

Triple Helix Collaboration and its Impact on Professionalism, Market Orientation, and Performance of Family-Owned MSMEs in Indonesia

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Abstract. This study investigates the impact of the Triple Helix model (university-industry-government collaboration) on the professionalism, market orientation, and performance of family-owned Micro, Small, and Medium Enterprises (MSMEs) in Indonesia. Using a quantitative approach, data were collected from 120 family-owned MSMEs in the Ex-Residency area of Surakarta through questionnaires. Structural Equation Modeling with Partial Least Squares (PLSSEM) was employed for data analysis. Results indicate that involvement with universities, business associations, and government positively influences company professionalism, market orientation, and performance. Professionalism mediates the relationship between Triple Helix involvement and company performance, while market orientation does not. This study contributes to understanding how Triple Helix interactions can enhance family-owned MSME performance, offering implications for policymakers and practitioners in developing effective support mechanisms for these enterprises

Keywords: triple helix, professionalism, market orientation, family business.

1. Introduction

Family businesses are frequently linked to small and medium-sized enterprises (SMEs) ((Adriansah & Mubarak, 2023), as most family businesses start small (Johannisson & Huse, 2000). Many companies begin with the support of family members and continue to involve them in their operations (Au & Kwan, 2009). When these businesses successfully navigate challenges, they can expand beyond the SME category.

As the consequences small size, family businesses have limitations in human resources (Sirmon & Hitt, 2003 ;Valenza et al., 2023 ;Verbeke & Kano, 2012) and financial resources (Heider et al., 2022). They find it difficult to acquire the best resources due to the limited career advancement opportunities for non-family employees, making non-family members reluctant to join family businesses (Verbeke & Kano, 2012). However, to compete, an organization needs resilient and competent resources (Heider et al., 2022).

Numerous discussions in the family business literature highlight the pursuit of financial benefit and competitive advantage, emphasizing professionalization (Kárpáti, 2021; Schulze et al., 2001; Songini, 2006; Songini & Vola, 2015) and market orientation as key strategies (Hernández Linares & López Fernandez, 2020). To grow, family businesses need to adopt characteristics of professionalism (Dekker et al., 2015). Professionalism is seen as better able to handle complex environments (Songini & Gnan, 2015), increase profits, and enhance the company's competitiveness (Diéguez-Soto et al., 2016; Polat & Morkan, 2020). Professionalism enables individuals with capabilities and competencies to contribute ideas and creativity for the company's advancement, as their ideas are valued (Lester, 2014). In the other hand, market orientation (MO) equips a company with the ability to sense market trends and establish strong customer connections, which can result in enhanced performance (Kirca et al., 2005; Frank et al., 2012). Due to their enduring family influence, family firms frequently exhibit notable strengths such as robust informal communication channels, swift decision-making, exceptional flexibility, and responsiveness to customer needs and market fluctuations (Frank et al., 2012).

Numerous scholars contend that family businesses must undergo professionalization to mitigate traditional obstacles such as opportunism, altruism, and nepotism (Dyer, 2008; Basco, 2013; Kárpáti, 2021). However, numerous family firms are either unwilling or unable to pursue a professionalization strategy (Stewart & Hitt, 2012; Sandu, 2019). The encouragement of non-economic objectives such as family harmony, family status, and family socio-emotional value often results in unqualified and incapable family members avoiding formal selection processes to attain strategic positions in the firms (Chrisman et al., 2004; Gomez-Mejia et al., 2007; (Verbeke & Kano, 2012). The founders' intention to maintain generational leadership and firm control leads them to prioritize family members over non-family members, even when they are less capable (Dyer, 2006; Gersick et al., 1997; Verbeke & Kano, 2012). In fact, these types of family firms often rely on informal governance mechanisms based on altruism, trust, and the existence of unwritten rules and social norms (Calabrò & Mussolino, 2013). Furthermore, an excessive concentration of these resources within the family may lead to the dismissal of employees' ideas, an overemphasis on tradition that stifles innovation, and a strong focus on products that results in a general neglect of market orientation (Subramanian & Gopalakrishna, 2009).

Several previous studies have shown how networks impact company performance, including SMEs (Naudé et al., 2014). Affiliating with an SME network alongside other suppliers or engaging in a triple helix network offers valuable access to resources and knowledge augmentation, enabling them to leverage opportunities within their SME business environment (Brink & Madsen, 2016). The role of inter-institutional cooperation is extensively discussed in the Triple Helix concept (Fitriani et al., 2019). In the triple helix model, universities are recognized for their broader role in innovation generation and nation-building collaboration among universities, governmental entities, and industries can establish a knowledge-sharing environment that facilitates reciprocal learning between SMEs and larger enterprises.

The involvement of owners with business associations can expand the horizons of family business owners, enabling them to adopt professionalism within their companies. Promoting the mutually beneficial interests of their members is the foundation upon which business groups, also known as trade associations, function (Barnett, 2013; Ivanova, 2018). Thus, involvement in business associations opens up managers' perspectives and allows them to implement best practice principles through modern governance practices such as business planning and hiring external professionals. However, previous research has not extensively examined how family business involvement in business associations can help develop professionalism within family businesses. This study attempt to examine the role of network Triple Helix in building corporate professionalism and market orientation in Family firms in Indonesian context.

