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Entrepreneurial Intention and Small Layer Poultry Farm's Growth in Developing Countries : A Case of Indonesia

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Abstract.

The small layer poultry farms in many developing countries such as Indonesia have growth opportunities. This is created by the rapid increase in market demand for poultry eggs, availability of input production, and supporting government policy. However, the fact showed that the majority of these entrepreneurs prefer the status quo and unwillingness to grow. Therefore, this study aims to examine the direct impact of entrepreneurial intention on small layer poultry farm's growth and its indirect impact by mediating social networks and types of business strategy. This study used quantitative research study focused on structured and semi-structured interviews for collecting the data. Data were obtained from 96 small layer poultry farms in South Sulawesi Province, Indonesia, by using the questionnaire survey. The results showed that the direct impact of entrepreneurial intention on small layer poultry farm's growth was not substantial. Further, research on the social network and type of business strategy can strengthen and positively impact the entrepreneurial intention on small layer poultry farm's growth. Thus, this study leading to novel and unique insights and contributions for both poultry agribusiness, and policy-makers.

Keywords: Entrepreneurial intention, small poultry layer farm, farm growth, social network, business strategy

JEL Classification : L21, L26, M21, Q12

1.INTRODUCTION

Layer poultry farming is an important subsector of the livestock industry, which promotes economic growth in many developing countries, such as Indonesia. It is a commercial activity that contributes to reducing the poverty level in rural and urban areas by creating direct and indirect employment opportunities that serve as sources of income (Wynne and Lyne, 2003; Odine et al., 2015). The layer poultry production also contributes to food security and supply of high-quality protein (Hamid et al., 2017; Anang et al., 2013)

Indonesia is ranked seventh on the world's list of significant egg producers, and its production volume reached 1,224 metric tons in 2013, which contributed approximately 1.70 % globally or relatively 20.7 % in the less developed countries (LDC) (Windhorst, 2016). Commercial layer poultry farming started in the 1980's and has subsequently shown rapid development. In 2018, the number of commercial poultry businesses was an estimated 29,939, and approximately 161.35 million hens were reared. However, over 95 % were small farm businesses with a maximum production capacity of 5,000 hens. They are concentrated on the eastern, central, and western Java, as well as South Sulawesi provinces (Directorate General of Animal Husbandry and Animal Health, 2017).

The small poultry farms in developing countries such Indonesia have opportunities for growth due to the rapid increase in market demand for eggs, easy availability of production inputs, and government policy. The fact still remains that they prefer the status quo and unwillingness to grow, and only a few have been able to realize medium scale production. A certain analysis showed that the growth potential for small layer poultry farms was not entirely utilized and operated under 65% capacity utilization (Indonesian Commercial Newsletter, 2009). The averse growth of these farms has a significant impact on its sustainability and a promising future ahead of them (Narord et al., 2007). Therefore, there is a need to enhance small layer poultry farms in developing countries, although its determinants are not fully understood. Moreover, several theories do not include the widespread unwillingness of managers (Kolvereid and Bullvag, 1996), while numerous studies reported that it is due to the entrepreneur's intentions (Price and Stoica, 2013; Levie and Autio, 2013). However, several scholars stated that the effect of entrepreneurial growth intention on small farm growth is complex, thereby suggesting the need to review the moderating variables (Levie and Autio, 2013). According to certain literature, social networks and types of business strategies are moderating variables that have the potentials to stimulate the growth of these businesses (Levie and Autio, 2013; Desta, 2015; Machado, 2016). However, studies concerning the effect of entrepreneurial intention on small farm's growth in accordance with the stated variables are limited. Moreover, several studies are based on newly founded enterprises, (Širec and Bradac, 2009; Uddenberg, 2015), while only a few have reported some issues regarding layer poultry farming in developing countries (Pushpakumari and Watanabe, 2009; Oyedijo and Akewusola, 2012; Mustikowati, 2014). In these regards, this study is aimed to fill the research gap by examining the direct and indirect impact of entrepreneurial intention on small layer poultry farm's growth, through mediating variables such as social network and types of business strategies

2.LITERATURE REVIEW

2.1.Growth of Small Layer Poultry Farm

Theories concerning the growth of large businesses do not illustrate the phenomenon in small enterprises (Davidson et al., 2010) however, growth is important for the survival of these firms (Machado. 2016). The growth of small layer poultry farms is reported to satisfy certain economic (such as the generation of income and employment), social (namely improved livelihood and poverty alleviation), food security (such as the provision of high-quality protein) and environmental objectives such as the provision of organic fertilizers to improve the structure and fertility of agricultural lands (Zaglago, 2016). Moreover, the sustainability of small poultry farms is an important issue that needs to be tackled by scholars and policymakers in developing countries. This is because they suffer from low profitability, lack economy of scale to compete with larger businesses, and always find it difficult to continue participating in the dynamic market (Narord et al., 2017). Furthermore, several factors and barriers influence its growth (Venkatesh and Muthaih, 2012). According to numerous studies, these farms encounter certain challenges that impede its growth namely operating on relatively fewer resources, seasonal price fluctuation (Anang et al., 2013; Adetayo et al., 2013), lack of entrepreneurial motivation and intention to develop farms (Ogolla, 2016; Zaglago, 2016).

