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Improving Entrepreneurial Satisfaction Through Creativity and Intellectual Agility-Resonance: Evidence from Indonesia

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Abstract: Entrepreneurship is a personality attribute that enables a person to discover resources passionately through a combination of new strategies to generate significant market value. Therefore, this research aims to examine the importance of the intellectual agility-resonance of businesses in all industrial sectors in Indonesia. Quantitative data were collected from 303 small and medium-sized micro-enterprises and analyzed using SEM-PLS line analysis. The result showed that the intellectual agility-resonance of entrepreneurial creativity increases satisfaction. Furthermore, empirical research on aspects like psychological well-being, financial optimism, job risks, and outcomes show what can be achieved through intellectual agility-resonance. Theoretically, entrepreneurial creativity is an intellectuality that comes from the dimension of the source of competitive excellence.

Keywords: entrepreneurial creativity, entrepreneurial satisfaction, intellectual agility-resonance
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Introduction

Entrepreneur satisfaction is a measure of multi-sector business growth realized through the spirit of creativity. Meanwhile, dynamic resources increasingly highlight innovative capabilities (Cheng & Yang, 2019; Ferreira & Coelho, 2020; Lukovszki et al., 2020). Creativity has a negative impact on competitive advantage (Elidemir et al., 2020). One disadvantage of artistic creativity is market heterogeneity which triggers entrepreneurial satisfaction. Therefore, this research focuses on developing a creative conceptual model to increase entrepreneur satisfaction (Miao et al., 2020).

Previous studies have been carried out on entrepreneurial creativity. Evidence of growing business performance is based on increased creative innovation (Chang & Chen, 2020; Hong et al., 2018; Silva et al., 2009). In addition, increased creative innovation is also triggered by knowledge management (Wendra & Alhadar, 2020; Zahedi & Naghdi Khanachah, 2020), business intelligence marketing (Cacciolatti & Fearne, 2013; Khalil Al-Hyari et al., 2012; Neubert & van der Krogt, 2018), human capital readiness (Tjahjadi et al., 2020) and technology readiness (Rivera et al., 2020; Tortora et al., 2021). Therefore, it is assumed that intellectual agility boosts entrepreneurial satisfaction.

Creative construction leads to career success which supports entrepreneurial satisfaction (Chen et al., 2018; Ramawati & Sandroto, 2020). Different, innovative research undermines one's economic situation. In contrast, personal satisfaction is positively affected by income (Höllen et al., 2020). Collaborative creativity and workers' motivation complement each other in increasing satisfaction (Sacchetti & Tortia, 2013). However, Lee and Kim (2019) stated that entrepreneurial creativity realized through qualified start-up businesses potentially increases satisfaction. According to Jensen et al. (2017), preliminary studies in China reported that creative innovation helps entrepreneurs satisfy their household needs. On the contrary, there is a contingency that a negative relationship exists between personal initiatives and entrepreneurial satisfaction (Lee & Kim, 2019). Dawson (2017) stated that disappointment negatively impacts financial optimism. Conversely, factors such as income, accomplished physical contentment, optimism, business satisfaction, innovation, employee perception, and trust are meaningful in the analysis of entrepreneurial satisfaction among female digital businesspersons (Chakraborty et al., 2019). Efforts are needed to echo the intellectual agility of entrepreneurial resources in line with their creativity.

The investigation in this study is a response to the emergence of gaps or limitations in certain parts of the academic literature. Some evidence demonstrtaes that creativity is not a measure of entrepreneurial satisfaction. Meanwhile, the research carried out on intellectual agility by Cai et al. (2018) and Dabić et al. (2021) has some limitations regaring the focus on the employees' academic skills attributed to entrepreneurial leadership. This

led to the raising of two critical questions that need to be further explored. First, how do entrepreneurial, creative resources increase the entrepreneurs' satisfaction? Second, is creativity enough to boost their satisfaction? Therefore, the present study aims to fill these gaps by developing a new conceptual model of intellectual agility-resonance (IAR). This is the first concept to specifically address micro and small companies in the existing literature.

The IAR concept is derived from the synthesis of capabilities echoing the value of innovation. Hiong et al. (2020) and Dabić et al. (2021) stated that resources and intellectual agility are presumed to bridge previous studies' inconsistencies. The concept of intellectual agility-resonance is rooted in RBT theory, wherein creativity has an intangible value (Barney, 1991). However, these resources determine the sustainability of a business strategy. IAR was built based on the concept that echoes intellectual agility derived from how creativity aids the achievement of entrepreneur satisfaction. Intellectual agility-resonance is a skill-related component that enables a person to always explore resources to acquire more knowledge. In other words, increased agility reflects the intellectuality sourced from creative resources, which undoubtedly accomplishes the satisfaction of entrepreneurs. Entrepreneurial satisfaction is associated with the need to achieve self-confidence and high innovation without being psychologically burdened to acquire the highest income.