2. Literature Review and Hypothesis Development

Brink and Madsen (2016) show that small and medium enterprises (SMEs) have the potential to engage in the Triple Helix model, where they can contribute to and benefit from collaborative interactions. Collaboration between universities, government institutions, and industry can create a knowledge-sharing environment that facilitates mutual learning between SMEs and large companies. This collaboration can enhance creativity, efficiency, innovation, and the performance of SMEs (Brink & Madsen, 2016; Ueasangkomsate & Jangkot, 2019).

Dyer (1996) identifies three patterns of professionalization in family businesses through three approaches: (1) professionalization of family members, (2) professionalization of non-family employees, and (3) professionalization of non-family managers. The involvement of non-family professionals in management and corporate governance can bring renewal in methods, work processes, planning processes, and strategic decision-making and management. Dyer (1989) states that there are several reasons why family businesses need to bring in professional managers or professionalize their existing management team. One of the most common reasons is the lack of management talent within the family business. Family members often lack skills in marketing, finance, accounting, and they must acquire these skills to sustain their business. Business growth requires competent staff. Therefore, family businesses need to bring in external individuals to fill unoccupied positions

2.1. Professionalism

The view on the importance of professionalism is greatly influenced by Chandler (1977). According to Chandler (1977), for companies to respond to rapid technological developments and industries based on scale and scope, companies need to adopt managerial capitalism. Traditional business organizations like family businesses are deemed less capable of competing in modern business due to their many weaknesses. Family businesses are seen as overly focused on wealth preservation and lack the capacity to deal with increasingly complex industrial environments. In Chandler's (1977) view, family businesses tend to be backward and only suitable for simple technologies.

Professionalism is a concept that refers to the principles of meritocracy (Son Hing et al., 2011). Individuals are valued not for their given status but for the actions they have taken. Companies that achieve will be given rewards according to the achievements they have reached (Stewart & Hitt, 2012). To achieve the desired goals, certain character and behavior consistent with these goals are needed. In other words, professionalism is the attitudes, norms, and behaviors based on the values of a specific profession.

In studies on the professionalization of family businesses, Stewart and Hitt (2012) found several definitions of professionalization. The most common definition is the use of professional managers in companies. From the professionalizing perspective, it can be interpreted as an effort to improve company performance by employing professional managers. Thus, professionalism is synonymous with

using professional managers in companies. This definition, of course, has many weaknesses as it fails to capture many other dimensions of professionalism.

2.2. Market Orientation

Market orientation broadly relates to processes and activities associated with creating and satisfying customers by continually assessing their needs and desires that measurably impacts business performance (Narver et al., 1998). Often seen as being excessively inward-focused, paying insufficient attention to external factors like competitors (Harris, 2009; Martín-Santana et al., 2020). An excellent summary is provided by Dawes in this issue; he cites 36 studies over the period 1990-1999, 30 of which found a direct positive relationship between market orientation and performance.

Market-oriented companies are those that place customers at the center of their business activities. The definition of market orientation popularized by Utaminingsih (2016) is collecting market intelligence to meet current and future customer needs, disseminating market intelligence across various divisions and functions within the company, and responding to it. The dissemination of market information to all market organization components is expected to produce customer orientation, competitor orientation, and inter-functional coordination, leading to two decision criteria: long-term focus and profitability (Wahyono, 2002).

2.3. Company Performance

A company is a form of entity where various functions and operational performance work systematically to achieve specific goals. The goals of a company are the objectives that all stakeholders in the company aim to achieve (stakeholders and shareholders). To achieve these goals, the stakeholders in the company must work together systematically to produce optimal performance. One way to determine whether a company is operating according to the established plan and goals is by knowing the company's performance. Performance is a description of the level of achievement of results from carrying out operational activities (Porter & Tatnall, 1969).

2.4. Hypothesis Development

Family businesses have limitations in terms of labor availability from within the family (Dyer, 2006). Especially for positions requiring specific knowledge and skills. However, integrating managers from outside the family is not easy, so using external managers often does not become a cure-all for handling business complexity. Moreover, nepotism in family businesses hinders the development of management talent, leading to low competitiveness due to a lack of human capital. These institutions provide access to often tacit and location-specific knowledge, and the ability to transfer this information can be diminished by distance (Bell, 2005).

University-based training in specific skills and access to human resources, including staff, can also facilitate understanding and absorption of innovations, benefiting and enriching the local labor market, and providing incentives to attract further researchers to the location. Thus, there are various direct and indirect mechanisms that SMEs can use to establish relationships with local universities. Regarding the interaction between business and universities specifically, Koch (2003) found that while SMEs with primarily local markets collaborate mainly with their local universities (88% of such companies), those with international markets collaborate more widely with both national (48%) and international universities (26%). This indicates that cross-locality networks are somewhat asymmetrical because locally-focused companies tend not to use non-local knowledge, while companies with broader markets often use broader sources (Pickernell et al., 2009).

H₁: The involvement of family-owned MSMEs with universities positively and significantly affects company professionalism.

