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READINESS TO CHANGE OF HOME TAILORED ENTREPRENEURS IN TECHNOLOGY-BASED PERSPECTIVE

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ABSTRACT: Flexibility to face changes in line with digital development and business challenges in market turbulence, exchange rates, and pandemic must be held by an entrepreneur to survive today. Entrepreneurs should manage tangible assets such as information technology (IT) and intangible assets such as knowledge inherent in human capital. Both processes will build resilience and foundation toovercome changes as complex as any future business challenges. IT as a knowledge infrastructureneedsactivities support in processing, protecting, and distributing within organizational entities such as knowledge-sharing (KS). The existence of robustKS in the organization atmosphere encourages entities to be more cohesive in organizational learning, builds individual capability and creativity, and solves many work-life problems, which is related to the readiness of entrepreneurs to face change. The purpose of this research is to bridge inconclusive problem gaps between the effect of ITon readiness to change (RTC) by offering KS mediation. It is confirmatory research with a quantitative Structural Equation Modeling approach by taking 151 samples. The respondent ishome tailor entrepreneurs in the SMEs area. This study empirically proves that KS can be a partial mediator to leverage the role of IT on RTC.

Keywords: *Information Technology, Knowledge Sharing, Entrepreneurship Readiness.*

ABSTRAK: *Fleksibilitas untuk menghadapi perubahan sejalan dengan perkembangan digital maupun tantangan bisnis dalam turbulensi pasar, kurs, maupun pandemi, harus dimiliki entrepreneur agar mampu bertahan hidup saat ini. Entrepreneur harus mengelola aset tangible seperti Information Technology (IT) maupun aset intangible seperti pengetahuan yang melekat dalam human capital.Kedua prosesakan membangun efikasi ketangguhan dan pondasi untuk bersiap menghadapi perubahan sekompleks apapun dalam tantangan bisnis kedepan. IT sebagai infrastruktur pengetahuan, membutuhkan sebuah proses mengolah, menyimpan, dan mendistribusikan dalam entitas organisasi melalui sebuah peran knowledge sharing (KS). Keberadaan KS yang kuat dalam atmosfer organisasi mendorong entitas lebih kohesif dalam pembelajaran organisasi maupun membangun kapabilitas individu, kreativitas, maupun penyelesaian banyak permasalahan dalam worklife yang berafiliasi pada keberadaan kesiapan entrepreneur untuk menghadapi perubahan. Tujuan penelitian ini adalah menyelesaikan gap permasalahan yang inkonklusif antara pengaruh IT terhadap Readiness to Change (RTC) dengan menawarkan mediasi KS. Penelitian ini merupakan penelitian konfirmatori dengan pendekatan Structural Equation Modelling yang bersifat kuantitatif dengan mengambil 151 sampel. Responden adalah entrepreneur UKM penjahit rumahan. Penelitian ini secara empiris membuktikan bahwa KS mampu menjadi mediator secara parsial untuk mengungkit peran IT terhadap RTC.*

Kata Kunci: *Information Technology, Knowledge Sharing, Entrepreneurship Readiness.*

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INTRODUCTION

Readiness to Change (RTC) is becoming an exciting theme in today's business, especially in the pandemic era, where the flexibility of organizations to overcome changes in internal and external contexts is a crucial prerequisite for living in the competitive market(Ebersberger and Kuckertz, 2021; Jones, Hutcheson and Camba, 2021; Wang and Zhang, 2021). RTC is closely related to the theory of technology-based entrepreneurship (TBE) , where technology is a strategic tool to create a competitive advantage in converting knowledge into profit through media, knowledge sharing (KS) processes, and learning organizations(Chonko *et al.*, 2002; Jafari-Sadeghi *et al.*, 2021). Organizations that acquire technology and place technology as a knowledge infrastructure, and distribute it to organizational entities, will encourage the presence of a learning organization well(Hermawan and Suharnomo, 2020b). This learning organization practice will build efficacy within organizational entities to deal with business turbulence such as changes in market preference, exchange rate fluctuations, regulation changes, and the pandemic phenomenon(Real, Leal and Roldán, 2006; Gomes and Wojahn, 2017). Knowledge distribution in organizational entities is demonstrated in a KS culture(Henttonen, Kianto and Ritala, 2016). In previous studies, Information Technology Capability (ITC) does not necessarily directly impact RTC(Hermawan and Suharnomo, 2020b). ITC as an infrastructure requires other entities to create a significant presence in increasingtheRTC of an organization(Olugbola, 2017).