The high level of entrepreneur satisfaction is supported by the ability and creative human resources that can be continuously derived from human knowledge and skills. According to Barney (1991), in the resource-based view theory, companies usually emphasize certain capabilities consistent with a strategy that focuses on developing new products. The concept of the external model highlights the importance of intellectual-agility resonance obtained from internal and corporate resources capable of increasing entrepreneurial satisfaction. Therefore, the higher the role of resonant intellectual agility in business competition in the face of heterogeneous demands, the greater the need for entrepreneurial creativity to explore feasible potential resources that cannot be imitated by competitors, thereby increasing entrepreneurial satisfaction.

All MSME sectors in Central Java were investigated, and two important reasons were determined for selecting it as the context for this study. The first is the micro-businesses of the creative industries based on the efforts of ancestors and inheritors. Second, demographic factors lead to people concerning themselves with continuing to engage in a particular business rather than trying new jobs at their own risk. Therefore, this empirical research aims to develop conceptual models from a theoretical perspective. It explores ways to bridge the gap or knowledge limitations associated with entrepreneurial creativity and satisfaction through intellectual agility-resonance. The practical relevance of this conceptual contribution emphasizes the collaborative potential and enthusiasm to face

common challenges as a comparative advantage of entrepreneurial creativity in the face of increasingly heterogeneous demands.

Literature Review

The Resource-Based View (RBV) in an Entrepreneurial Context

Several preliminary studies used the Resource-Based View (RBV) to distinguish an industry from its resources(Wernerfelt, 1984; Barney, 1991; Rumelt, 1991). In strategic management studies, this critical theory is used to investigate the companies' competitive advantages (D'Oria et al., 2021).

A company's performance is determined by its internal resources compared to the external environment, thereby creating a competitive advantage (Lee & Yoo, 2021). The study of RBV implementation in entrepreneurship was first pioneered by Mosakowski (1998), who further reported that a person's tendency to engage in creative processes affects their decision to utilize resources. This requires the entrepreneur's ability to mobilize their creative skills to deal with various business-related problems (Cho & Linderman, 2020).

Several studies have examined the relationship between RBV and entrepreneurial resources as well as emphasized the role of creativity in its acquisition process (Lin & Nabergoj, 2014; Lindblom et al., 2020; Chen & Tseng, 2021), intellectual resonance agility (Dabi´, M., 2021), and entrepreneurial satisfaction (Song & Guo, 2020; Maaodhah et al., 2021). Some of these studies assumed that an entrepreneurial process is operated using the resources under the entrepreneurs' control through creativity and intellectual resonance agility. This shows that the entire procedure involves several resource construction contexts, including creativity and intellectual resonance agility, which are extremely important in dealing with situations that contribute to entrepreneurial satisfaction.

Entrepreneurial Creativity

Creativity is uniquely described in accordance with various theoretical aspects, different from the usual norms and circumstances (Keshishyan & Boghosian, 2020; Zhou et al., 2020). According to Amabile (1997), creativity is the realization of useful ideas for building and growing a business. In addition, entrepreneurial creativity successfully implements new business ideas or initiatives from previous ones. Therefore, based on this definition, it was concluded that creativity is the effective supervision of steady occasions to create business and societal values. It is a continuous process that requires entrepreneurs to work hard in terms of improving their ideas and solutions (Lebuda et al., 2016; Anjum et al., 2021). Chen et al. (2014) and Lee & Wang (2017) stated that creative people

gradually change and refine their entrepreneurial activities.

Amabile (1997) explicitly stated that the novelty of his research is not only found in a product, rather it is evident in identifying markets, services, production, publicity, and ways to acquire and manage resources. Amabile (1997) discovered three significant components of entrepreneurial creativity, namely domain knowledge, creative skills, and motivation. Domain knowledge involves work expertise, creative skills that are related to critical thinking, and inspiration pertaining to one's desire to achieve set goals.

Some studies further developed these three main components to review and establish various analyses related to entrepreneurial creativity. Ko and Butler (2007) conducted an empirical study and reported that entrepreneurs need to be able to utilize acquired information to identify opportunities to increase their capacity. Entrepreneurial creativity is not an innate trait but rather an ability that develops from entrepreneurship experiences and social relationships. Furthermore, Raine and Pandya (2019) discovered the factors they called the three C's that determine success in entrepreneurship, namely curiosity, creativity, and commitment. Besides, their findings suggest that the most dominant and essential aspects of studying creativity are optimism about openness, imagination, and perseverance.

