the results of research conducted by David R. Phillips (2009) actually show that there is no correlation between leadership and self-efficacy.

The concept of self-efficacy relates to the assessment of how well a person can carry out the actions necessary to deal with the situation that will be faced (Bandura, 1986). The concept of self-efficacy relates to the assessment of how well a person can carry out the actions necessary to deal with the situation that will be faced. The concept of self-efficacy relates to the assessment of how well a person can carry out the actions necessary to deal with the situation that will be faced. According to Bandura (1997) as quoted by Konakli (2015), the most important characteristic that differentiates people who have low and high self-efficacy is that those who have high self-efficacy are quick to rise to failure and are persistent in acting; in other words, they don't give up. This is of course an important part that an entrepreneur must have regarding how they will face the challenges of starting a business and running it in the future. Furthermore, several previous studies discussing the effect of self-efficacy on social entrepreneurial intentions have been conducted by Jatiningrum et al., 2021;

Tiwari et al., 2017; Urban, 2020; Chien-Chi et al., 2020; and Hossain et al., 2021. Based on several studies, it is explained that self-efficacy effects social entrepreneurial intentions both directly and in its role as a mediating variable. Research conducted by Jatiningrum et al. (2021) found that self-efficacy has a significant effect on social entrepreneurial intentions. Tiwari et al. (2017) identified that self-efficacy shows a positive and significant relationship with social entrepreneurial intentions. In Chien-Chi et al., (2020), self-efficacy mediates the effect of emotional competence on entrepreneurial intentions. Urban's (2020) research, self-efficacy mediates the effect of entrepreneurial alertness on social entrepreneurial intentions. Thus, the hypothesis proposed is.

H4: Self-efficacy has positive and significant effects on social entrepreneurial intentions

H6: Self-efficacy significantly mediates the effect of leadership on social entrepreneurial intentions

H7: Self-efficacy significantly mediates the effect of family business experience on social entrepreneurial intentions

Attitude is defined as a learned predisposition to respond in a favorable or unfavorable way to entrepreneurial behaviour (Fishbein and Ajzen, 1975). A more favorable attitude will increase the intention to perform the desired behavior (Linan, 2004; Fini et al., 2012) while without a positive attitude towards the behavior, engagement in the behavior is unlikely (Elfving, 2008). In this case, people who demonstrate great skills have great confidence in their ability to complete a particular job or set of tasks (Bandura, 1986).

From Shapero & Sokol's point of view, entrepreneurial attitudes are synonymous with perceived desirability, positive evaluations should trigger or have no effect on the strongest or weakest perception of a given behavior, respectively. Social pressure on behavior will have little impact if the behavior is perceived as negative, but will increase intentions if considered well. Thus, positive attitudes

should facilitate behavior only to the extent that others agree, but have little or no impact if a hostile social context is present (Eagly and Chaiken, 1993) In line with this, Wymer and Drollinger (2015) argue that perceived behavioral control is a predictor of intentions and does so in accordance with attitudes, tracing this moderation at three levels: positive, neutral or negative attitudes. When attitudes are neutral or negative, it turns out that higher perceived behavioral control leads to reduced intentions, that is, negatively predicts intentions. In contrast, perceived behavioral control is a positive predictor of intentions when attitudes are favorable (Mcmillan and Conner, 2003). As moderators, attitudes can reveal hidden mediation that further illuminates intentions (Wymer and Drollinger, 2015). Considering this approach, it can be said that perceived behavioral control effects entrepreneurial intentions by generating entrepreneurial attitudes (Tsai et al., 2016). Based on the above, personal attitudes are strongly related to business intentions, and therefore, the more attitudes a person has, the more he intends to engage in entrepreneurship.

Research on attitudes towards social entrepreneurial intentions has been carried out by Andika & Madjid, 2012; Venkatapathy & Pretheeba, 2014; Jaya & Seminari, 2016; Islami, 2017; Kurjono et al., 2018; and Baraba, 2021. The research conducted by Paula et al., 2020 revealed the moderating role of attitude on entrepreneurial intention. The results highlight the important role of attitudes as moderator on entrepreneurial intentions, since the direct effect of perceived control behaviour on intentions increases as attitudes increase. Thus, the hypothesis proposed is.