The relationships built by family businesses with business and social entities result in a business network (Shi et al., 2015). For companies, business networks are very important as they provide access to information, resources, and markets. This access is crucial for companies to face market competition. Through information access, companies can obtain the latest information to use in making business decisions. Through business networks, companies can access needed resources, including human and financial resources. Business networks also greatly assist companies in obtaining better market access compared to their competitors.

Universities play a dual role (Etzkowitz & Viale, 2000). On one hand, there are traditional truth-seeking scientists, and on the other, 'entrepreneurial scientists' who are capable of linking knowledge and innovation. Academically trained scientists working in corporate labs focus on both basic research and company issues, while entrepreneurial scientists at universities emphasize the practical implications of their findings. This minimizes cognitive and epistemological problems, untranslatable gaps in tacit knowledge, and differences in awareness of commercial potential.

H₂: The involvement of family-owned MSMEs with universities positively and significantly affects market orientation.

(Greenwood, 2002) states that organizations tend to behave according to socially constructed expectations to reduce ambiguity and uncertainty. By sharing an understanding of good practices, rules (order) are formed to guide companies in facing various possible business environment scenarios. Over time, the sharing of understanding (shared understanding) or collective belief will be reinforced by processes involving the government and professional bodies. Professional associations play a crucial role in building and maintaining agreements within organizations to prevent crossing boundaries in membership and behavior.

Not all family businesses succeed in professionalizing their companies (Stewart & Hitt, 2012). Some family businesses face difficulties in these efforts. There are cognitive, cultural, emotional, and managerial barriers. One cognitive barrier is the low awareness of family businesses to change. Poza (2004) found a tendency for CEOs and business owners to evaluate their management more favorably compared to family and non-family members. Furthermore, family-member CEOs tend to have longer tenures and are less educated than non-family-member CEOs (Bennedsen et al., 2007). Predecessors believe they can withstand changes and are unable to learn quickly (Zahra & Filatotchev, 2004).

Professional associations act as regulatory mechanisms. Professional associations have at least three important roles in institutional building. First, professional associations provide arenas that allow members to interact with each other within the organization. Through this process, understanding of rules and guidelines in organizational interactions is formed. Second, through a professional organization, companies interact not only with fellow members of the professional organization but also with other professional community organizations. When companies interact with other communities, they bring the organization's identity, which then becomes a representation of the organization's character and role in the eyes of other organizations. Companies bring aspirations and interests from members in negotiations with other parties in areas overlapping with the company's interests, affecting specific rights in particular practices (Cant & Sharma, 1995).

H₃: The involvement of family-owned MSMEs with business associations positively and significantly affects company professionalism.

Business associations play a role in monitoring adherence to norms and sanctioning norm violations. To maintain norms and collective trust, activities like training, education, certification, and ceremonies are conducted by associations. Business associations can play a crucial role in monitoring members' adherence to norms and enforcing sanctions. Collective values develop slowly, one by one. However, once these collective values are recognized, trust and practices associated with these values will run

independently and be reproduced through processes such as education and training, recruitment Professionalism can be taught and transmitted through socialization and interaction with surrounding parties. Greenwood reveals that professional organizations provide a basis for change (Greenwood, 2002). Greenwood specifically highlights the role of professional associations in assisting the process of institutional transformation (Greenwood, 2002).

Business associations have the potential to address various strategic requirements of small and medium-sized enterprises (SMEs) by delivering customized services and maintaining a reputation for impartiality, thus ensuring confidentiality (Bennett & Ramsden, 2007). Associations may also facilitate external networking opportunities for SMEs, enabling them to explore market matches and exchange specialized knowledge within a select group of peers and similar businesses, potentially fostering social interaction as well (Bennett & Ramsden, 2007).

H₄: The involvement of family-owned MSMEs with business associations positively and significantly affects market orientation.

Creating superior value for customers continuously involves gathering and coordinating information about customers, competitors, and other factors that significantly influence the market (e.g., suppliers and the government). Therefore, market orientation can be viewed as an externally-oriented organizational culture where customer and competitor orientation and intra-company inter-functional coordination are manifestations and measures of market-oriented company culture (Pawlas et al., 2020).

Susila et al., (2024) highlights the crucial importance of collaboration among farmers, business collectives (MSMEs), government entities, and academic institutions. The case study demonstrates that the integration of these diverse groups can successfully promote the development of MSMEs in sustainable agro-tourism

H₅: The involvement of family-owned MSMEs with the government positively and significantly affects company professionalism.

SMEs generally face several challenges, including limited access to financial institutions, lack of a database infrastructure, insufficient commitment to research and development, ineffective product distribution infrastructure, and difficulties in leveraging information technology advancements (Yoshino & Taghizadeh-Hesary, 2017; Irianto, 2022). These obstacles result in SMEs struggling to grow and weakening their competitiveness. In such situations, SME entrepreneurs have limited ability to address these issues unless there is government involvement (Christina et al., 2014) that provides systematic and legal solutions through appropriate regulations or policies.