ITC manifestations can be in the form of software, hardware, technology platforms, and systems that are used to manage, process, store, and distribute incoming knowledge flows to organizational entities(Alvi *et al.*, 2003; Mendejin and Arastekhoo, 2017), so that ITC is part of the knowledge infrastructure(Gold, Malhotra and Segars, 2001; Matin and Sabagh, 2015). Infrastructure has no meaning when it stands alone without being driven by human capital(Chang *et al.*, 2011; Banalzwaa and Abdullah, 2017), so infrastructure requires triggering other entities in the organization to create extra roles for RTC needs, especially in entrepreneurship. TBE is a theory that formulates how resources in entrepreneurship such as infrastructure are well managed(Gonzalez *et al.*, 2019). ITC, as part of the infrastructure, has a strategic role in helping the organization win a high market competition (Alaarj, Abidin-Mohamed and Bustamam, 2016; Roldán, Real and Ceballos, 2018). ITCrelates to knowledge management processes such as KS (Wang and Wang, 2012).

KS in this paper is positioned as a process of knowledge management inbridgingITC on RTC. KS is an activity of the process of sharing knowledge between members, both implicitly and explicitly, that forms a work culture (Qamari, Dewayani and Ferdinand, 2019). Explicit knowledge is knowledge whose literacy resources are widely accessible and usually used as a primary work activity. It can be accessed through reference books, Google databases, and tutorials on YouTube. However, tacit knowledge is private and confidential and cannot be obtained from literary sources since themember receives tacit knowledge in his working experience (Hislop, 2002; Davi, Jorge and Edgard, 2013). In the context of KS, ideally, tacit knowledge is shared by seniors to their juniors so that accelerated knowledge development is established from the junior side, which allows them to become experts faster. However, seniors often do not provide tacit experiences in the context of KS if they do not match with their peers or juniors. It is a condition where leaders and organizations' role is to create a cohesive KS environment that

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encourages seniors to share their tacit knowledge voluntarily (Yi *et al.*, 2021). In many studies, ITC encourages trust-building and supports a KS culture in organizations(Alsharo, Gregg and Ramirez, 2017; Ettlie, Tucci and Gianiodis, 2017; Hermawan *et al.*, 2019).

In this paper, the research problem gap is the insignificance influence of ITC on RTC, which is still contra with some other scholarsand becomes inconclusive. This paper offers KS as a mediation to leverage the role of ITC on RTC. In many previous studies, KSdevelop dynamic technology that is in line with the innovation process. KS is also a concept that effectively encourages ITC to build a learning organization at the individual, team, and organizational levels. This research aims to conduct confirmatory analysis by placing KS as a mediating construct that significantly leverages the role of ITC on RTC. Furthermore, empirical testing is built in this model, using the SEM analysis tool.

LITERATURE STUDIES AND HYPOTHESES

The model developed in this paper is as follows in Figure 1:

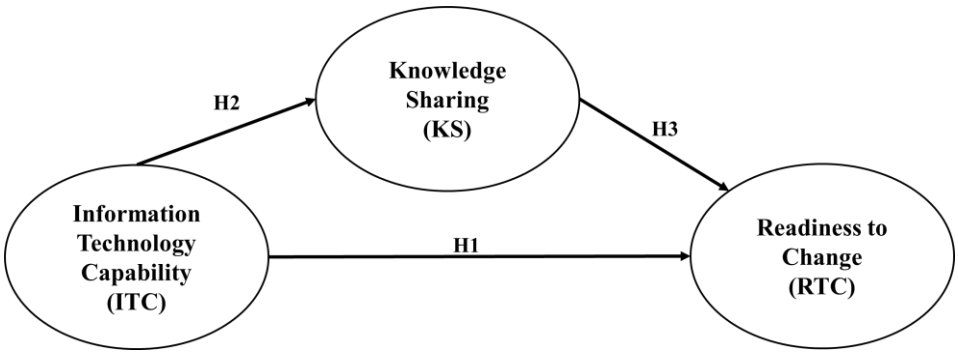

Figure 1. Conceptual Model

Source: Developed in the study (2021)