H8: Entrepreneurial attitude significantly moderates the effect of self-efficacy on social entrepreneurial intentions.

Based on the explanation in the literature review and previous research described above, Figure 1 shows the research model framework.

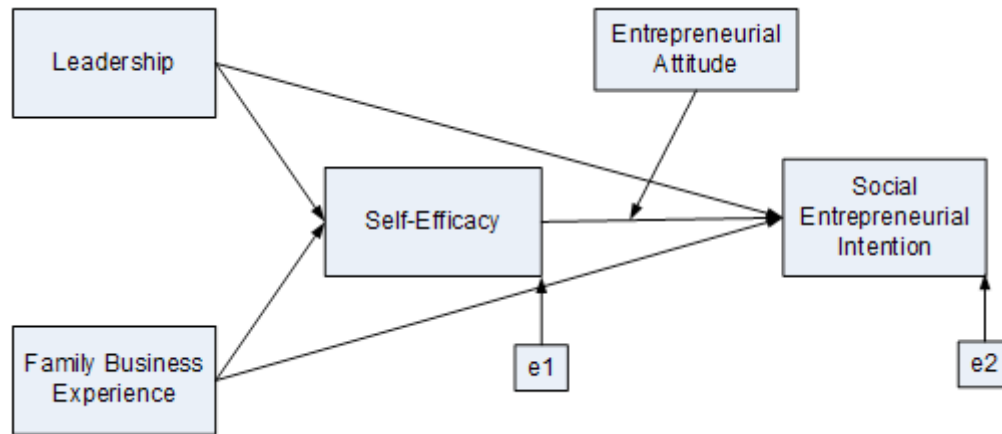


Figure 1. Research Model Framework

METHODS

The research subjects were students of Accounting Education Department from several universities in Indonesia. The sample was calculated using the Isaac Michael formula, which obtained a sample of 366 respondents. The variable measurement items were adopted from previous studies. The response to these items was an assessment on a 5-point scale from strongly disagree to strongly agree. The Leadership (X1) refers to the leadership skills instrument by Davis & Newstorm (1981) which consists of 5 (five) items in 3 (three) indicators: technical skill, human skill, and conceptual skill. The Family Business Experience (X2) refers to Drennan et al. (2005) which consists 6 (six) item for 4 (four) indicators: has been involved in business, marketing, production experience and management experience. The self-efficacy (X3) consists of 5 (five) item in 2 (two) indicators: self-ability and willingness to accept risks (Guerrero et al., 2006). The Entrepreneurial Attitude (X4) refer to attitude and subjective norm (Liñán & Chen, 2009). The Social Entrepreneurial Intention (Y) uses 5 (five) item in 2 (two) indicators: attractiveness and The probability of the outcome being achieved (Chen et al., 1998). The data analysis method used is Structural Equation Model-Partial Least Square using the SmartPLS 3.0 application. This research is intended to test the model through two testing

stages, namely outer model analysis and inner model analysis. The outer model analysis consist of item validity, construct reliability, convergent validity, discriminant validity, and structural model evaluation. The inner model analysis consists of coefficient of determination test and hypothesis testing.

RESULT AND DISCUSSION

The first stage data analysis in this research is analyzing the outer model first before analyzing the inner model and testing hypotheses. In the outer model analysis, validity and reliability testing is carried out. The item validity test is carried out by looking at the outer loading value. The test results are shown in Table 1. An indicator has good validity if the outer loading value for each indicator is > 0.70 . There are five (5) indicators that have an outer loading value < 0.70 , then the outer loading value will be deleted.