Afsharghasemi et al (2013) highlight the study of internationalization process of SMEs, specifically in the context of manufacturing SMEs in Malaysia. The findings highlight the significant impact of market orientation, government regulation, and competitive advantage on the internationalization process of these SMEs. Setyawan et al. (2015) found that SMEs require government support to establish marketing networks and gain access to financial institutions.

H₆: The involvement of family-owned MSMEs with the government positively and significantly affects market orientation.

The concept of performance refers to the level of achievement of employees or organizations against job requirements. Budiman et al. (2021) argue that performance is the achievement shown by employees. It is the result achieved in carrying out the tasks assigned based on competence, experience, seriousness, and available time.

Small and medium enterprises (SMEs) often face obstacles to learning. To learn and understand business innovation opportunities, access to industry and markets is required. Unlike large companies, such opportunities are often difficult for SMEs to obtain. Therefore, the government, along with universities and industry, plays a crucial role in creating knowledge spaces that enable mutual learning between SMEs and large companies (Brink & Madsen, 2016).

H₇: The involvement of family-owned MSMEs with universities positively and significantly affects company performance.

Universities are recognized for their broader role in generating innovation and nation-building. They are not only considered 'key architects' and 'drivers of regional development (Etzkowitz & Klofsten, 2005). They are also designated as playing a crucial role in promoting and sustaining regional growth processes by interacting and collaborating with industry and the broader community within the context of the endogenous regional growth paradigm (Gustavsson et al., 2016).

Performance is a record of outcomes produced from specific job functions or activities over a particular period. From the explanation above, it is understood that performance is the achievement reached by employees based on established standards and measures (Etzkowitz & Klofsten, 2005)

H₈: The involvement of family-owned MSMEs with business associations positively and significantly affects company performance.

The government acts as a catalyst and influential policy maker in driving innovation (Fitriani et al., 2019). The government can support various startup industries through innovation (Dhewanto et al., 2015). Since small and medium enterprises are seen as sources of prosperity, community welfare, employment, and significant national development in Indonesia, they need to adapt to current technological changes and advancements with the support of collaboration among the three actors.

H₉: The involvement of family-owned MSMEs with the government positively and significantly affects company performance.

Stewart and Hitt (2012) argue that family businesses that professionalize their companies gain many benefits. Those who professionalize their companies have better performance than those who do not. Practices such as evaluation and incentive compensation (Chua et al., 2009) can be applied to family businesses because they are The Triple Helix interaction of university-industry-government is a universal model for developing knowledge-based societies through innovation and entrepreneurship.

The Triple Helix is identified as a secret of innovative regions that can also be found in static or laissez-faire societies globally. The Triple Helix focuses on "innovation in innovation" and dynamics to drive innovation ecosystems through various hybrid organizations such as technology transfer offices, venture capital companies, incubators, accelerators, and science parks (Etzkowitz & Klofsten, 2005).

H₁₀: Professionalism can mediate the relationship between the involvement of family-owned MSMEs with universities, business associations, and the government towards family-owned company performance.

Professionalism can be taught and transmitted through processes of socialization and interaction with surrounding parties. Greenwood et al. (2002) reveal that professional organizations provide a basis for change. Greenwood et al. (2002) specifically highlight the role of professional associations in assisting the process of institutional transformation. Organizations tend to behave according to expected social constructs to reduce ambiguity and uncertainty. By sharing an understanding of good practices, they create an order that serves as a guideline for companies to face various possibilities in a business environment (Greenwood, 2002)

Tsao, Chen, Lin, and Hyde (2009) found that companies gain many benefits from formal human resource management practices such as employee selection, performance-based pay, training, and employee empowerment. Market orientation positively affects business performance. Market orientation has a positive effect on business performance (Ndubisi & Ifikhar, 2012).

H₁₁: Market orientation cannot mediate the relationship between the involvement of family-owned MSMEs with universities, business associations, and the government towards family-owned company performance.