2.2.Entrepreneurial Intention

Entrepreneurial intention is synonymously used in the literature relating to concepts of growth ambition, expectation, motivation, propensity, willingness, preferences, aspiration, and attitude. Therefore, the definition is generally aimed to understand the numerous reasons and ways managers seek (or do not seek) growth (Wallin et al., 2016) and also relates it to the development of their businesses (Levie and Autio, 2013). Cooney (2012) stated that entrepreneurs' primary role and intention determine the chances of futuristic growth. Kolvereid and Bullvag (1996) reported that the managers' intention has a positive effect on the achievement of growth. In addition, Gherhes et al. (2016) stated that entrepreneur's intention is as important as the manager's ability to foster and manage growth. Stroe (2012), as well as Levie and Autio (2013), stated that in order to achieve growth, entrepreneurial growth intention needs to align with the important factors enabling development, namely social network and business strategies.

2.3.Social Network

Social networks are defined as a set of actors, individuals, or organizations, and the series of linkages between them (Martins, 2016). They aid small businesses that are dependent on limited resources or other enterprises (Mäläskä et al., 2011). Social networking has a positive impact on the growth of small businesses because they provide access to resources, knowledge, and skills needed for their development and exploitation (Dowla, 2011). Furthermore, it also acts as a buffer against shocks or uncertainties needed to protect and enhance the competitive advantage of small businesses (Waihenya, 2014). Aldrich et al. (1987) stated that social networks play an impact on the process of founding and growth of businesses. In developing countries, small enterprise networking is based on social and business connections (Barr, 2000). According to Ritter et al. (2004), Ismail and Karlsson (2013), social network strengthens the intention to develop business strategy.

2.4. Business Strategy

The performance of any enterprise is determined by the type of business strategy adopted (Nur et al., 2014). Ferreira and Azevedo (2008) reported that enterprises' resources and capabilities are the main competences for formulating and adopting these strategies. One of the most dominant frameworks for business strategy is Miles and Snow's typology, namely defenders, prospectors, analyzers, and reactors. This classification is based on the assessment of the firm's responds to entrepreneurial problems, such as the strategy to adopt and administrative problems in accordance with the selection of structures that are consistent with the strategy (Miles and Snow, 1986). Firms that are able to achieve a fit between strategy and structure tend to create a significant competitive advantage (Ogollah et al., 2011).

A conceptual framework was developed based on the stated literature in accordance with a path diagram model, as shown in Figure 1.

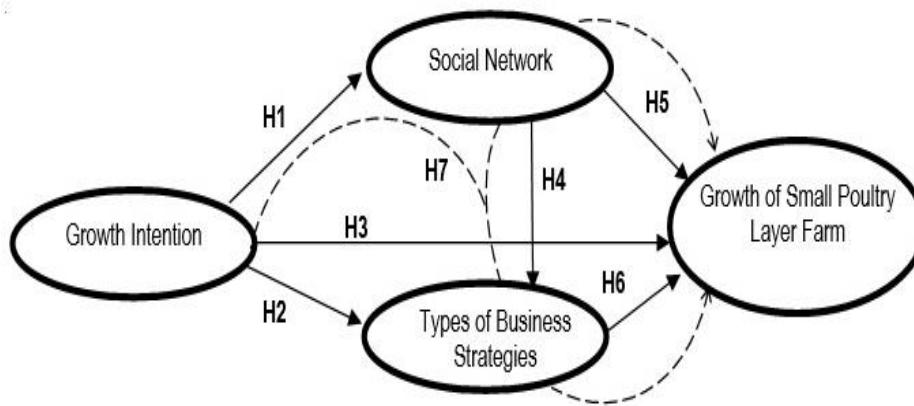


Figure 1
Framework

1: A Research

Based on the figure 1, the hypothesis were proposed :

- H1. Entrepreneurial intention has a positive impact on small layer poultry farm's growth
- H2. Entrepreneurial intention has a positive impact on social network
- H3. Entrepreneurial intention has a positive impact on types of business strategies
- H4. Social network has a positive impact on small layer poultry farm's growth
- H5. Social network has a positive impact on types of business strategies
- H6. Types of business strategies has a positive impact on small layer poultry farm's growth

H7. Social networks and types of business strategies largely contribute to the impact of entrepreneurial intention on layer poultry farm's growth

3. RESEARCH METHODOLOGY

This study was carried out from April to September 2017 in Sidrap Regency, a region well-known for the development of layer poultry farming located in South Sulawesi Province, Indonesia. The inductive approach and quantitative methods were used to collect data in order to validate the conceptual model and the proposed hypotheses. The population consisted of small layer poultry farms with less than 5000 hens and has been in existence for the past five years. Based on this circumstance, the target population was assumed to probably have stable growth intentions over time, as well as the capability to manage the poultry business effectively. The number of samples was 96 farms determined by the Yamane's formula. Subsequently, they were randomly selected from a population of 1.366 farms registered with Animal Husbandry and Health Agency of South Sulawesi Province in April 2017. Data collection was based on structured questionnaires consisting of both close and open-ended questions, in accordance with a cross-sectional survey research method, which involves a combination of direct observation and face-to-face interviews with owners of small layer poultry farms. The open-ended questions were used to provide additional information that was not captured by the close-ended question. Entrepreneurial intention was measured by asking respondents whether they were willing to pursue growth and transition from small to large scale production in the next three years on a 5- point scale from 1 (strongly disagree) to 5 (strongly agree). In addition, the social network was measured, using the resource approach. According to Lin (2002), the resource approach is more effective for small businesses compared to the social network structure.