Table 1. Outer Loading Output

Variable	Indicator	Outer Loading
Leadership	X1.1	0.591
	X1.2	0.742
	X1.3	0.710
	X1.4	0.823
	X1.5	0.785

Variable	Indicator	Outer Loading
Family Business Experience	X2.1	0.681
	X2.2	0.645
	X2.3	0.734
	X2.4	0.794
	X2.5	0.822
	X2.6	0.766
Self-Efficacy	X3.1	0.802
	X3.2	0.855
	X3.3	0.791
	X3.4	0.794
	X3.5	0.644
Entrepreneurial Attitude	X4.1	0.810
	X4.2	0.898
	X4.3	0.903
	X4.4	0.591
	X4.5	0.776
Social Entrepreneurial Intention	Y1	0.783
	Y2	0.864
	Y3	0.854
	Y4	0.796
	Y5	0.774

Source: Processed Primary Data (2023)

Table 2 displays the outer loading output after eliminating indicators whose outer loading value is less than 0.70. In the Leadership variable, 1 (one) indicator was deleted, namely indicator X1.1. In the Family Business Experience variable, 2 (two) indicator was deleted, namely indicator X2.1 and X2.2. In the

Tabel 2. Outer Loading Output After Eliminate Invalid Indicator

Variable	Indicator	Outer Loading
Leadership	X1.2	0.742
	X1.3	0.710
	X1.4	0.823
	X1.5	0.785
	X1.6	0.742
Family Business Experience	X2.3	0.734
	X2.4	0.794
	X2.5	0.822
	X2.6	0.766
Self-Efficacy	X3.1	0.802
	X3.2	0.855
	X3.3	0.791
	X3.4	0.794
	X3.5	0.644
Entrepreneurial Attitude	X4.1	0.810
	X4.2	0.898
	X4.3	0.903
	X4.4	0.591
	X4.5	0.776
Social Entrepreneurial Intention	Y1	0.783
	Y2	0.864
	Y3	0.854
	Y4	0.796
	Y5	0.774

Source: Processed Primary Data (2023)

Self-Efficacy variable, 1 (one) indicator was deleted, namely indicator X3.5. In the Entrepreneurial Attitude variable, 1 (one) indicator was deleted, namely indicator X4.4.

Figure 3 displays the research model along with indicators for each exogenous and endogenous variable after eliminating indicators that do not meet the validity criteria.

Construct reliability is measured using Internal Consistency Reliability analysis and Model Unidimensionality Analysis. Internal Consistency Reliability measures how capable the indicator is of measuring its latent construct (Memon et al., 2017). The tools used to assess this are composite reliability and Cronbach’s alpha. A composite reliability value of 0.6 – 0.7 is considered to have good reliability (Sarstedt et al., 2017), and the expected

Cronbach’s alpha value is above 0.7 (Ghozali and Latan, 2015). The convergent validity of a construct with reflective indicators is evaluated using Average Variance Extracted (AVE). The AVE value should be equal to 0.5 or more. An AVE value of 0.5 or more means that the construct can explain 50% or more of the item variance (Wong K.K., 2013, Sarstedt et al., 2017). The test results are shown in Table 3.

Based on the data in Table 3, it appears that the Composite Reliability value and Cronbach’s alpha value for all variables are > 0.70. So, it can be concluded that the construct reliability requirements have been met. The