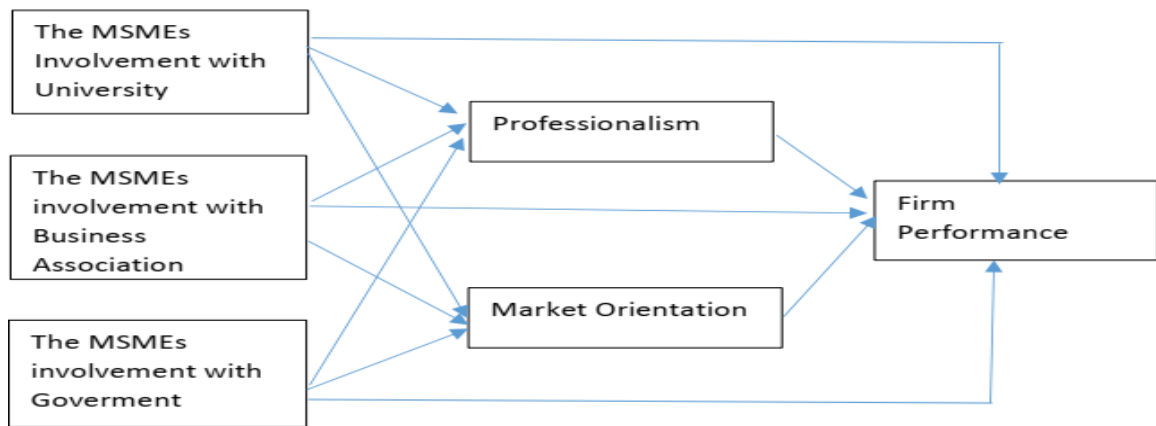


Fig.1: Theoretical Model

3. Research Methods

The research method used in this study is a quantitative method. Data were collected through primary sources by conducting surveys on family-owned MSMEs in the Ex-Residency area of Surakarta, including Surakarta, Sukoharjo, Klaten, Boyolali, Karanganyar, and Sragen. Questionnaires were distributed to the owners or managers of family-owned MSMEs. The data collection method used in this study was through the distribution of questionnaires. The questionnaires were created using a Likert scale format, with the interval scale commonly used in questionnaire construction.

The sampling technique is a method for determining a sample from a population. Sujana et al. (2013) explained that convenience sampling was used in this study due to ease of access. The exact population and sampling frame of family-owned MSMEs are not known, which is one of the considerations for using this technique. The sample size used in this study is 120 family-owned MSMEs. Data processing was done using Smart PLS software. The PLS model consists of two stages: the outer model or measurement model and the inner model or structural model. Additionally, the evaluation of the measurement model (outer model) was conducted.

4. Results and Discussion

PLS Program Scheme In this study, hypothesis testing was conducted using the Partial Least Square (PLS) data analysis technique with the SmartPLS 4.0 program. The following is the tested PLS model scheme:

Instrument Test The instrument test used in this study includes validity and reliability tests with 128 respondents from MSMEs in Soloraya to analyze validity and reliability. The results of this analysis are used to obtain data for further analysis. The relationship between the involvement of family-owned MSMEs in the Triple Helix network with professionalism and market orientation of family-owned MSMEs is analyzed using the SmartPLS 4.0 analysis tool.

4.1.Outer Model Analysis

The steps in the SmartPLS analysis evaluate the outer model using five criteria: validity, reliability, variable analysis, and multicollinearity by examining Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE), and VIF for each variable (Ghozali & Hengky, 2015). The test results are as follows:

Convergent Validity To test convergent validity, outer loading or loading factor values are used. An indicator is considered to meet convergent validity in a good category if the outer loadings > 0.70 (Ghozali & Hengky, 2015). The outer loading values for each indicator in the study variables are:

Table 1. Outer Loadings

Variable	Indicator	Outer Loadings	Description
Involvement with Universities (X1)	X1.1	0.944	Valid
	X1.2	0.829	Valid
	X1.3	0.942	Valid
	X1.4	0.646	Valid
Involvement with Business Associations (X2)	X2.1	0.751	Valid
	X2.2	0.692	Valid
	X2.3	0.814	Valid
	X2.4	0.871	Valid
Involvement with Government (X3)	X3.1	0.773	Valid
	X3.2	0.824	Valid
	X3.3	0.882	Valid
	X3.4	0.828	Valid
Professionalism (Z1)	Z1.1	0.713	Valid
	Z1.2	0.911	Valid
	Z1.3	0.815	Valid
	Z1.4	0.701	Valid
	Z1.5	0.752	Valid
	Z1.6	0.911	Valid
Market Orientation (Z2)	Z2.1	0.788	Valid
	Z2.2	0.951	Valid
	Z2.3	0.720	Valid
	Z2.4	0.713	Valid
	Z2.5	0.951	Valid
Company Performance (Y)	Y1.1	0.874	Valid
	Y1.2	0.883	Valid

Based on the data in Table 1, it is known that many study variables have outer loading values > 0.70 , but there are still some indicators with outer loading values < 0.70 . However, according to Ghozali (2006), for initial stage research in developing measurement scales, loading values between 0.50 and 0.60 are considered sufficient. The data above do not show any indicator variables with outer loading values < 0.50 , so all indicators are considered suitable or valid for further analysis.

Convergent validity can also be known through the Average Variance Extracted (AVE) method. Each indicator must have an AVE value > 0.50 to be considered valid (Ghozali & Hengky, 2015).

Table 2. Average Variance Extracted

Variable	AVE	Description
Involvement with Universities (X1)	0.721	Valid
Involvement with Business Associations (X2)	0.616	Valid
Involvement with Government (X3)	0.685	Valid
Company Performance (Y)	0.747	Valid
Professionalism (Z1)	0.685	Valid
Market Orientation (Z2)	0.692	Valid

Based on Table 2, it can be seen that the AVE value for the variable Involvement with Universities $>$

0.50 with a value of 0.721, the variable Involvement with Business Associations > 0.50 with a value of 0.616, the variable Involvement with Government > 0.50 with a value of 0.685, the variable Professionalism > 0.50 with a value of 0.685, the variable Market Orientation > 0.50 with a value of 0.692, and the variable Company Performance > 0.50 with a value of 0.747. This indicates that all variables have good discriminant validity.

Discriminant Validity is a test to ensure that each concept of each latent variable differs from other variables. Discriminant Validity can be known by evaluating cross loading values for each indicator. The criterion for validity is a cross loading value > 0.70 (Fornell & Larcker, 1981).