RTC

RTC is related to presenting change management structured in organizations (Laseinde *et al.*, 2020). RTC stems from the emergence of efficacy in the entity and organizational flexibilityto respond thebusiness turbulence andcreate a new balance (Budhiraja, 2019). RTC is related to the entrepreneurial ability to build knowledge from upstream to downstream. In practical view, this knowledge is in the form of conducting market investigations (Senbeto and Hon, 2020), driving learning organizations, building research and development (RND) to map the potential for viral products/services (Wannasupchue *et al.*, 2019), and build market knowledge to expand marketing channels (Weinlich, 2020). The presence of RTC will ensure that the organization can survive in turbulent conditions as a prerequisite to survive in the current industrial paradigm.

KS

KS refers to the culture of sharing information and knowledge used in work-life (Wang and Wang, 2012). KS in the organization is a knowledge flow from upstream to downstream.The example of upstream knowledge is the support of information on purchasing cheap and quality raw materials, understanding this information that can come from individuals who are then donated to the organization through KS, It becomes a knowledge repository that is useful for entrepreneurs to formulate strategy, such as pricing (Abdelwhab Ali *et al.*, 2019).KS in the middle linkagetransforms as knowledge to improve existing but outdated methods. For instance, new

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methods need to be tested before implementation in the production process, and the testing process also requires KS. The production process will be further validated by the presence of a sharing culture in the organization. A sharing process involved explicit and tacit knowledge (Ganguly, Talukdar and Chatterjee, 2019). Explicit and tacit developed by working hours experience becomes strategic support in solving many problems. The challenge is sharing tacit knowledge voluntarily within the organization (Ahmad and Karim, 2019). The role of organizations,especiallymanagers,aret o encourage the creation of KS environment and culture in a conducive atmosphere to create a knowledge repository (Le and Lei, 2019).

ITC

The knowledge infrastructure is built from the elaboration of ITC, along with the organizational culture and organizational structure(Gold, Malhotra and Segars, 2001; Yi *et al.*, 2021). ITC will strengthen how internal and external knowledge of organization is captured, validated, and distributed to organizational entities (Hermawan and Suharnomo, 2020b). The availability of ITCsimplifies the process ofcreating a competitive advantage (Teece, 2018). However, the availability of ITC requires a portion of investment, and there is capital that is inputted in ITC as a procurement cost, so ITC is often a concept that has relationships with various entities within the organization.

ITC as a determinant of RTC

In many studies, ITC significantly influences RTC(Nugroho *et al.*, 2017; Monica, 2018; Liu *et al.*, 2019). RTC is predicted by various factors within the organization, such as technology available in the organization. Technology is an aspect that is easily acquired (Teece, 1986). ITC is an essential aspect of today's business competition. The organization's role in strengthening competencies and skills in ICT, will build employee efficacy and automatically encourage an agile organization(Yaron and Jehiel, 2010). Employees have the confidence to conduct market investigations, capture raw material information, create a product design, have learning references and discussions, so it is vital to use technology to seize opportunities and convert threats into opportunities(Hermawan *et al.*, 2019). Thus, in this study, ITC becomes the antecedent of RTC. The hypothesis is built as follows:

H1: ITC has a significant effect on RTC

ITC as a determinant of KS

ITC is often positioned as a knowledge infrastructure capability(Gold, Malhotra and Segars, 2001; Wang and Wang, 2012). Meanwhile, KS is placed as a knowledge management process. The knowledge acquisition process will be excellent in KS if the infrastructure owned by the organization, such as ITC, has decent capabilities(Cassia *et al.*, 2020). ITC will be able to capture knowledge built from data and information, for example, obtained from the organization's social capital and access to stakeholders(Shujahat *et al.*, 2019). KS is currently being carried out and synergized with applied technology through applications such as Whatsapp and Telegram(Saide, Indrajit and Hafiza, 2017). Technology will be able to create cohesiveness in the KS environment. It supports evidence of work within the organization, such as the presence of a multimedia sharing platform further.Virtual meeting technology, such as Zoom, Google Meet, Webex, and Microsoft Teams, has been able to bridge KS through in-person virtually. The data, information, and knowledge obtained in this KS will be stored in the knowledge organization repository

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triggered through the KS. It will create more new knowledge to solve various organizational problems(Lyu and Zhang, 2017). This adequacy of knowledge is utilized to develop inimitable products/services,ultimately propel the organization into a market leader. The hypothesis proposed in this study is as follows:

H2: ITC has a significant effect on KS.