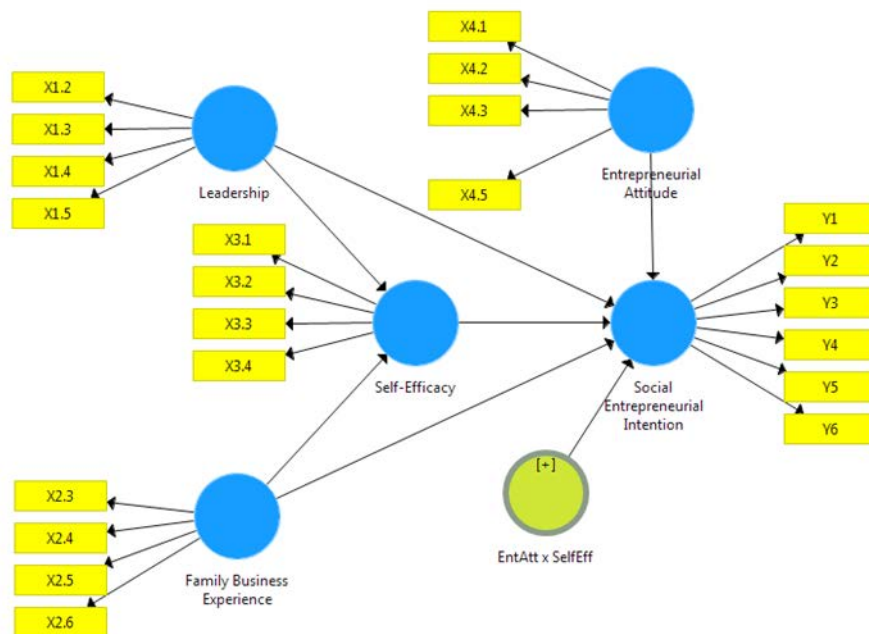


Figure 2. Research Model Framework with Indicators

Table 3. Output Construct Reliability dan Convergent Validity

	Cronbach’s Alpha	Composite Reliability	Average Variance Extracted (AVE)
Entrepreneurial Attitude	0.877	0.916	0.734
Family Business Experience	0.831	0.888	0.667
Leadership	0.779	0.856	0.599
Self-Efficacy	0.849	0.899	0.691
Social Entrepreneurial Intention	0.898	0.922	0.664

Source: Processed Primary Data (2023)

AVE value shows that the data also meets the requirements for convergent validity because the AVE value is > 0.50 .

Discriminant validity aims to test to what extent the latent construct is truly different from other constructs. A high discriminant validity value provides an indication that a construct is unique and able to explain the phenomenon being measured. The test results are shown in Table 4.

Based on table 4, the root value of the AVE (Fornell-Larcker Criterion) for each construct appears. The root value of the AVE leadership variable is 0.774, the AVE root value of the family business experience variable is 0.816, the AVE root value of the self-efficacy variable is 0.831, and the root value of the AVE entrepreneurial attitude variable is 0.856. All root values of the AVE (Fornell-Larcker Criterion) for each construct are greater than the correlation with other variables, so it can be concluded that the construct is unique and able to explain the phenomenon being measured.

The assumption or condition that must be met in the outer model analysis is that there are no multicollinearity problems. This is a problem where there is intercorrelation or strong mutual correlation between indicators. The limit is a correlation value > 0.9 which is usually marked by a Variance Inflating Factor (VIF) value at the indicator level > 5 . The results of the multicollinearity test are presented in Table 5.

Table 5. Output Outer VIF

Indicator	VIF
X1.2	1.654
X1.3	1.618
X1.4	2.013
X1.5	1.887
X2.3	1.402
X2.4	1.812
X2.5	2.904
X2.6	2.191
X3.1	2.401
X3.2	2.942
X3.3	1.645
X3.4	1.668
X4.1	2.107
X4.2	3.750
X4.3	3.500
X4.5	1.667
Y1	1.977
Y2	2.977
Y3	2.883
Y4	2.043
Y5	1.906
Y6	2.137

Source: Processed Primary Data (2023)

Table 4. Output Fornell-Larcker Criterion

	Entrepreneurial Attitude	Family Business Experience	Leadership	Self-Efficacy
Entrepreneurial Attitude	0.856			
Family Business Experience	0.358	0.816		
Leadership	0.514	0.474	0.774	
Self-Efficacy	0.632	0.388	0.576	0.831
Social Entrepreneurial Intention	0.782	0.376	0.573	0.708

Source: Processed Primary Data (2023)

Based on Table 5, information is obtained that the VIF value of all indicators is <5.00, so there is a multicollinearity problem in the data. It can be concluded that all items or indicators have met the validity and reliability requirements and there is no multicollinearity between indicators. So the next step is analysis of the inner model.

This research is intended to test the model, then hypothesis testing is carried out to test the effect of exogenous variables on endogenous variables. In the inner model analysis, the coefficient of determination is first tested. The coefficient of determination (R Square) is a way to assess how much an endogenous construct can be explained by an exogenous construct. The coefficient of determination (R Square) value is expected to be between 0 and 1. The simultaneous test results are shown in Table 6.