Furthermore, they were asked whether they obtained resources, namely credits for production input of feed, day-old chicks, and drugs from social interactions with supplier or poultry shop and intermediary traders on a 5- point scale from 1 (strongly disagree) to 5 (strongly agree). The two main types of business strategies commonly used are analyzer and defender (Bustamam and Pech, 2016). Their opinions on applying these strategies in operating their layer poultry farming varied due to the fluctuation of production input and eggs' prices on a 5- point scale ranging from 1 (strongly considered unimportant) to 5 (strongly considered important). However, because most owners lacked financial records, this study decided to measure small farm growth based on alteration in the number of eggs sold in the past 3 years. The formula used to calculate t year's is equivalent to t-3 year's number of eggs sold. However, before its application, the questionnaire was issued in order to verify the validity and reliability. Therefore, it was initially distributed to 25 respondents. However, immediately the items on the questionnaire were confirmed valid and reliable, it was distributed to all the respondents. Irrespective of the fact that most of the information acquired was ordinal, a Successive Interval Method (SIM) was used to transfer them into interval data, and it was further examined using path analysis, which is a multivariate technique used to describe both direct and indirect effects of independent variables on the dependent ones. Therefore, the model in this study involves independent, intervening, and dependent variables determined and verified using path analysis

4. RESULTS AND DISCUSSION

The results from path analysis using LISREL 8.51 are shown in Table 1 and 2.

Table 1: The Result From Path Analysis: Impact of Independent Variable on Dependent Variable

Independent Variables	Dependent Variables	Path Coefficient	P-Value	Description
Enterprenerial Intention (X1)	Farm growth (X4)	0.023	0.764	Non-Significant
Entrepreneurial Intention (X1)	Types of Business Strategies (X3)	0.142	0,014	Significant
Entrepreneurial Intention (X1)	Social Network (X2)	0.242	0.003	Significant
Social Network (X2)	Types of Business Strategies (X3)	0.051	0.047	Significant
Social Network (X2)	Farm growth (X4)	0.414	0	Significant
Types of Business Strategies (X3)	Farm growth (X4)	0.202	0.007	Significant

Table 2 Contributory Effects of Moderating Variable: Social Network and Types of Business Strategies

Enterprenerial Intention Variable	Contributory Effects			
	Direct (X4)	Via X ₂	Via X ₃	Total
X ₁	0.023	0.1	0.029	0.152
X1	0.023	0.1	-	0.123
X1	0.023	-	0.029	0.052

in accordance with Table1, the impact of entrepreneurial intention (X1) on small layer poultry farm's growth (X4) was statistically insignificant at a 5 % level. This shows that positive entrepreneurial intention does not guarantee the realization of small layer poultry farm's growth, or its impact tends to be weak and limited. A probable reason for this discovery is that the owners of these farms focus on their day-to-day activities and do not have any specific goals or plans to develop their businesses in the future. However, this is due to changes in the nature of managerial problems that occur in the transformation from small to medium-sized enterprises. In addition, the owners' do not have adequate abilities to resolve growth issues. Consequently, they perceive the present small-scale production as a comfort zone that needs to be managed. This finding is consistent with previous studies. Additionally, Wallin et al. (2016) stated that entrepreneurial intention was influenced by their perceptions of the field's barriers and constraints. Stroe (2012) stated the insignificant relationship between entrepreneurial intention and small layer poultry farm growth. This is due to the fact that the owners do not have the appropriate facilities to realize their intentions. Similarly, entrepreneurial intention is not enough for development. A relationship tend to exist, supposing the entrepreneurial intentions are compiled with the appropriate enablers such as social network practices and business strategies (Storey, 2004)

Table 1 shows that entrepreneurial intention (X1) has a positive impact on social network (X2) at a statistically significant level of 5 %, therefore, it depends on entrepreneurial intention. Furthermore, it implies that positive entrepreneurial intention realizes gainful production input such as feed, day-old chicks and drugs from social interactions with suppliers and intermediary traders. This research is supported by the studies carried out by Mappigau& Amar (2019) and Pistrui (2002) which stated that lack of market information as well as limited financial resources has a negative impact on entrepreneur's growth intention and expansion plan, which includes the social relationship and personal contacts with external actors. Nishantha and Kawamura (2011) reported that enterprises with positive entrepreneurial intentions offer active resources, knowledge, and information through existing social networks. Estrin et

al. (2014) and Lajqi&Krasniqi (2017) stated that easy access to resources moderates the positive effects of informal institutional relations on growth prospects.

The path analysis results in Table 1 show that entrepreneurial intention (X1) has a positive impact on types of business strategies (X3) at a statistically significant level of 5 %. This shows that strategic business practices depend on entrepreneurial intentions. It simply means that farm owners with positive entrepreneurial intention tend to adopt various types of business practices, which serves as a barrier from fluctuations of market prices, production input, egg products, and highly competitive layer poultry farms. A similar situation was reported by Rizzo & Fulford (2012), and Ismail & Karlsson (2013) argued that entrepreneurial intention has an impact on the type of business strategy adopted to achieve futuristic growth. Additionally, Mappigau & Amar (2019) and Nur et al. (2014) stated that it also plays an important role in the improvement of small farm growth.

Table 1 shows that social network (X2) has a positive impact on small layer poultry farm's growth (X4) at a statistically significant level of 5 %. This shows that growth depends on social interaction with external actors. These findings, simply mean that owners that actively interact with suppliers and intermediary traders realize more credit for production input, which serves as an important tool for growth, it is further supported by previous studies. Nishantha (2011) stated that networking has a significant and positive effect on small farm growth. Mappigau and Amar (2019) reported that networking is identified as one of the tools utilized by these businesses to reduce limited internal resources, as well as enhances capabilities and the exploitation of growth opportunities.