KS as a determinant of RTC

Several researchers have carried out a study on KS to RTC(Leith and Yerbury, 2018; Hermawan and Suharnomo, 2020b; Scuotto *et al.*, 2020). KS is conventionally used to build cohesiveness in the work team, where the results in the form of efficacy will encourage entrepreneurial agility to be more flexible and elastic in responding to changes(Aslam, Muqadas and Imran, 2018). KS, which is affiliated with the knowledge management process obtained through knowledge donations, individual learning, team learning, and organizational learning, will bring entrepreneurs closer to the context of innovation(Wang and Wang, 2012; Scuotto *et al.*, 2020). Meanwhile, innovation becomes a dividing wall, creating a distance between entrepreneurs and their competitors. Innovation has interconnectivity with change management(Hutapea *et al.*, 2021), soKS culture will encourage organizational RTC, which is flexible to business turbulence. The presence of this change will be equivalent to the need for RTC and become a natural selection for entrepreneurs, whether they can survive in the industry or collapse(Ali Ameen *et al.*, 2018). KS is an instrument for building good interactions between organizational entities, converting data into information, converting information into knowledge, and converting knowledge into wisdom, which leads to the organization's ability to solve critical deadlines problems. Thus, KS becomes an essential aspect in building RTC within the organization.

H3: KS has a significant effect on RTC.

METHODOLOGY

The positivism point of view with a quantitative approach is used to empirically test the effect of ITC on RTC with KS as a mediator.

Sample

This research focuses on the design-based creative industry in the SMEs fashion area. The respondent is an entrepreneur who occupies the top manager/management/owner of a home tailor SMEs. There were 186 questionnaires distributed using the random sampling technique, and as many as 151 questionnaires were returned (81.18%). The survey method by distributing questionnaires was carried out by a non-self-assessment-based field team, where the surveyor accompanied the respondents in filling out. This technique is used to minimize bias in the research results and ensure that the answers given represent the actual conditions. The classification of respondents can be seen in Table 1.

Table 1. Respondent Description

	Total	Persentase
Gender		
Male	44	29.14%
Female	107	70.86%
Education		
Bachelor	6	3.97%
Senior High School	55	36.42%
Junior High School	70	46.36%
Total	151	100%

Source: Secondary Data Processed (2021)

Table 1 shows the proportion of entrepreneurs engaged in this industryisprimarily women, which is more than 70%. The data shows that currently, when discussing entrepreneurship, it does not only focus on men but also women entrepreneurs, especially in the creative industry. Besides, most of the respondents have aneducation background of junior high school,

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reaching 70 respondents. In contrast, the highest education is Bachelor, but only at 4%. This fact opens new knowledge where education is essential for entrepreneurs in building a business, but not absolute.

Data Measurement

The research data was obtained by distributing a questionnaire containing statements based on a Likert Scale points 1 to 10,ranging from "strongly disagree" to "strongly agree" with the information submitted. This study raised three variables: ITC as the independent variable, KS as a mediator, and RTC as the dependent variable. The covariance-based SEM research method is used through the SPSS AMOS 22 application. The SEM technique requires several assumptions that must be met before testing the model. First, each variable undergoes a Confirmatory Factor Analysis (CFA) to ensure that the indicator properly represents the variable in question (see table 3 for details). Second, checking Mahalanobis Distance on the full model and the research model is proven to be free from outlier data considering that p1 and p2 are more than 0.000 (Hair, 2011).

Table 2 below shows the measurement results of each variable and indicator.

Table 2. Measurement of each variable and indicator

Variable and Indicator	Standardized factor loadings	Construct Reliability	Average Variance Extract
ITC (Roldán, Real and Ceballos, 2018; Hermawan and Suharnomo, 2020a)		0.863	0.612
- ITC to expand business network	0.760		
- ITC of business application usage	0.799		
- ITC to conduct market investigation	0.842		
- The importance of IT for an organization	0.722		
KS (Wang and Wang, 2012; Leith and Yerbury, 2018)		0.862	0.615
- External Knowledge Sharing	0.864		
- Active Participation in Sharing	0.885		
- Tacit knowledge Sharing	0.605		
- Trust-based knowledge Sharing	0.750		
RTC (Shah, Irani and Sharif, 2017; Hermawan *et al.*, 2019)		0.918	0,736
- The importance of digital services	0.905		
- Technology Readiness	0.884		
- Customer-oriented Strategies	0.830		
- Innovation Readiness	0.809		

Source: Secondary Data Processed (2021)

Table 2 shows that each indicator can measure the construct well. As can be seen in the overall loading factor value of more than 0.5 and the Construct Reality value are above 0.6 and strengthened by the Average Variance Extract value of more than 0.6 (Ferdinand, 2006; Hair, 2011).