Table 6. Simultaneous Test Results

	R Square	R Square Adjusted
Self-Efficacy	0.348	0.345
Social Entrepreneurial Intention	0.705	0.701

Source: Processed Primary Data (2023)

Based on the initial simultaneous calculations shown in Table 6, the R Square value of the simultaneous effect of leadership and family business experience variables on self-efficacy shows a value of 0.348 with an adjusted R Square value of 0.345. So, it can be explained that all exogenous constructs (leadership and family business experience) simultaneously effect self-efficacy by 0.345 or 34.5%. Because the Adjusted R Square is more than 33%, the effect of all exogenous leadership and family business experience constructs on self-efficacy is moderate. The R Square value of the simultaneous effect of leadership, family business experience and self-efficacy on Social Entrepreneurial Intention shows a value of 0.705 with an adjusted R Square value of 0.701. So, it can be explained that all exogenous constructs (leadership, family business experience and self-efficacy) simultaneously effect Social Entrepreneurial Intention by 0.701 or 70.1%. Because the Adjusted R Square is more than 67%, the effect of all exogenous constructs of leadership, family business experience and self-efficacy on Social Entrepreneurial Intention is strong.

Hypothesis testing H1, H2, H3, H4, H5, and H8 is carried out by looking at the values of the path coefficients. The path coefficients values are displayed in Table 7.

Table 7. Output Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EntAtt x SelfEff -> Social Entrepreneurial Intention	-0.070	-0.068	0.022	3.154	0.002
Entrepreneurial Attitude -> Social Entrepreneurial Intention	0.506	0.510	0.041	12.283	0.000
Family Business Experience -> Self-Efficacy	0.149	0.148	0.049	3.023	0.003
Family Business Experience -> Social Entrepreneurial Intention	0.017	0.014	0.035	0.484	0.629
Leadership -> Self-Efficacy	0.505	0.506	0.052	9.741	0.000
Leadership -> Social Entrepreneurial Intention	0.119	0.122	0.042	2.836	0.005
Self-Efficacy -> Social Entrepreneurial Intention	0.298	0.295	0.050	5.951	0.000

Source: Processed Primary Data (2023)

In Table 7, the parameter coefficient values of exogenous variables on endogenous variables are displayed. The parameter coefficient for the leadership variable on self-efficacy is 0.505, which means that there is a positive effect of leadership on self-efficacy. Or it can be interpreted that the higher the leadership value, the more self-efficacy will increase. Increasing one leadership unit will increase self-efficacy by 50.5%. Based on calculations using bootstrapping or resampling, the test results for the estimated leadership coefficient on self-efficacy from bootstrapping are 0.506 with a calculated t value of 9.741 and a standard deviation of 0.052. So the p value is $0.000 < 0.05$ so that we accept H1 or which means the direct effect of leadership on self-efficacy is meaningful or statistically significant. This is in line with research conducted by Hoxha & Hyseni-Duraku (2017); Liu & Gumah (2020); Maya & Uzman (2019); McCormick et al. (2002); Mehdinezhad & Arbabi (2015); Oktaphika & Abdullah (2020). These findings are consistent with a large body of research linking self-efficacy to a variety of achievement behaviors based social cognitive theory of Bandura (McCormick et al., 2002). Someone with high self-efficacy will attempt to take on a leadership role with much greater frequency than those categorized as having low self-efficacy. These results suggest that high self-efficacy for leadership tasks may be an important leadership factor. In Bandura's social cognitive model, it is implied that to fully understand the leadership process, three categories of leadership variables must be considered, namely leader cognition, leader behavior, and leadership environment. The most important leader cognition is individual self-efficacy towards leadership tasks which reflects the relationship between these three leadership determinants (McCormick, 2001). Leaders who are confident in their leadership abilities will choose higher goals and deploy their skills and efforts more effectively than those who are plagued by self-doubt.