Path analysis results in Table 1 show that social network (X2) has a positive impact on types of business strategies (X3) at a statistically significant level of 5 %. This shows that types of business strategy practices depend on social networks or interactions with external actors. In accordance with this finding, owners with active social networks through interactions with suppliers and intermediary traders realize gainful credit for production input (feed, day-old chicks, and drugs) needed to adopt various types of strategic business practices. This finding is supported by research carried out by Ismail and Karlsson (2013), which stated that the availability of resources and information from social networks permit these businesses to pursue certain strategic practices to be able to respond to changes in the environment. According to Ritter et al. (2002), social network strengthens the capabilities of small layer poultry farming to develop various types of business strategies

Table 1 shows that the various types of business strategies (X3) positively impact small layer poultry farm's growth (X4) at a statistically significant level of 5 % level. This shows that growth depends on the types of strategic business practices. It simply means that owners that adopted appropriate types of strategic practices were able to respond to environmental changes, which are essential for their growth. Similarly, Ismail and Karlsson (2013) stated that an entrepreneur needs to respond to environmental changes in which the firm operates. It is important to quickly implement business strategies for small farm growth. This finding is consistent with previous studies. Oyedijo and Akewusola (2012) stated that the type of business strategy is a key determinant of both small and medium scale farm growth performances. Asa and Prasad (2015) reported that business strategy is positively related to small firms' growth. Furthermore, any firm that implements business strategy is probably 2.3 times more likely to achieve growth than those that did not implement such practices.

According to Table 2, the direct impact of entrepreneurial intention on small layer poultry farm's growth was smaller (0,023). However, after the inclusion of the moderating variables, namely social networks and types of business strategies into the model, its impact increased to 0.152. Therefore, social networks and types of business strategies largely contribute to the impact of entrepreneurial intention on layer poultry farm's growth. This is consistent with the research carried out by Madsen (2007), which stated that although resources from social networks are essential, they do not ensure the improved performance of small layer poultry farm's growth. Therefore, there is a need to combine it with the various types of business strategies. However, the contribution of the social network to entrepreneurial intention tends to be larger than the impact of the types of business strategies (0,153 vs. 0,052). This shows that it is a more effective factor in mediating entrepreneurial intention on small layer poultry farm's growth. The research supports this carried out by Gulati et al. (2000) which stated that social network is considered as an

important variable for the growth of small enterprises. Muthuvelayutham and Jeyakodeeswari (2014) reported that strategic business orientations were unable to improve small businesses' performance because resources and availability of information from social networks play an important role.

6. CONCLUSION

This research developed a conceptual model that illustrates the role of social networks and types of business strategy in mediating the impact of entrepreneurial intention on small layer poultry farm's growth. The results show that entrepreneurial intention has a positive and significant impact on social networks and the types of business strategy, with an insignificant effect on the small layer poultry farm's growth. It also shows that the moderating variables enhance the impact of entrepreneurial intention on the small layer poultry farm's growth. Subsequently, the social network has a greater impact.

This study made certain recommendations for the existing literature. Firstly, it discusses the growth of small layer poultry farming business, an area of research that has received little or no attention in the past. Secondly, it identified that moderators such as social networking and the type of business strategy, determine to have a significant influence. However, it is emphasized that this study has several limitations, namely, the data were obtained from only one source such as the owners of small layer poultry farms, and was collected at only a certain point in time, it was further evaluated by multivariate analysis. Furthermore, recent studies need to involve samples from more than two sources (i.e. owners of farm and external actors) from social networks to help minimize the sample base's possibilities. In addition, there is a need to apply longitudinal research to capture the dynamic effects of growth intentions and a combination of statistical and case study analyses to acquire a broad range of other variables that tend to affect growth. Conversely, this finding is recommended for policy settings by acting as a means of focusing on reducing growth barriers in the small layer poultry industry and rendering consultation services to owners on ways to manage complexities associated with growth. This research is recommended for the owners of small layer poultry farms that intend to apply strategic business decisions and create a social network for growth achievement.

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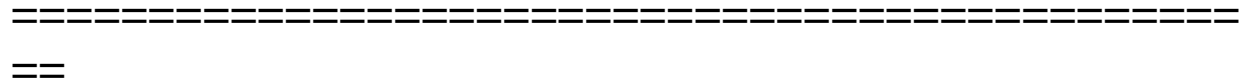
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REVIEWER 1:

Dear authors,

First of all, I hope you and all your family are fine in this complex period.

Thank you for giving me the opportunity to read your work.

I think you have an interesting dataset, but you need to completely re-write the paper. Here my comments and I am available to any other suggestions:

1. Title: in the manuscript you wrote several other variables in addition to Entrepreneurial Intention. An idea is to change it into: "How it is possible to foster the growth of small layer poultry farm in South Sulawesi, Indonesia?"

2. Abstract:

2.1 you need to change it in order to make it clear. You explain how it is possible to foster the growth of small layer poultry farm in South Sulawesi, Indonesia by considering entrepreneurial intention, social network and type of business strategy.

2.2 These sentences are not clear: This is created by the rapid increase in market demand for poultry eggs, availability of input production, and supporting government policy. However, research shows that the majority of these entrepreneurs prefer the status quo and unwillingness to grow. My suggestion is to write something like: "The owners of these farms are entrepreneurs who need to grow their business".