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Table 3. Discriminant Validity

	ITC	KS	RTC
ITC	**0.782**		
KS	0.741	**0.784**	
RTC	0.570	0.379	**0.857**

The diagonal is square root of AVE.

Table 3 reveals that the variables feasible to be tested in the model because they show differences between the constructs built, as evidenced by the square root of AVE value which is higher than the correlation value.Meanwhile, Table 4 below contains the results of the CFA for each variable.

Table4. Confirmatory Factor Analysis on each Variable

Variable	Chi-Square	Prob ≥ 0.05	df	CMIN/DF ≤2.00	RMSEA ≤ 0.08	GFI ≥ 0.90	AGFI ≥ 0.90	TLI ≥ 0.90	CFI ≥ 0.90
ITC	1.676	0.432	2	0.838	0.000	0.995	0.976	1.004	1.000
KS	1.729	0.421	2	0.865	0.000	0.995	0.976	1.005	1.000
RTC	2.858	0.240	2	1.429	0.050	0.992	0.958	0.993	0.998

Source: Secondary Data Processed (2021)

It shows that each variable has fulfilled the goodness of fit on all measurement indicators. It means that all indicators have been confirmed to build variables (Ferdinand, 2006). Since each variable already fulfills the cut-off requirement, it cancreate a full model for empirical SEM testing.

RESULT AND DISCUSSION

The full model analysis is intended to test the proposed hypothesis with the results shown in Figure 2.

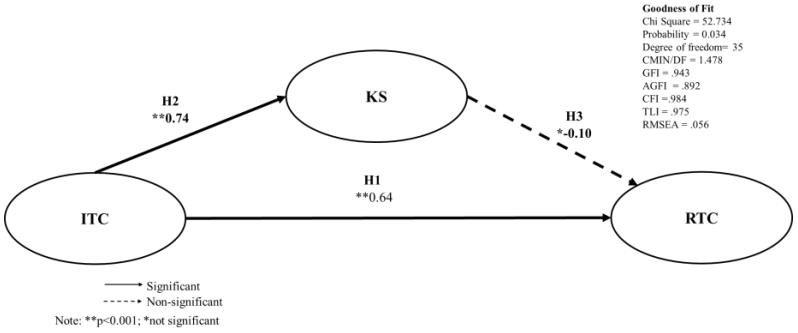

Figure 2. Estimated Structural Equation Modelling

Source: Secondary Data Processed (2021)

Based on the analysis results on the full model, Figure 2 shows that the goodness of fit in each measurement indicator has been met and successfully accepted H1 where ITC has a significant effect on RTC and accepts H2 where ITC has a significant effect on KS. However, itreject H3 so that KS has no significant effect on RTC.

Table 5 below shows the results of the Direct, Indirect and Total Effects of the Independent Variables on the Dependent.

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Table 5. Direct, Indirect, and Total Effects of Independent Variables on Dependents

Effect of Independent Variables	Direct Effect	Indirect Effect	Total effect
Effect on RTC			
H1: ITC	0.641	-0.071	0.570
H3: KS	-0.096	-	-0.096 (NS)
Effect on KS			
H2: ITC	0.741	-	0.741

Source: Secondary Data Processed (2021)

Table 5 shows the role of KS in the influence of ITC on RTC partially by not accepting H3, where the total effect is only -0.096. At the same time, the effect of ITC on RTC is 0.570, where the direct effect is more than the indirect effect. The influence of ITC on KS itself is quite high, more than 0.5. It explains the crucial role of KS in encouraging the influence of ITC on RTC. However, KS does not affect RTC.