The studies carried out by Amabile (1997), Ko and Butler (2007), as well as Raine and Pandya (2019), became the foundation and foothold for determining the six main dimensions of the entrepreneurial creativity variables, which include social relationships, vigilance to opportunities, knowledge and previous experience, optimism about openness, imagination, and the spirit of perseverance.

Entrepreneurial Satisfaction

The study on entrepreneurial satisfaction is one of the crucial indicators in measuring the success and role of the various stages of the entrepreneurship process because it influences individual decisions. In addition, happiness also explains related aspects of entrepreneurial attitudes and findings, such as risk tendencies, willingness to make investments, commitment to change, and intention to continue the business (Akehurst et al., 2009; Álvarez & Sinde-Cantorna, 2014). Entrepreneurial satisfaction is described as the behavior exhibited by an entrepreneur in terms of enjoying the benefits or achievements derived from entrepreneurship activities (Mahto & Khanin, 2014; Jensen et al., 2017; Singh & Onahring, 2019; Lauto et al., 2019), which leads to material (Dawson, 2017), and non-material satisfaction (Carree & Verheul, 2011; Chakraborty et al., 2019).

Carree and Verheul (2011) stated that several dimensions are used to measure entrepreneurial satisfaction, namely human capital, initial motivation, individual and venture-specific control factors. Furthermore, Carree and Verheul (2011) divided entre-

preneurial satisfaction into three different types, namely (1) income, (2) psychological well-being, and (3) free time. The first factor, which is human capital, is associated with more realistic expectations. Based on that, entrepreneurial satisfaction is likely to lead to financial performance or non-monetary utilities derived from business, such as psychological well-being and leisure time. The second factor is the motivation to start a business, which determines an entrepreneur's initial motive in terms of level of satisfaction because they are expected to evaluate performance by linking the results they achieve with their initial goals and expectations. The third one is individual and venture-specific control factors which affect satisfaction through business performances. Individual-specific factors lead to socio-demographic factors such as age, family status, gender, and life satisfaction. In contrast, venture-specific factors result in business characteristics, namely size, complexity, and business engagement (Carree & Verheul, 2011).

Every entrepreneur encounters various kinds of obstacles and they do not necessarily get discouraged; rather, they continue with their business because every one of them has a satisfaction factor. Chakraborty et al. (2019) reported that non-financial dimensions such as optimism, innovation, recognition, and confidence levels lead to entrepreneurial satisfaction. This perspective is inconsistent with the research carried out by Dawson (2017), which stated that financial optimism is a significant dimension in analyzing entrepreneurial happiness.

Intellectual Agility-Resonance

The ability to build an ambiance with alternative techniques is linked to intellectual resonance (Cegarra-Navarro & Martelo-Landroguez, 2020). Although it is an essential aspect of creative strategies, few studies focus on IAR, including the analysis of its association with the entrepreneurial processes.

IAR in any organization is concerned with human capital and the company (Dabi´, M., 2021). This relatively recent idea was compared to organizational agility, which lacks concrete definition in academic literature (Dabi´, M., 2021). The term relates to the management of organizational knowledge possessed by both individuals and groups (Crossan et al., 1999). The creation of personal learning processes in terms of changes in structures, systems, products, strategies, procedures, cultures, and feedback is the intellectual-agility resonance in this study context (Ravichandran, 2018).

Meanwhile, firms need to provide the necessary inducements for their staff in order for them to adjust to prevailing arrangements and improved new organizational plans. It becomes essential to maximize the knowledge and experiences possessed by every employee in the company. Individuals' perceptions of human capital in an organization are a key factor in enhancing knowledge and skills, building certain emotions such as confi-

dence and competence, and motivating people to overcome obstacles and move the company forward. Empirical studies prove that acquiring and utilizing knowledge has tangible benefits that relate to an organisation's progress (Caseiro & Coelho, 2019).

In this study, IAR is about more than just creating a conducive innovative environment because individuals' ability to change their minds, seek information and devise new solutions to tackle present and future challenges are called intellectual resonance agility. As a result, IAR is concerned with the individuals' ability to learn about organizational issues, confront and apply the knowledge practically, thereby developing abilities in response to the demands of a changing environment (Hiong et al., 2020).