The parameter coefficient for the family business experience variable on self-efficacy

is 0.149, which means that there is a positive effect of family business experience on self-efficacy. Or it can be interpreted that the higher the value of family business experience, the more self-efficacy will increase. An increase in one unit of family business experience will increase self-efficacy by 14.9%. Based on calculations using bootstrapping or resampling, the test results for the estimated coefficient of family business experience on self efficacy from bootstrapping are 0.148 with a calculated t value of 3.023 and a standard deviation of 0.049. So the p value is $0.003 < 0.05$ so that we accept H2 or which means the direct effect of family business experience on self-efficacy is meaningful or statistically significant. This is in line with research conducted by Chowdhury et al., (2019) which successfully revealed that supervisory experience effects gender differences in entrepreneur self-efficacy. Furthermore, the results of research conducted by Memon et al. (2019) was revealed that entrepreneurial experience had a positive and significant effect on self-efficacy among students in Pakistan. With previous business experience or from family, a person's self-confidence will increase, especially in facing future challenges. This is caused by a person's habit of dealing with situations in business that are always dynamic, either when observing the running of the family business or through their experience in running a previous business.

The parameter coefficient for the leadership variable on social entrepreneurial intention is 0.119, which means that there is a positive effect of leadership on social entrepreneurial intention. Or it can be interpreted that the higher the leadership value, the higher the social entrepreneurial intention will be. An increase in one leadership unit will increase social entrepreneurial intention by 11.9%. Based on calculations using bootstrapping or resampling, the results of the estimated leadership coefficient test on social entrepreneurial intention were bootstrapped at 0.122 with a calculated t value of 2,836 and a standard deviation of 0.042. So the p value is $0.005 < 0.05$ so that we accept H3 or which means the

direct effect of leadership on social entrepreneurial intention is meaningful or statistically significant. This finding of the research is in line with research conducted by (Ghazali et al., 2012; Mali et al., 2019; Hossain & Asheq, 2020) who have previously researched the effects of leadership on social entrepreneurial intentions. Leadership is one of the important things in running a business, especially for an entrepreneur or prospective entrepreneur who will later supervise several people, make business decisions, and collaborate with colleagues from outside the business. Based on hypothesis testing, the better a person's level of leadership, the higher a person's social entrepreneurship intentions. This will certainly have a good impact on the sustainability of a business in the future.

The parameter coefficient for the self efficacy variable on social entrepreneurial intention is 0.298, which means that there is a positive effect of self efficacy on social entrepreneurial intention. Or it can be interpreted that the higher the self-efficacy value, the higher the social entrepreneurial intention will be. One unit increase in self-efficacy will increase social entrepreneurial intention by 29.8%. Based on calculations using bootstrapping or resampling, the test results for the estimated coefficient of self efficacy on social entrepreneurial intention, the results of bootstrapping, are 0.295 with a calculated t value of 5.951 and a standard deviation of 0.050. So the p value is $0.000 < 0.05$ so that we accept H4 or which means the direct effect of self-efficacy on social entrepreneurial intention is meaningful or statistically significant. This is in line with research conducted by Tiwari et al. (2017) and Chien-Chi et al. (2020). The results of research conducted by Tiwari et al. (2017) show that self-efficacy effects social entrepreneurial intention both directly and through the mediation of subjective norms. On the other hand, the research conducted by Chien-Chi et al. (2020) was revealed that all dimensions of entrepreneurial self-efficacy are significantly and positively correlated with entrepreneurial intentions. As previously

explained, self-efficacy is closely related to a person's confidence in himself in facing and overcoming obstacles that may come his way. Regarding social entrepreneurial intentions, of course this is important, moreover, social entrepreneurs are not entrepreneurs whose activities only focus on profit alone but also consider the social aspects of the business activities they carry out.