Table 3. Cross Loading

Indicator	Involvement with Business Associations	Involvement with Government	Involvement with Universities	Company Performance	Market Orientation	Professionalism
X1.1	0.866	0.876	0.944	0.874	0.942	0.905
X1.2	0.681	0.833	0.829	0.888	0.784	0.820
X1.3	0.871	0.884	0.942	0.873	0.940	0.903
X1.4	0.521	0.490	0.646	0.497	0.512	0.521
X2.1	0.751	0.549	0.540	0.536	0.545	0.564
X2.2	0.692	0.509	0.526	0.494	0.496	0.541
X2.3	0.814	0.816	0.654	0.679	0.738	0.769
X2.4	0.871	0.884	0.942	0.873	0.940	0.903
X3.1	0.629	0.773	0.593	0.640	0.615	0.652
X3.2	0.820	0.824	0.653	0.679	0.738	0.768
X3.3	0.862	0.882	0.947	0.878	0.951	0.911
X3.4	0.685	0.828	0.827	0.885	0.776	0.815
Y1.1	0.866	0.876	0.944	0.874	0.942	0.905
Y1.2	0.689	0.834	0.823	0.883	0.773	0.811
Y1.3	0.633	0.719	0.648	0.835	0.663	0.725
Z1.1	0.651	0.629	0.584	0.601	0.582	0.713
Z1.2	0.862	0.882	0.947	0.878	0.951	0.911
Z1.3	0.685	0.828	0.827	0.885	0.776	0.815
Z1.4	0.586	0.605	0.547	0.613	0.578	0.701
Z1.5	0.735	0.758	0.611	0.651	0.670	0.752
Z1.6	0.862	0.882	0.947	0.878	0.951	0.911
Z2.1	0.642	0.643	0.702	0.654	0.788	0.665
Z2.2	0.862	0.882	0.947	0.878	0.951	0.911
Z2.3	0.590	0.718	0.723	0.773	0.720	0.718
Z2.4	0.777	0.779	0.614	0.638	0.713	0.724
Z2.5	0.862	0.882	0.947	0.878	0.951	0.911

From the cross loading estimation results in Table 3, it can be seen that the construct correlation values with their indicators are greater than the correlation values with other constructs. It can be concluded that all constructs already have discriminant validity, meaning that indicators in that block are better than indicators in other blocks.

Composite Reliability is used to test the reliability of variable indicators. Variables are considered to meet composite reliability if the composite reliability value of each variable is > 0.70 (Ghozali & Hengky, 2015). The composite reliability values for each variable are:

Table 4. Composite Reliability

Variable	Composite Reliability	Description
Involvement with Universities (X1)	0.907	Reliable
Involvement with Business Associations (X2)	0.841	Reliable
Involvement with Government (X3)	0.862	Reliable
Company Performance (Y)	0.843	Reliable
Market Orientation (Z1)	0.904	Reliable
Professionalism (Z2)	0.909	Reliable

Based on Table 4, it can be seen that the composite reliability values of the variables are: Involvement with Universities > 0.70 with a value of 0.907, Involvement with Business Associations > 0.70 with a value of 0.841, Involvement with Government > 0.70 with a value of 0.862, Professionalism > 0.70 with a value of 0.909, Market Orientation > 0.70 with a value of 0.904, and Company Performance > 0.70 with a value of 0.843. This shows that each variable has composite reliability > 0.70, indicating that all variables are reliable.

Composite reliability testing above can be reinforced with Cronbach's Alpha values. A variable is considered reliable if it has a Cronbach's Alpha value > 0.70 (Ghozali & Hengky, 2015). The Cronbach's Alpha values for each variable are:

Table 5. Cronbach's Alpha

Indicator	Cronbach's Alpha	Description
Involvement with Universities (X1)	0.401	Not Reliable
Involvement with Business Associations (X2)	0.932	Reliable
Involvement with Government (X3)	0.847	Reliable
Company Performance (Y)	0.831	Reliable
Market Orientation (Z)	0.883	Reliable
Professionalism (Z)	0.643	Not Reliable

Based on Table 5, it can be seen that the Cronbach's Alpha values of the variables are: Involvement with Universities with a value > 0.70 of 0.401, Involvement with Business Associations > 0.70 with a value of 0.932, Involvement with Government > 0.70 with a value of 0.847, Professionalism > 0.70 with a value of 0.643, Market Orientation > 0.70 with a value of 0.883, and Company Performance > 0.70 with a value of 0.831. This shows that not all variables have Cronbach's Alpha > 0.70, meaning that there are two variables declared not reliable.