Based on the studies carried out by Dabi´, M., (2021), and Hiong et al. (2020), IAR is analyzed from two perspectives. First, it is concerned with the flexibility and speed with which the organizations' human capital develops the ability to solve difficulties recently encountered. Second, IAR is concerned with a company's ability to establish an atmosphere that promotes human capital's intellectual agility. Based on these, the dimensions of intellectual resonance agility adopted in this study are critically identifying opportunities, collaboration and eagerness to face challenges, skeptical tests, the acquisition of new knowledge and experiences as well as analyzing them from various perspectives (Dabi´, M., 2021; Hiong et al., 2020).

Hypotheses Development

The Effect of Entrepreneurial Creativity on Entrepreneurial Satisfaction

Schein (1978) separated an individual's career orientation for successful entrepreneurship into five categories, namely security, autonomy, technical, managerial competence, and entrepreneurial creativity. According to these, creative-oriented entrepreneurs always desire to formulate new ideas (Schein, 1978). Andringa et al. (2016) stated that entrepreneurs tend to satisfy their customers for the growth of their businesses. People with positive attitudes towards entrepreneurship usually exhibit their creative talents and feel satisfied with their works (Krueger Jr et al., 2000).

Zahra (1991), and Bakhtiari & Jalilian (2018), reported that entrepreneurship determined through innovation, proactiveness, risk-taking, and creativity, has a significant influence on profitability and growth demonstrated by entrepreneurial satisfaction. Lee and Kim (2019) also described it as a measure of entrepreneurial creativity and satisfaction. Soomro and Shah (2019) further reported that one of the dimensions of entrepreneurship, namely entrepreneurial creativity has a positive effect on its satisfaction. Several previous studies (Covin & Slevin, 1991; Zahra, 1993; Bhansing et al., 2018; Lee & Kim, 2019) have also acknowledged a positive influence between entrepreneurial creativity and

satisfaction. Based on this explanation, the first hypothesis (H1) is stated as follows

H1: Entrepreneurial creativity has a positive influence on entrepreneurship satisfaction.

The Influence of Entrepreneurial Creativity on Intellectual Agility-Resonance

The ability to adapt to the changing business environment is driven by aspects of knowledge that rely on a company's ability to engage in discoveries, experimentation, and development of innovative technologies, components, production processes, uptake capacity, and organizational structures (Dabi´, M., 2021). This is often referred to as creativity in entrepreneurship (Santos-R. H. et al., 2010) and is considered a strategic resource that connects innovative potentials to organizational output. The invention resides in the knowledge of corporate human resources, which is converted into creativity by producing new products, services, or processes required in the market (Demartini & Beretta, 2020).

Conversely, creativity also exists in the form of human capitalthe factual experiment lies in the organization's ability to spread personal comprehension and exploit it in the process of value creation (Bontis et al., 2002), which further influences intellectual resonance (Hiong et al., 2020; Dabi´, M., 2021). Based on this, the second hypothesis (H2) is stated as follows

H2: Entrepreneurial creativity has a positive influence on intellectual agility-resonance.

The Effect of Intellectual Agility-Resonance on Entrepreneurial Satisfaction

Human capital plays an essential role in entrepreneurial success, therefore several aspects need to be studied, including educational level and experiences (Becker, 1995; Castanias & Helfat, 2001; Schjoedt, 2009; Lee & Kim, 2019; Lauto et al., 2019; Ndofirepi, 2020). Bradley and Roberts (2004) reported that education has a negative impact on entrepreneurial satisfaction. Entrepreneurs who are highly confident because they are properly educated find it difficult to realize their expectations and keep up with their choices to engage in their work. Ferrante (2009) discovered that properly educated people tend to regret the opportunities missed in selecting a job other than being an entrepreneur. In addition, the educated ones are likely to overestimate their ability, thereby becoming disillusioned when running a business compared to the poorly educated ones.

It is essential to distinguish between formal education and human capital gained through experience, for example, managerial and industrial tasks (Bhandari & Deaves,

2006; Lee & Kim, 2019; Lauto et al., 2019; Ndofirepi, 2020). Entrepreneurs with related experiences in their past careers are expected to be more realistic (Fraser & Greene, 2006) and feel more satisfied. However, knowledge does not always increase satisfaction. Bradley and Roberts (2004) reported that experience has an insignificant influence on entrepreneurial satisfaction levels.