The parameter coefficient for the family business experience variable on social entrepreneurial intention is 0.017, which means that there is a positive effect of family business experience on social entrepreneurial intention. Or it can be interpreted that the higher the value of family business experience, the higher the social entrepreneurial intention will be. An increase in one unit of family business experience will increase social entrepreneurial intention by 1.7%. Based on calculations using bootstrapping or resampling, the test results for the estimated coefficient of family business experience on social entrepreneurial intention, the bootstrap results, are 0.014 with a calculated t value of 0.484 and a standard deviation of 0.035. So the p value is $0.629 > 0.05$, so rejecting H5 means that the direct effect of family business experience on social entrepreneurial intention is not meaningful or statistically significant. This finding is in line with research conducted by Athanasiou Hadjimanolis & Poutziouris, (2011) and Venkatapathy & Pretheeba, (2014). Research conducted by (Hadjimanolis & Poutziouris, 2011) on communities in Cyprus, Greece and Turkish Cypriots revealed that family business experience has a positive and significant effect on a person's intention to start a business. Likewise, the results of research conducted by (Venkatapathy & Pretheeba, 2014) in India revealed that family business background is significantly correlated with a person's intention to start a new business. Family business experience does not have a significant effect on social entrepreneurial intentions, it is possible that not all of the student respondents come from families with an entrepreneurial background. Another reason, if students come from

an entrepreneurial family background, it is likely that they are not directly involved in the family business operations so that social entrepreneurial intentions do not/have not yet emerged in them.

The parameter coefficient for the self-efficacy variable on social entrepreneurial intention is moderated by entrepreneurial attitude, which is -0.070, which means that there is a negative indirect effect of self-efficacy on social entrepreneurial intention, moderated by entrepreneurial attitude. Or it can be interpreted that the higher the self-efficacy value, the lower the social entrepreneurial intention moderated by entrepreneurial attitude will be. An increase of one unit of self efficacy will reduce social entrepreneurial intention moderated by entrepreneurial attitude by 7%. Based on calculations using bootstrapping or resampling, where the results of the estimated coefficient of self efficacy on social entrepreneurial intention moderated by entrepreneurial attitude, the bootstrap results are -0.068 with

a calculated t value of 3.154 and a standard deviation of 0.022. So the p value is $0.002 < 0.05$ so that accepting H8 or which means that the direct effect of self-efficacy on social entrepreneurial intention is moderated by entrepreneurial attitude is meaningful or statistically significant. The results of this study are in line with previous research conducted by (Paula et al., 2020) which highlights the importance of the role of attitude as a moderator of business intentions, because the direct effect of perceived behavioral control on intentions increases as attitude increases. The empirical structural model based on the results of research hypothesis testing (H1, H2, H3, H4, H5, and H8) is displayed in Figure 3.

The results of testing hypotheses H6 and H7 are listed in table 8 regarding the results of the indirect influence of leadership variables and family business experience on social entrepreneurial intentions which are mediated by the self-efficacy variable.

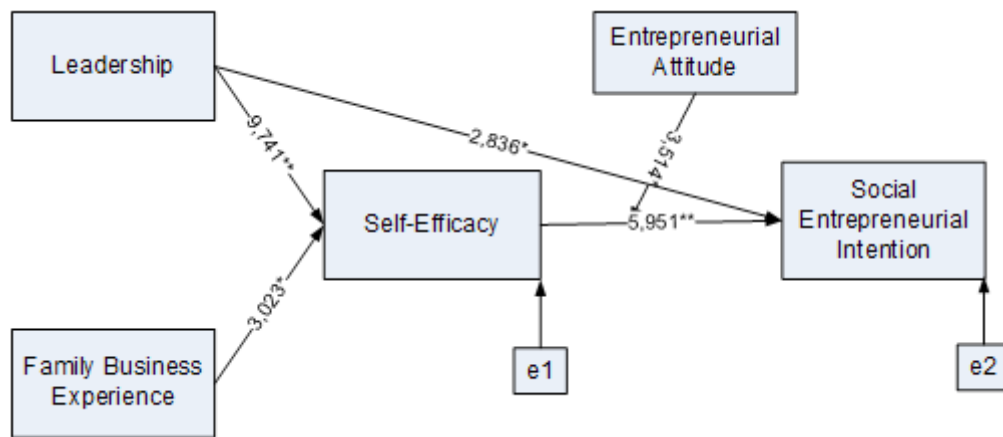


Figure 3. Empirical Model Based on Research Results

Table 8. Output Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Self-Efficacy -> Social Entrepreneurial Intention	0.044	0.044	0.016	2.720	0.007
Family Business Experience -> Self-Efficacy -> Social Entrepreneurial Intention	0.150	0.149	0.030	4.973	0.000