2.3 Please add the year of your research in the abstract

3. Introduction

3.1 It is too long. Maximum 2 pages. You need to reduce the motivation and data on small layer poultry farm.

4. Literature review

4.1 You need to completely change your literature review. I suggest doing a Hypothesis development instead of a literature review. Please have a look at this paper in order to do it:

O'shea, R. P., Allen, T. J., Chevalier, A., & Roche, F. (2005). Entrepreneurial orientation, technology transfer and spinoff performance of US universities. *Research policy*, 34(7), 994-1009.

4.2 there are several papers on your topic that you are not taking into account such as:

Shinnar, R. S., Giacomini, O., & Janssen, F. (2012). Entrepreneurial perceptions and intentions: The role of gender and culture. *Entrepreneurship Theory and practice*, 36(3), 465-493.

Sieger, P., & Minola, T. (2017). The family's financial support as a "poisoned gift": A family embeddedness perspective on entrepreneurial intentions. *Journal of Small Business Management*, 55, 179-204

Zhang, Y., Duysters, G., & Cloudt, M. (2014). The role of entrepreneurship education as a predictor of university students' entrepreneurial intention. *International entrepreneurship and management journal*, 10(3), 623-641.

Zhao, H., Seibert, S. E., & Hills, G. E. (2005). The mediating role of self-efficacy in the development of entrepreneurial intentions. *Journal of applied psychology*, 90(6), 1265.

5. Research Methodology

5.1 this section is not clear. You need to create a table where you explain all your variables. Please have a look at Table 3 of this paper:

Sansone, G., Andreotti, P., Colombelli, A., & Landoni, P. (2020). Are social incubators different from other incubators? Evidence from Italy. *Technological Forecasting and Social Change*, 158, 120132.

5.2 what are your control variables in the analyses?

6. Results

6.1 I do not understand your Table 1. Please have a look at the Tables in these following papers in order to develop a similar Table for your analyses:

O'shea, R. P., Allen, T. J., Chevalier, A., & Roche, F. (2005). Entrepreneurial orientation, technology transfer and spinoff performance of US universities. Research policy, 34(7), 994-1009.

Sansone, G., Andreotti, P., Colombelli, A., & Landoni, P. (2020). Are social incubators different from other incubators? Evidence from Italy. Technological Forecasting and Social Change, 158, 120132.

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Hasil Revisi Akhir Jurnal :

How it is possible to foster the growth of small layer poultry farm in South Sulawesi Province, Indonesia?

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Abstract.

The small layer poultry farms in Indonesia have growth opportunities. The owners of these farms are entrepreneurs who need to foster the grow their business. However, how it is possible to foster the growth of small layer poultry farm by considering entrepreneurial intention, social network and business strategy Therefore, this study aims to examine the direct impact of entrepreneurial intention on small layer poultry farm's growth and its indirect impact by mediating social networks and business strategy. This study used quantitative research study focused on structured and semi-structured interviews for collecting the data. Data were obtained from 96 small layer poultry farms in South Sulawesi Province in, Indonesia in April 2017 by using the questionnaire survey. The results showed that the direct impact of entrepreneurial intention on small layer poultry farm's growth was not substantial. Further, research on the social network and business strategy can strengthen and positively impact the entrepreneurial intention on small layer poultry farm's growth Thus, this study leading to novel and unique insights and contributions for both poultry agribusiness, and policy-makers.

Keywords: Entrepreneurial intention, small poultry layer farm, farm growth, social network, business strategy

JEL Classification : L21, L26, M21, Q12

1.INTRODUCTION

Layer poultry farming is an important subsector of the livestock industry, which promotes economic growth in many developing countries, such as Indonesia (Wynne and Lyne, 2003; Odine et al., 2015). The layer poultry production also contributes to food security and supply of high-quality protein (Hamid et al., 2017; Anang et al., 2013) Indonesia is ranked seventh on the world's list of significant egg producers, and its production volume reached 1,224 metric tons in 2013, which contributed approximately 1.70 % globally or relatively 20.7 % in the less developed countries (LDC) (Windhorst,2016). In 2018, the number of commercial poultry businesses in Indonesia was an estimated 29.939, and approximately 161.35 million hens were reared. However, over 95 % were small farm businesses with a maximum production capacity of 5 000 hens. They are concentrated on the eastern, central, and western java, as well as South Sulawesi provinces (Directorate General of Animal Husbandry and Animal Health, 2017).

The small poultry farms in Indonesia have opportunities for growth due to the rapid increase in market demand for eggs, easy availability of production inputs, and government policy. The owners of these farms are entrepreneurs who need to foster the growth of their business. The fact still remains that they prefer the status quo and unwillingness to grow, and only a few have been able to realize medium scale production. However, how it is possible to foster the growth of small layer poultry farm by considering entrepreneurial intention, social network and type of business strategy. Moreover, numerous studies reported that it is due to the entrepreneur's intentions (Price et al., 2013). However, several scholars stated that the effect of entrepreneurial growth intention on small farm growth is complex, thereby suggesting the need to review the moderating variables (Levie and Autio, 2013). According to certain literature, social networks and types of business strategies are moderating variables that have the potentials to stimulate the growth of these businesses (Desti, 2015; Machado, 2016). However, studies concerning the effect of entrepreneurial intention on small farm's growth are limited (Pushpakumari and Watanabe, 2009; Oyedijo and Akewusola, 2012; Mustikowati, 2014). In these regards, this study is aimed to fill the research gap by examining the direct and indirect impact of entrepreneurial intention on small layer poultry farm's growth, through mediating variables such as social network and types of business strategies