Recent studies on the relationship between human capital and entrepreneurship satisfaction stated that combining knowledge and experience forms a new variable called intellectual resonance agility. The results of a survey carried out byDabi´, M. (2021) indicate that IAR impacts entrepreneurship satisfaction which is demonstrated by the innovative processes carried out by entrepreneurs because they feel satisfied with their achievements and desires that it lasts for an extended period. Similarly, the results indicated that IAR has an impact on entrepreneurial satisfaction, which is realized through innovative processes and marketing performances carried out by entrepreneurs. A combination of education and experience is perceived in the agility of intellectual resonance and is evident in the critical identification of opportunities, collaboration and being passionate about challenges, skeptical test, configuring and analyzing new knowledge and ideas from various perspectives. Based on this explanation, the third hypothesis (H3) is stated as follows

H3: Intellectual agility-resonance has a positive influence on entrepreneurial satisfaction.

The Influence of Entrepreneurial Creativity on Entrepreneurial Satisfaction through Intellectual Agility-Resonance

According to RBV, scarcity, difficult-to-replicate, and valuable resources in a company, such as knowledge and human capital abilities, distinguish successful businesses from failed ones (Barney, 1991). In the context of RBV, one of them is determined by the contributions of entrepreneurial creativity to satisfaction through IAR (Hiong et al., 2020; Dabi´, M., 2021).

This study does not involve the creation of a conducive environment through innovation. Intellectual agility serves as a mediator between entrepreneurial creativity and satisfaction related to the individuals' ability to change their way of thinking, seek new information, and generate solutions to current and future problems. Therefore, IAR is concerned with understanding the organizational difficulties encountered and the capability to put that information into practice, thereby developing capital knowledge and skills according to the changing environmental requirements (Hiong et al., 2020; Dabi´, M., 2021). Based on this explanation, the fourth hypothesis (H4) in this study is stated as follows

H4: Entrepreneurial creativity has a positive influence on entrepreneurial satisfaction through intellectual agility-resonance.

METHODS

Sample and Data Collection

The convenience method was used to determine the sample size and data were collected through an online-closed questionnaire distributed to owners or managers of micro, small, and medium enterprises (MSMEs) on the island of Java from April to May 2021. A total of 334 entrepreneurs voluntarily participated in filling out this research questionnaire out of which only 303 were valid. The selected respondents' profiles are shown in Table 1.

Table 1. Demographic Information of the Respondents

No.	Characteristics		Total	%
1.	Sex	Male	176	58.0
		Female	127	41.9
	Total		**303**	
2.	Age	< 20 years old	25	8.3
		> 20 to 30 years old	65	21.4
		> 30 to 40 years old	120	39.6
		> 40 to 50 years old	43	14.1
		> 50 years old	50	16.5
	Total		**303**	
3.	Education	Senior High School	155	51.1
		Bachelor Degree	125	41.2
		Master Degree	17	5.6
		Doctoral Degree	6	1.9
	Total		**303**	
4.	The duration of the business	< 3 years	9	2.9
		> 3 to 5 years	43	14.1
		> 5 to 10 years	67	22.1
		> 10 years	184	60.7
	Total		**303**	
5.	Income/month	< IDR 10 Million	169	55.7
		> IDR 10 Million to 25 Million	109	35.9
		> IDR 25 Million to 100 Million	22	7.2
		> IDR 100 Million to 200 Million	2	0.6
		> DR 200 Million	1	0.3
	Total		**303**	

6.	Business Sector	Creative Industry	197	65.0
		Trading	47	15.5
		Culinary	30	9.9
		Others	29	9.5
	Total		**303**	

Un-observed variables and measurements

The variables and measurement indicators were adopted from previous studies and adjusted to suit the research objectives. In addition, a five-point Likert scale, ranging from Strongly Disagree to Strongly Agree, was also utilized. The research variables and measurement indicators are shown in Table 2.

Table 2. The variables and measurement indicators

Un-observed Variable	Indicators	Description	References
Entrepreneurial Creativity (X)	• Social Networks (X.1) • Alertness to Opportunities (X.2) • Prior Knowledge and Experience (X.3) • Optimism Openness (X.4) • Imagination inventiveness (X.5) • Perseverance passion (X.6)	• Expan the social network • Monitor and analyze opportunities • Focus on knowledge and experience • Achieve the right level of optimism • Make designs from imaginations • Strive to always have the passion of perseverance in achieving goal	(Amabile, 1997; Ko & Butler, 2007; A. L. Raine & Pandya, 2019)
Entrepreneurial Satisfaction (Y)	• Physiological well-being (Y.1) • Leisure Time to find improvement (Y.2) • Earners with their independence (Y.3) • Need for Achievement (Y.4) • Evaluate risk taking (Y.5) • Prior Financial Optimism (Y.6)	• Feel psychologically calm when choosing entrepreneurship over receiving wages • Free time to improvise on one's intellectual self • To determine one's true identity from business independence • Strive to excel, succeed and gain recognition from others • To have the attitude of anticipating every small risk that results in the emergence of a large risk. • Confidence that entrepreneurship has a much better income than before	(Abbas et al., 2015; M.A Carree & Verheul, 2011; Chakraborty et al., 2019; Dawson, 2017)
Intellectual Agility-Resonance (Z)	• Critical looking at future opportunities (Z.1) • Collaborative & passionate in facing challenges (Z.2)	• Sensitive in determining for new business opportunities • Open to working together to face market challenges	(Dabić et al., 2021; Hiong et al., 2020)