Multicollinearity Test The purpose of the multicollinearity test is to determine multicollinearity between variables by evaluating the correlation between independent variables. The results of the multicollinearity test are presented in the table below:

Table 6. Collinearity Statistic

Variable	VIF	Description
Involvement with Business Associations > Company Performance	3.378	Non-Multicollinearity
Involvement with Government > Company Performance	2.646	Non-Multicollinearity
Involvement with Universities > Company Performance	2.971	Non-Multicollinearity
Market Orientation > Company Performance	2.827	Non-Multicollinearity
Professionalism > Company Performance	2.831	Non-Multicollinearity

Based on Table 6, the results of the Collinearity Statistics (VIF) to see the multicollinearity test with the outer results of the variable Involvement with Business Associations towards Company Performance are 2.971. The value of the variable Involvement with Government towards Company Performance is 3.378. The value of the variable Involvement with Universities towards Company Performance is 2.646. The value of the variable Market Orientation towards Company Performance is 2.646. The VIF value of Marketing Strategy towards Company Performance is 2.827. The VIF value of Professionalism towards Company Performance is 2.831. The values of each VIF variable < 5

indicate no multicollinearity between variables.

Inner Model Analysis The model evaluation was conducted using the Coefficient Determination (R²), Goodness of Fit (Gof), and Hypothesis Test (Direct Effect and Indirect Effect). The proposed PLS model scheme is as follows:

Coefficient Determination (R²) The coefficient determination (R-square) value is used to measure how much the dependent variable is influenced by other variables. Chin stated that an R² result of 0.67 and above for the dependent latent variable in the structural model indicates the influence of the independent variable (influencing) on the dependent variable (influenced) is in the good category. If the result is 0.33-0.67, it is in the moderate category, and if the result is 0.19-0.33, it is in the weak category. Based on the data processing with SmartPLS 3.0, the R-Square values obtained are:

Table 7. Coefficient Determination

Variable	R Square (R ²)	Description
Company Performance	0.931	Good
Market Orientation	0.944	Good
Professionalism	0.947	Good

The R-Square table is used to see the simultaneous effect of variables. The R-square value of Company Performance with a value of 0.931 or 93.1% indicates a good influence. The R-square value of Market Orientation with a value of 0.944 or 94.4% indicates a good influence. The R-square value of Professionalism with a value of 0.947 or 94.7% indicates a good influence.

Goodness of fit is determined from the Q-square value. The Q-Square value means that the fit or match with the data is better or more fit. The Goodness of Fit value is divided into three categories: small = 0.1, moderate = 0.25, large = 0.38. The analysis results indicate that this study has a large model as the Goodness of Fit value is greater than 0.38. Thus, the study model has a good goodness of fit.

4.2.Hypothesis Testing

Direct Effect Testing Testing the path coefficient using the bootstrapping process to see the t-statistics or p-values (critical ratio) and original sample values obtained from the process. A p-value < 0.05 indicates a direct effect between variables, while a p-value > 0.05 indicates no direct effect between variables.

Table 8. Path Coefficient

Hypothesis	Original Sample	T Statistics	P Values	Description
Involvement with Business Associations -> Company Performance	0.199	2.468	0.014	Positive and Significant
Involvement with Business Associations -> Market Orientation	0.140	2.310	0.021	Positive and Significant
Involvement with Business Associations -> Professionalism	0.158	2.091	0.037	Positive and Not Significant
Involvement with Government -> Company Performance	0.413	2.840	0.005	Positive and Significant
Involvement with Government -> Market Orientation	0.289	4.179	0.000	Positive and Significant
Involvement with Government -> Professionalism	0.477	6.896	0.000	Positive and Significant
Involvement with Universities -> Company Performance	0.429	3.302	0.001	Positive and Significant
Involvement with Universities -> Market Orientation	0.568	9.069	0.000	Positive and Significant

Involvement with Universities -> Professionalism	0.364	3.871	0.000	Positive and Significant
Market Orientation -> Company Performance	0.068	0.644	0.520	Negative and Not Significant
Professionalism -> Company Performance	0.392	2.375	0.018	Positive and Significant

The study tested several hypotheses to understand the impact of the involvement of family-owned MSMEs with external entities on company professionalism and market orientation. Hypothesis 1 examined whether engagement with universities positively and significantly affects company professionalism. The results showed a t-statistic of 3.871, an influence magnitude of 0.364, and a p-value of 0.000, leading to the acceptance of this hypothesis.

Similarly, Hypothesis 2 tested the effect on market orientation, revealing a t-statistic of 9.069, an influence magnitude of 0.568, and a p-value of 0.000, thus confirming a significant positive impact. Hypothesis 3 evaluated the involvement with business associations and its effect on professionalism, resulting in a t-statistic of 2.091, an influence magnitude of 0.158, and a p-value of 0.037, which supported the hypothesis. Hypothesis 4 focused on market orientation, showing a t-statistic of 2.310, an influence magnitude of 0.140, and a p-value of 0.021, confirming a positive and significant impact. Finally, Hypothesis 5 assessed the effect of involvement with the government on professionalism, with results showing a t-statistic of 6.896, an influence magnitude of 0.477, and a p-value of 0.000, thereby accepting the hypothesis. These findings indicate that the involvement of family-owned MSMEs with universities, business associations, and the government significantly enhances both company professionalism and market orientation.