2. LITERATURE REVIEW

2.1. Entrepreneurial Intention

Entrepreneurial intention is synonymously used in the literature relating to concepts of growth ambition, expectation, motivation, propensity, willingness, preferences, aspiration, and attitude. Therefore, the definition is generally aimed to understand the numerous reasons and ways managers seek (or do not seek) growth (Wallin et al., 2016) and also relates it to the development of their businesses (Levie and Autio, 2013). Cooney (2012) stated that entrepreneurs' primary role and intention determine the chances of futuristic growth. Zhao et al. (2005) found that the effects of perceived learning from entrepreneurship-related courses, previous entrepreneurial experience, and risk propensity on entrepreneurial intentions were fully mediated by entrepreneurial self-efficacy. Pruett et al (2009) found a direct relationship between perceived importance of barriers and behavioral intentions. They argue that individuals who perceive lack of knowledge, business risks, and financing (barriers) are significantly less likely to have strong entrepreneurial intentions. Bird (1988) found that entrepreneurial intentions are shaped by personal factors such as perceived abilities and social factors such as social network. Zhao et al. (2005) found that entrepreneurial intention have a positive effect on entrepreneurial behavior. Kolvereid and Bullvag (1996) reported that the managers' intention has a positive effect on the achievement of growth. In addition, Gherhes et al. (2016) stated that entrepreneur's intention is as important as the manager's ability to foster and manage growth. Stroe (2012), as well as Levie and Autio (2013), stated that in order to achieve growth, entrepreneurial growth intention needs to align with the important factors enabling development, namely social network and business strategies. These studies lead us to propose the following hypotheses :

Hypothesis 1 (H1). Entrepreneurial intention has a positive impact on small layer poultry farm's growth

Hypothesis 2 (H2). Entrepreneurial intention has a positive impact on social network

Hypothesis 3 (H3). Entrepreneurial intention has a positive impact on types of business strategies

2.2. Social Network

Social networks are defined as a set of actors, individuals, or organizations, and the series of linkages between them (Martins, 2016). They aid small businesses that are dependent on limited resources or other enterprises (Mäläskä et al., 2011). Social networking has a positive impact on the growth of small businesses because they provide access to resources, knowledge, and skills needed for their development and exploitation (Dowla, 2011). Furthermore, it also acts as a buffer against shocks or uncertainties needed to protect and enhance the competitive advantage of small businesses (Waihenya, 2014). Aldrich et al. (1987) stated that social networks play an impact on the process of founding and growth of

businesses. In developing countries, small enterprise networking is based on social and business connections (Barr, 2000). According to Ritter et al. (2004), Ismail and Karlsson (2013), social network strengthens the intention to develop business strategy. We, therefore, put forward the following hypotheses :

Hypothesis 4 (H4). Social network has a positive impact on small layer poultry farm’s growth

Hypothesis 5 (H5). Social network has a positive impact on types of business strategies

2.3. Business Strategy

The performance of any enterprise is determined by the type of business strategy adopted (Nur et al., 2014). Ferreira and Azevedo (2008) reported that enterprises' resources and capabilities are the main competences for formulating and adopting these strategies. One of the most dominant frameworks for business strategy is Miles and Snow's typology, namely defenders, prospectors, analyzers, and reactors. This classification is based on the assessment of the firm's responds to entrepreneurial problems, such as the strategy to adopt and administrative problems in accordance with the selection of structures that are consistent with the strategy (Miles and Snow, 1986). Firms that are able to achieve a fit between strategy and structure tend to create a significant competitive advantage (Ogollah et al., 2011). Yuliansyah et al. (2017) found that business strategy has a full mediating effect on the relationship between integrative strategic performance measurement (RISPM) and organisational performance. Oltra and Flor (2010) suggested the need to consider the fit between operations and business strategy, since the effect of operations strategy on business performance is different according to the type of strategy. We, therefore, put forward the following hypotheses :

Hypothesis 6 (H6). Types of business strategies has a positive impact on small layer poultry farm’s growth

Hypothesis 7 (H7). Social networks and types of business strategies largely contribute to the impact of entrepreneurial intention on layer poultry farm’s growth

Our conceptual model representing in Figure 1.

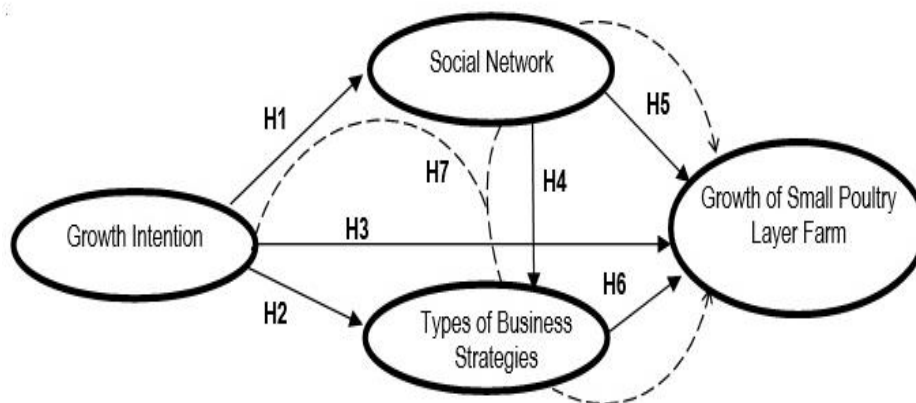


Figure 1: A Conceptual Model

3. RESEARCH METHODOLOGY

This study was carried out from April to September 2017 in Sidrap Regency, a region well-known for the development of layer poultry farming located in South Sulawesi Province, Indonesia. The inductive approach and quantitative methods were used to collect data in order to validate the conceptual model and the proposed hypotheses. The population consisted of small layer poultry farms with less than 5000 hens