- Skeptical of the untested (Z.3)
- Configure new knowledge and experience (Z.4)
- Analyze knowledge from multiple perspectives (Z.5)
- Inability to accept changes without going through the checking process
- Strive to update and configure knowledge from experience to meet future challenges
- Carry out repeated analyzes of the latest knowledge

To measure entrepreneurial creativity, this study utilized the following indicators: social networks, alertness to opportunities, prior knowledge and experience, optimistic openness, imaginative inventiveness, and perseverance (Amabile, 1997; Ko & Butler, 2007; and Raine & Pandya, 2019). The variables used to measure entrepreneurial satisfaction include physiological well-being, leisure time, independent earners, need for achievement, evaluate risk-taking, and initial financial optimism (Carree & Verheul, 2011; Chakraborty et al., 2019; Abbas et al., 2015; and Dawson, 2017). Furthermore, the indicators of intellectual agility-resonance include critically identifying future opportunities, collaborative and passionate in facing challenges, being skeptical of the untested, acquiring new knowledge and experiences, and analyzing from multiple perspectives (Dabić et al., 2021); and Hiong et al., 2020).

Results

Evaluation of Measurement Model

The measurement model was evaluated using convergent and discriminant validity as well as variable reliability testing. However, the convergent validity is measured by testing the loading factor of each indicator item. The results showed that each irregular measurement indicator item had a loading factor greater than 0.5, ranging from 0.760 to 0.863, and a critical value of >2.0 (Hair et al., 2014; Wong, 2013). Therefore it is declared valid except for a few whose weight is less than 0.5 (Table 2). Furthermore, discriminant validity is carried out by determining the square root of the AVE where each variable has to be greater than the correlation value between the constructs in a model (Fornell & Larcker, 1981). The results showed that the square root is greater than the correlation value (Table 3) therefore, the variable was discriminately declared valid.

Table 3. The validity and reliability testing result

Un-observed Variable	**Indicators**	**FL's (> 0.5)**	**C.R (≥ 2.0)**
Entrepreneurial Creativity (X)	- Social Networks (X.1)	**0.760**	**12.05**
	- Alertness to Opportunities (X.2)	**0.838**	**32.63**

	- Prior Knowledge and Experience (X.3)	0.842	29.00
AVE = 0.661	- Optimistic Openness (X.4)	0.808	16.32
CA = 0.828	- Imagination inventiveness (X.5)	Deleted	-
CRI = 0.886	- Perseverance passion (X.6)	Deleted	-
Entrepreneurial Satis-	- Physiological well-being (Y.1)	Deleted	-
faction (Y)	- Leisure Time to find improvement (Y.2)	0.811	21.41
	- Independent Earners (Y.3)	Deleted	-
AVE = 0.681	- Need for Achievement (Y.4)	0.863	29.04
CA = 0.843	- Evaluate risk-taking (Y.5)	0.783	19.24
CRI = 0.895	- Prior Financial Optimism (Y.6)	0.842	25.60
Intellectual Agility-	- Critically identifying future opportunities (Z.1)	0.836	23.63
Resonance (Z)	- Collaborative & passionate in facing challenges (Z.2)	0.856	33.69
	- Skeptical of the untested (Z.3)	Deleted	-
AVE = 0.677	- Acquisition of new knowledge and experience (Z.4)	0.803	19.79
CA = 0.841	- Analyze knowledge from multiple perspectives (Z.5)	0.794	19.95
CRI = 0.893			

Note: AVE = Average variance extracted; CA = Cronbach's Alpha; CRI = Composite reliability index; OL's = Factor loadings; CR = Critical ratio. All the factor loadings of the individual indicators are statistically significant ($p < 0.01$) except for the indicators X.5 and X.6; Y.1 and Y.3; Z.3; which was eliminated from the scale due to low loadings.