Source: Processed Primary Data (2023)

The parameter coefficient for the leadership variable on social entrepreneurial intention through self-efficacy is 0.044, which means that there is a positive indirect effect of leadership on social entrepreneurial intention through self-efficacy. Or it can be interpreted that the higher the leadership value, the more social entrepreneurial intention through self-efficacy will increase. An increase in one leadership unit will increase social entrepreneurial intention through self-efficacy by 4.4%. Based on calculations using bootstrapping or resampling, the results of the estimated leadership coefficient test on social entrepreneurial intention through self-efficacy, the results of bootstrapping, are 0.044 with a calculated t value of 2.720 and a standard deviation of 0.016. So the p value is $0.007 < 0.05$ so that we accept H6 or which means the indirect effect of leadership on social entrepreneurial intention through self-efficacy is meaningful or statistically significant. The mediating effect of self-efficacy on the influence of leadership on social entrepreneurial intentions is partial mediation. This is because leadership has a positive and significant direct influence on social entrepreneurial intentions.

The parameter coefficient for the family business experience variable on social entrepreneurial intention through self-efficacy is 0.150, which means that there is a positive indirect effect of family business experience on social entrepreneurial intention through self-efficacy. Or it can be interpreted that the higher the value of family business experience, the social entrepreneurial intention through self-efficacy will also increase. An increase in one unit of family business experience will increase social entrepreneurial intention through self-efficacy by 15%. Based on calculations using bootstrapping or resampling, the test results for the estimated coefficient of family business experience on social entrepreneurial intention through self-efficacy, the results of bootstrapping, are 0.149 with a calculated t value of 4.973 and a standard deviation of 0.03. So the p value is $0.000 < 0.05$ so that we accept H7 or which means the indirect

effect of family business experience on social entrepreneurial intention through self-efficacy is meaningful or statistically significant. The mediating effect of self-efficacy on the influence of family business experience on social entrepreneurial intentions is full mediation. This is because family business experience does not have a positive and significant direct influence on social entrepreneurial intentions. Thus, family business experience can only influence social entrepreneurial intentions through self-efficacy.

The findings of this research strengthen the results of previous research on the mediating role of self-efficacy on social entrepreneurial intentions which was carried out by Mosunmola Oluwafunmilayo et al. (2018) and Wang et al. (2018). Mosunmola Oluwafunmilayo et al. (2018) through his research revealed the mediating role of self-efficacy on the effect of family business background on entrepreneurial intentions. Meanwhile, Wang et al. (2018) revealed the mediating role of self-efficacy on the effect of perceived parental entrepreneurial rewards on entrepreneurial intentions in China.

CONCLUSION

Social entrepreneurship intentions have received important attention from academics and policy makers because they are considered an important step in realizing Sustainable Development Goals. This research makes an important contribution to the existing social entrepreneurship literature by examining the interdependent relationship between leadership skills and family business experience on social entrepreneurial intentions, as well as testing the mediating role of self-efficacy and the moderating role of attitudes on social entrepreneurial intentions. The findings of this research show the great effect of leadership skills on social entrepreneurial intentions among students. This suggests that students with leadership behavior will be more likely to start a social entrepreneurship career. Thus, there is an urgency to instill leadership skills

among students with the aim of stimulating the spirit of social entrepreneurship through accelerating extracurricular involvement in the university environment, increasing awareness of social responsibility and encouraging strong morals and character development.

Our research also found that family business experience does not effect social entrepreneurial intentions, except through self-efficacy as a mediator. In addition, entrepreneurial attitude negatively moderates the relationship between self-efficacy and social entrepreneurial intention. This result supports Social Cognitive Career Theory which explains that intentions can be effectd by self-efficacy(Ngoc et al., 2022). Looking at the results of our research regarding the mediating role of self-efficacy on social entrepreneurial intentions. We suggest that entrepreneurship can help increase self-confidence in children by directly involving them in the family business. In this way, they can grow the confidence and intention of social entrepreneurship so that they are better prepared to become successors to the family business in the future.

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