and has been in existence for the past five years. Based on this circumstance, the target population was assumed to probably have stable growth intentions over time, as well as the capability to manage the poultry business effectively. The number of samples was 96 farms determined by the Yamane's formula. Subsequently, they were randomly selected from a population of 1.366 farms registered with Animal Husbandry and Health Agency of South Sulawesi Province in April 2017. Data collection was based on structured questionnaires consisting of both close and open-ended questions, in accordance with a cross-sectional survey research method, which involves a combination of direct observation and face-to-face interviews with owners of small layer poultry farms. The open-ended questions were used to provide additional information that was not captured by the close-ended question. The variables of entrepreneurship intention (X1) were measured using for 1 items, variable of social network (X2) were measured using for 2 items, and variable of type business strategy (X3) were measured using for 2 items. Regarding variables and associated items used are shown in Table 1,

Table 1. Variable and Associated Items

Entrepreneurship Intention (X1)
Indicate your level of agreement with the following sentences Are you willing or not willing to pursue growth in the number of laying hens reared in the next three years from the time of the survey
Social Network (X2)
Indicate your level of agreement with the following sentences Do you get input access particularly feed, day-old chicks, and drugs from social interactions with poultry shop or middlemen Do you get access to market and market information from social interactions with poultry shops or middlemen
Business Strategy (X3)
Indicate your level of agreement with the following sentences Do you adopt type business strategies (defenders, prospectors, analyzers, and reactors) in operating your layer poultry farming due to the fluctuation of production input and eggs' prices If yes, what specific strategies do you adopt

Scale 1 to 5 (1 = Strongly disagree to 5 = Strongly agree)

Before its application, the questionnaire was issued in order to verify the validity and reliability. Therefore, it was initially distributed to 25 respondents. However, immediately the items on the questionnaire were confirmed valid and reliable, it was distributed to all the respondents. Irrespective of the fact that most of the information acquired was ordinal, a Successive Interval Method (SIM) was used to transfer them into interval data, and it was further examined using path analysis, which is a multivariate technique used to describe both direct and indirect effects of independent variables on the dependent ones. Therefore, the model in this study involves independent, intervening, and dependent variables determined and verified using path analysis

4.RESULTS AND DISCUSSION

The results from path analysis using LISREL 8.51 are shown in Table 2 and 3.

Table 2: The Result From Path Analysis: Impact of Independent Variable on Dependent Variable

Independent Variables	Dependent Variables	Path Coefficient
Enterprenerial Intention (X1)	Farm growth (X4)	0.023ns(0.764)
Entrepreneurial Intention (X1)	Business Strategies (X3)	0.142*(0,014)
Entrepreneurial Intention (X1)	Social Network (X2)	0.242*(0.003)
Social Network (X2)	Business Strategies (X3)	0.051*(0.047)
Social Network (X2)	Farm growth (X4)	0.414**(0.000)
Business Strategies (X3)	Farm growth (X4)	0.202* (0.007)

Number of observations 96 farms, Standard errors in parenthesis.

Ns $p > 0.05$.

* $p < .05$.

** $p < .01$.

Table 3 Contributory Effects of Moderating Variable: Social Network and Types of Business Strategies

Enterprenerial Intention Variable	Contributory Effects			
	Direct (X4)	Via X ₂	Via X ₃	Total
X ₁	0.023	0.1	0.029	0.152
X1	0.023	0.1	-	0.123
X1	0.023	-	0.029	0.052

in accordance with Table1, the impact of entrepreneurial intention (X1) on small layer poultry farm's growth (X4) was statistically insignificant at a 5 % level. This shows that positive entrepreneurial intention does not guarantee the realization of small layer poultry farm's growth, or its impact tends to be weak and limited. A probable reason for this discovery is that the owners of these farms focus on their day-to-day activities and do not have any specific goals or plans to develop their businesses in the future. However, this is due to changes in the nature of managerial problems that occur in the transformation from small to medium-sized enterprises. In addition, the owners' do not have adequate abilities to resolve growth issues. Consequently, they perceive the present small-scale production as a comfort zone that needs to be managed. This finding is consistent with previous studies. Additionally, Wallin et al. (2016) stated that entrepreneurial intention was influenced by their perceptions of the field's barriers and constraints. Stroe (2012) stated the insignificant relationship between entrepreneurial intention and small layer poultry farm growth. This is due to the fact that the owners do not have the appropriate facilities to realize their intentions. Similarly, entrepreneurial intention is not enough for development. A relationship tend to exist, supposing the entrepreneurial intentions are compiled with the appropriate enablers such as social network practices and business strategies (Storey, 2004)

Table 1 shows that entrepreneurial intention (X1) has a positive impact on social network (X2) at a statistically significant level of 5 %, therefore, it depends on entrepreneurial intention. Furthermore, it implies that positive entrepreneurial intention realizes gainful production input such as feed, day-old chicks and drugs from social interactions with suppliers and intermediary traders. This research is supported by the studies carried out by Mappigau& Amar (2019) and Pistrui (2002) which stated that lack of market information as well as limited financial resources has a negative impact on entrepreneur's growth intention and expansion plan, which includes the social relationship and personal contacts with external actors. Nishantha and Kawamura (2011) reported that enterprises with positive entrepreneurial intentions offer active resources, knowledge, and information through existing social networks. Estrin et al. (2014) and Lajqi and Krasniqi (2017) stated that easy access to resources moderates the positive effects of informal institutional relations on growth prospects.