Meanwhile, the Cronbach's alpha coefficient was used to determine the reliability of each core variable in the measurement model. The results showed that all the values obtained ranged from 0.828 to 0.843, greater than the ideal standard of 0.7 (Bagozzi & Yi, 1988; Fornell & Larcker, 1981). In addition, to test the consistency of the variables, all-composite reliability index values ranged from 0.886 to 0.893, greater than 0.7 (Kline, 2015). This reasonably indicates that the construct reliability was met, as shown in Table 3. Therefore, Cronbach's alpha and the composite reliability values for all variables are consistent and error-free.

Table 4. The discriminant testing result

Variable	**X**	**Y**	**Z**
Entrepreneurial Creativity (X)	**0.813**		
Entrepreneurial Satisfaction (Y)	0.785	**0.825**	
Intellectual Agility- Resonance (Z)	0.799	0.823	**0.848**

Hypothesis Testing

A structural equation modelling partial least square (SEM-PLS) was adopted with the help of PLS 3.0 software, as shown in Figure 1. Based on the bootstrapping testing procedure in PLS 3.0 software, the following results were obtained.

Table 5. Hypothesis testing result

Hypothesis	**Direct & Indirect Effect**	**Original sample**	**t-statistic**	**p-value**
H1	X → Y	0.297	12.049	***

H2	X → Z	0.799	32.632	***
H3	Z → Y	0.611	28.998	***
H4	X → Z → Y	0.488	8.219	***

Note: All t-statistics are sig. at p < 1% (***)

A regression hypothesis test was carried out both directly or indirectly (the effect of mediation), as shown in Table 5. Statistically, the t-test value of all direct influence hypotheses is greater than the critical value of 2.0. Therefore, this idea was accepted. Furthermore, positive and significant results were obtained by testing the influence of mediation, where the statistical significance of the test-t is greater than the critical value, 2.0. In addition, the proposed mediation influence hypothesis was accepted.

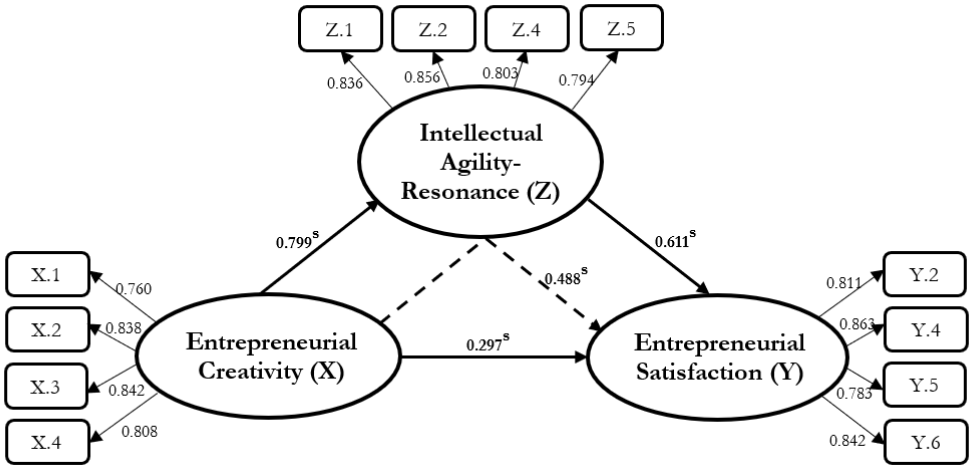

Figure 1. Full Structural Model of Entrepreneurial Satisfaction

Information:

→ : Direct effect

- - - → : Mediation effect

→ : Reflective indicator measurement

Discussion

This research aims to describe the role of creativity and intellectual agility-resonance in increasing entrepreneurial satisfaction of MSMEs on the island of Java. The results obtained resolve the inconsistencies and limitations reported by previous studies and provide relevant information for MSMEs, especially regarding the importance of entrepreneurial creativity in boosting MSME business owners' satisfaction through intellectual agility-resonance, which is explained as follows.

The first hypothesis (H1) was accepted, therefore, it was concluded that entrepreneurial creativity has a significant influence on entrepreneurial satisfaction. This is

consistent with several previous studies (Bakhtiari & Jalilian, 2018; Bhansing et al., 2018; Covin & Slevin, 1991; Lee & Kim, 2019; Soomro & Shah, 2019; Zahra, 1991, 1993). Creative entrepreneurs are always willing to generate new ideas, and this desires motivates them to start their businesses and be satisfied. Individuals that exhibit a positive approach towards entrepreneurship are usually confident and tend to show their creative talent. Measurement of entrepreneurial creativity shows the knowledge and experiences, optimism, imaginative skills, and the spirit of perseverance. In this study, it was proven that attitude affects entrepreneurial satisfaction.