Testing the indirect effect of Market Orientation and digital skills on MSME resilience through Marketing Strategy. The analysis results can be seen from the indirect effects of the bootstrapping technique. The summary results are as follows:

Table 9. Indirect Effect

Hypothesis	T Statistics	P Values	Description
Involvement with Universities -> Professionalism -> Company Performance	0.143	2.266	0.023
Involvement with Business Associations -> Market Orientation -> Company Performance	-0.010	0.537	0.591
Involvement with Universities -> Market Orientation -> Company Performance	-0.039	0.658	0.511
Involvement with Government -> Market Orientation -> Company Performance	-0.020	0.596	0.551
Involvement with Business Associations -> Professionalism -> Company Performance	0.062	1.348	0.178
Involvement with Government -> Professionalism -> Company Performance	0.187	2.133	0.033

Hypothesis 6 investigated whether engagement with the government positively and significantly affects market orientation, revealing a t-statistic of 4.179, an influence magnitude of 0.289, and a p-value of 0.000, leading to the acceptance of this hypothesis. Hypothesis 7 assessed the effect of university involvement on company performance, resulting in a t-statistic of 3.302, an influence magnitude of 0.429, and a p-value of 0.001, confirming a significant positive impact. Hypothesis 8 focused on the involvement with business associations and its effect on company performance, showing a t-statistic of 2.468, an influence magnitude of 0.199, and a p-value of 0.014, which supported the hypothesis. Finally, Hypothesis 9 examined the effect of government involvement on company performance, with results indicating a t-statistic of 2.840, an influence magnitude of 0.413, and a p-value of 0.005, thereby accepting the hypothesis. These findings suggest that the involvement of family-owned MSMEs with

universities, business associations, and the government significantly enhances both market orientation and company performance.

Discussion

The analysis reveals that the involvement of family-owned MSMEs with universities has a significant and positive impact on company professionalism. Specifically, the hypothesis test shows a t-statistic value of 3.871, an influence magnitude of 0.364, and a p-value of 0.000. These results indicate that a higher degree of engagement with universities enhances company professionalism, aligning with Utaminingsih, (2016, who found that such collaboration is crucial for addressing new business challenges. Furthermore, this involvement also positively affects market orientation, as evidenced by a t-statistic value of 9.069, an influence magnitude of 0.568, and a p-value of 0.000. This supports the perspective of Pawlas et al. (2020) who describe market orientation as a key aspect of an organizational culture that emphasizes customer and competitor awareness alongside effective internal coordination.

Similarly, the involvement of family-owned MSMEs with business associations significantly improves both company professionalism and market orientation. The analysis shows a t-statistic value of 2.091, an influence magnitude of 0.158, and a p-value of 0.037 for professionalism, indicating that stronger ties with business associations enhance professionalism. Cant and Sharma (1995) corroborate this finding, suggesting that such associations help in negotiating interests and rights relevant to the business. Additionally, the involvement with business associations shows a t-statistic of 2.310, an influence magnitude of 0.140, and a p-value of 0.021 for market orientation, supporting the research by Mumtahana (2017) and Romdonny and Rosmadi (2018) that indicates improved market orientation through effective use of associations. The involvement with the government also significantly influences both professionalism and market orientation, with t-statistic values of 6.896 and 4.179, and p-values of 0.000 for both metrics. This underscores the role of government engagement in facilitating business operations and enhancing market orientation, as highlighted by Ulyah (2016)

Moreover, the analysis shows that involvement with universities, business associations, and the government positively impacts company performance. Specifically, involvement with universities yields a t-statistic of 3.302, an influence magnitude of 0.429, and a p-value of 0.001, while involvement with business associations shows a t-statistic greater than 2.468, an influence magnitude of 0.199, and a p-value of 0.014. The involvement with the government results in a t-statistic of 2.840, an influence magnitude of 0.413, and a p-value of 0.005. These findings demonstrate that stronger engagement with these entities enhances company performance, consistent with the views of Budiman et al. (2021) and Son Hing et al. (2011). However, market orientation does not mediate this relationship, as indicated by t-statistic values of 0.537, 0.658, and 0.596, with negative influence magnitudes and p-values above 0.05. This suggests that while involvement with universities, business associations, and the government positively affects performance, market orientation does not play a mediating role in this dynamic.

5. Conclusion

This study provides empirical evidence on the role of Triple Helix interactions in enhancing the performance of family-owned MSMEs in Indonesia. Our findings demonstrate that involvement with universities, business associations, and government positively influences company professionalism, market orientation, and performance. Notably, professionalism acts as a mediator in this relationship, underlining its importance in translating Triple Helix interactions into improved company performance.

These results have significant implications for policymakers, suggesting that initiatives fostering collaboration between MSMEs, educational institutions, industry associations, and government bodies

could be effective in improving MSME performance. For MSME owners and managers, our findings highlight the importance of actively seeking and maintaining relationships with these external entities to enhance their professionalism and performance.

In conclusion, this study contributes to our understanding of how the Triple Helix model can be applied to support the development of family-owned MSMEs, offering a foundation for future research and policy development in this crucial economic sector

Research Limitations and Suggestions

Future research could explore these relationships in different geographical contexts or industry sectors, and investigate the specific mechanisms through which Triple Helix interactions enhance professionalism and performance. Additionally, longitudinal studies could provide insights into how these relationships evolve over time.

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