The path analysis results in Table 1 show that entrepreneurial intention (X1) has a positive impact on business strategies (X3) at a statistically significant level of 5 %. This shows that strategic business practices depend on entrepreneurial intentions. It simply means that farm owners with positive entrepreneurial intention tend to adopt various strategies business practices, which serves as a barrier from fluctuations of market prices, production input, egg products, and highly competitive layer poultry farms. A similar situation was reported by Rizzo & Fulford (2012), and Ismail & Karlsson (2013) argued that entrepreneurial intention has an impact on the business strategy adopted to achieve futuristic growth. Additionally, Mappigau & Amar (2019) and Nur et al. (2014) stated that it also plays an important role in the improvement of small farm growth.

Table 1 shows that social network (X2) has a positive impact on small layer poultry farm's growth (X4) at a statistically significant level of 5 %. This shows that growth depends on social interaction with external actors. These findings, simply mean that owners that actively interact with poultry shops or middlemen realize more get access to production inputs, market, and market information, which serves as an important tool for growth, it is further supported by previous studies. Nishantha (2011) stated that networking has a significant and positive effect on small farm growth. Mappigau and Amar (2019) reported that networking is identified as one of the tools utilized by these businesses to reduce limited internal resources, as well as enhances capabilities and the exploitation of growth opportunities.

Path analysis results in Table 1 show that social network (X2) has a positive impact on business strategies (X3) at a statistically significant level of 5 %. This shows that business strategy practices depend on social networks or interactions with external actors. In accordance with this finding, owners with active social networks through interactions with poultry shops or middlemen realize gainful access to production inputs, market, and market information needed to adopt various strategic business practices. This finding is supported by research carried out by Ismail and Karlsson (2013), which stated that the availability of resources and information from social networks permit these businesses to pursue certain strategic practices to be able to respond to changes in the environment. According to Ritter et al. (2002), social network strengthens the capabilities of small layer poultry farming to develop various types of business strategies

Table 1 shows that the various business strategies (X3) positively impact small layer poultry farm's growth (X4) at a statistically significant level of 5 % level. This shows that growth depends on the types of strategic business practices. It simply means that owners that adopted appropriate strategic practices were able to respond to environmental changes, which are essential for their growth. Similarly, Ismail and Karlsson (2013) stated that an entrepreneur needs to respond to environmental changes in which the firm operates. It is important to quickly implement business strategies for small farm growth. This finding is consistent with previous studies. Oyedijo and Akewusola (2012) stated that the type of business strategy is a key determinant of both small and medium scale farm growth performances. Asa and Prasad (2015) reported that business strategy is positively related to small firms' growth. Furthermore, any firm that implements business strategy is probably 2.3 times more likely to achieve growth than those that did not implement such practices.

According to Table 2, the direct impact of entrepreneurial intention on small layer poultry farm's growth was smaller (0,023). However, after the inclusion of the moderating variables, namely social networks and business strategies into the model, its impact increased to 0.152. Therefore, social networks and business strategies largely contribute to the impact of entrepreneurial intention on layer poultry farm's growth. This is consistent with the research carried out by Madsen (2007), which stated that although resources from social networks are essential, they do not ensure the improved performance of small layer poultry farm's growth. Therefore, there is a need to combine it with the various business strategies. However, the contribution of the social network to entrepreneurial intention tends to be larger than the

impact of the business strategies (0,153 vs. 0,052). This shows that it is a more effective factor in mediating entrepreneurial intention on small layer poultry farm's growth. The research supports this carried out by Gulati et al. (2000) which stated that social network is considered as an important variable for the growth of small enterprises. Muthuvelayutham and Jeyakodeeswari (2014) reported that strategic business orientations were unable to improve small businesses' performance because resources and availability of information from social networks play an important role.

6. CONCLUSION

This research developed a conceptual model that illustrates the role of social networks and business strategy in mediating the impact of entrepreneurial intention on small layer poultry farm's growth. The results show that entrepreneurial intention has a positive and significant impact on social networks and the business strategy, with an insignificant effect on the small layer poultry farm's growth. It also shows that the moderating variables enhance the impact of entrepreneurial intention on the small layer poultry farm's growth. Subsequently, the social network has a greater impact.

This study made certain recommendations for the existing literature. Firstly, it discusses the growth of small layer poultry farming business, an area of research that has received little or no attention in the past. Secondly, it identified that moderators such as social networking and the business strategy, determine to have a significant influence. However, it is emphasized that this study has several limitations, namely, the data were obtained from only one source such as the owners of small layer poultry farms, and was collected at only a certain point in time, it was further evaluated by multivariate analysis. Furthermore, recent studies need to involve samples from more than two sources (i.e. owners of farm and external actors) from social networks to help minimize the sample base's possibilities. In addition, there is a need to apply longitudinal research to capture the dynamic effects of growth intentions and a combination of statistical and case study analyses to acquire a broad range of other variables that tend to affect growth. Conversely, this finding is recommended for policy settings by acting as a means of focusing on reducing growth barriers in the small layer poultry industry and rendering consultation services to owners on ways to manage complexities associated with growth. This research is recommended for the owners of small layer poultry farms that intend to apply strategic business decisions and create a social network for growth achievement.

ACKNOWLEDGEMENTS

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