Furthermore, the second hypothesis (H2) was accepted. Entrepreneurial creativity significantly influences intellectual agility-resonance, and it is consistent with preliminary studies carried out by Dabić et al. (2021) and Hiong et al. (2020). This statement supports the research carried out by Bontis et al. (2002), which stated that knowledge in the form of creativity is a human capital utilized in value creation. Entrepreneurial creativity is a strategic resource that connects innovative potentials to business outcomes. Besides, an individual's creativity and intellectual ability lead to the production of new commodities, skills, or practices required in the marketplace. Based on these results, it was proven that entrepreneurial creativity is a variable that affects intellectual agility-resonance.

It was further discovered that intellectual agility-resonance has a significant effect on entrepreneurial satisfaction, therefore, the third hypothesis (H3) was accepted. This is consistent with the research carried out by Dabić et al. (2021) and Hiong et al. (2020). Furthermore, the IAR shown by entrepreneurs through innovative processes has a positive impact on their satisfaction. This is a continuous routine because they are satisfied and happy with their achievements, which lasts for a long period. Intellectual agility-resonance is an attribute where each individual understands the need to combine education and experiences to identify opportunities critically, collaborate, enthusiastically face challenges, and acquire and analyze new knowledge from various perspectives. Based on these, it was proven that intellectual agility-resonance is a determining variable for entrepreneurial satisfaction.

Simultaneously, IAR stimulated entrepreneurial creativity, thereby triggering entrepreneurial satisfaction significantly, therefore, the fourth hypothesis (H4) was accepted. It was concluded that intellectual agility-resonance plays an mediating role between entrepreneurial creativity and satisfaction. These results explain the creative process through the implementation of RBV theory. Entrepreneurial creativity is a variable that measures the desires or ideas of individuals or a group of entrepreneurs and is beneficial to building and growing a business. However, a combination of productive passion and resonant agility has a significant influence on entrepreneurial satisfaction. It is recognized as an innovative performance in terms of products value and services rendered. Some of the rare

resources that are difficult to imitate, such as knowledge and human capital skills, make a business thrive, thereby causing entrepreneurs to achieve maximum satisfaction.

Conclussion

This study has theoretical implications; first, entrepreneurial career choices depend on willingness affected by interpersonal factors rather than on economical and environmental constraints (Meoli et al., 2020; Nyock Ilouga et al., 2014; Osorio Tinoco et al., 2020; Razak et al., 2018). Individual creativity owned by entrepreneurial self-efficacy is an intellectual capital that stimulates the determination of logic. Theoretically, a favourable implication is that the determinants of innovative processes are shaped by creative resources and a desire for social recognition. Occasionally, these offer less satisfaction due to the individual's level of intellectual agility. The findings are a new perspective on RBV theory where the value of entrepreneurial creativity obtained from the existence of valuable resources are irreplaceable due to difficulty in locating competitors. The test results prove that the higher the collaboration and enthusiasm in facing challenges, the greater the potential to increase the achievement and optimism of the entrepreneur's financial performance. However, this study was designed to echo agility or spreading self-intellectual sources tend to be more optimal in a sustainable competitive advantage.

Some of the dominant points of intellectual resources have implications related to entrepreneurial satisfaction. First, self-efficacy and an individual's creative attitude need to be more agile in accepting future challenges. Second, agility reflects the internal ability of intellectual resources to reduce the occurrence of business risks. Third, the creativity of increasingly agile individuals through skills and experience has positive implications that configure new scientific findings into unique, superior, and non-replicable resources. Fourth, the source of creativity through IAR boosts psychological well-being, financial improvement, and the recognition of achievements in the business environment involving competitors and customers.

Limitation

The limitation of this study is that it failed to focus on similar industries due to data obtained from several multisectoral respondents. For this reason, it is recommended that several agendas need to be considered in the future. This simply means that further research has to focus on homogeneous business-type objects. This tends to be more measurable in terms of determining the agility level of creative business actors. The use of other antecedent variables that have the potential to improve customer satisfaction, such

as financial value agility, brand attitudinal, innovative, and knowledge quality resonance, is also recommended. Future studies need to further relate the service dominant logic from the co-creation value perspective. Future entrepreneurs are expected to be resource integrators, thereby leading to the production of unique, idiosyncratic, experiential, contextual, and meaningful creations.

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