H1, ITC has a significant effect on RTC. This hypothesis provides empirical evidence that a good knowledge infrastructure such as the presence of ITC will have a substantial influence on the change management of RTC-affiliated organizations. It is in line with many studies that efficacy, flexibility, RTC, will be directly proportional to the capability of infrastructure resources(Yaron and Jehiel, 2010; Nugroho *et al.*, 2017). The study strengthens the results of previous studies(Monica, 2018; Liu *et al.*, 2019), which were driven mainly by the grand theory Resource-Based View (RBV). RBV theory bridges how organizations manage tangible and intangible resources to achieve performance outputs and competitive advantages from the presence of RTC(Tippins and Sohi, 2003; Kellermanns *et al.*, 2016). Even in the perspective of TBE, the emphasis on technology in the context of supporting the needs of upstream to downstream resource management, the domain of technology adoption becomes a strategic instrument to create competitive advantage (Montiel Campos, 2017; Demirhan, Temel and Durst, 2019).

H2, ITC has a significant effect on KS. ITC is emphasized as a knowledge infrastructure resource in the context of the TBE view (Gold, Malhotra and Segars, 2001; Hermawan *et al.*, 2020)(Gold, Malhotra, and Segars, 2001; (Hermawan and Suharnomo, 2020a). Knowledge management in organizations is essential. The utilization of ITC in the needs of business organizations is used to capture, store, and distribute knowledge to create a competitive advantage by converting knowledge into innovation. KS becomes process management in TBE theory, where the ITC construct becomes a robust antecedent of KS. This study provesthat ITC has a significant effect on KS. In line with previous researchers(Lyu and Zhang, 2017; Saide, Indrajit and Hafiza, 2017), in the KBV perspective, understanding knowledge management is divided into knowledge management infrastructure and knowledge management process (KMP).ITC will encourage creating a more cohesive knowledge management processsuch as KS so that ITC capabilities will strengthen the KS culture (Shujahat *et al.*, 2019). Because ITC reinforces the role of consolidation by eliminating space and time, virtual meetings and virtual group discussions are the recommended implementations(Hermawan and Suharnomo, 2020a). Inherently, the

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ITC in the organization will play a role in encouraging the building of trust in an increasingly cohesive KS environment. It is underlined that ITC is genuinely a strategic infrastructure in building knowledge management in the organization.

H3, KS has no significant effect on RTC. The results of the study rejected H3, which confirmed that KS had a significant effect on RTC. KS is part of building organizational knowledge in the large domain of the knowledge management process. It is a concept that is created from various aspects such as knowledge acquisition, KS, knowledge donation, and knowledge protection.That is why building knowledge from KS requires another process to be elaborated with to build RTC (Matson, Patiath and Shavers, 2003; Patel, Samara and Patel, 2011). Other elements in several kinds of study include innovation (Bhatti *et al.*, 2021), innovative entrepreneur(Grillitsch, 2017), organizational commitment (Curado and Vieira, 2019), KS is a culture that strategic to encourage the efficacy of human capital through a cohesive collective approach. Other aspects relevant to the optimization of KS are the organizational structure and leadership approach. Both are catalysts for the growth of the KS culture within the organization. The knowledge management process domain is another support for KS in their need to build RTC (Yasir and Majid, 2017)Environmental factors and linkages with other elements have the potential in this study since KS does not have a full mediation effect on RTC.

CONCLUSION

KS becomes a partial mediation in its role in encouraging the significant influence of ITC on RTC. On the contrary, ITC has proven to be a strategic knowledge infrastructure to increase its capacity and capability to build RTC. The managerial implication of this study is to pay attention to the findings of H3, which are rejected by management. It is necessary to focuson the sharing culture environment by setting the organizational structure and leadership approach used to build a creative environmental culture. Without a conducive environment between entities within the organization, the KS culture is not well developed. Besides, management needs to provide stimulants in the work environment so that tacit knowledge possessed by seniors is voluntarily shared with organizational entities as a knowledge repository. The dissemination of tacit knowledge from donating activities will accelerate human capital and innovation capacities to survive in the current industrial paradigm. Thus, management's role is to think about how tacit knowledge is not lost from the organization but becomes a repository. The limitation of this study is that the Chi-Square, Probability, and AGFI values are below the cut-off goodness of fit but are still moderate and can be used to build a full model. Future research needs to considerthe other aspects that bridge the role of KS on RTC, such as innovative entrepreneurs, digital culture, market proactiveness, and leadership roles that need to be raised to build a creative cultural environment where KS can grow in its conversion to RTC and organizational performance.

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