

Enhancing Firm Performance in Indonesia's Furniture Industry: The Role of Strategic Entrepreneurship Control, Innovation, and Resource Management

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ABSTRACT

This study aims to examine the effect of controlling strategic processes, resource management, and innovation on entrepreneurial performance and firm performance. We analyzed data from 154 entrepreneurs and company managers of the furniture industry sector using PLS-SEM to test several hypotheses. The results show a significant effect of strategic entrepreneurship control on improving resource management, innovation, and entrepreneurial performance. Strategic entrepreneurship control, which integrates strategic entrepreneurship and strategic control, can also indirectly boost firm performance. The practical implications of this research are that to address the problem of declining performance, it is necessary to improve innovation and resource management, as well as control strategic processes through the construct of strategic entrepreneurship control. This research contributes to the field of management science, particularly entrepreneurship, strategic entrepreneurship, and strategic control.

KEYWORDS

Strategic Entrepreneurship Control
Entrepreneurial Performance
Innovation
Resource Management
Firm Performance

INTRODUCTION

The Indonesian furniture industry has strong growth potential driven by rising domestic demand from housing, property, and institutional sectors. However, around 45% of the domestic market is still dominated by imports, which grow by 10–15% annually (Salim & Munadi, 2017). In contrast, the wood-based furniture subsector contracted in 2022 and continued to decline in 2023, with export volume in the first half of 2023 falling by 26.2% and export value by 30.9%, reaching only USD 1.07 billion (Adhiat, 2023). Although imports slightly decreased in 2023 due to a slowdown in national GDP, their value remained only marginally below 2022 levels, indicating sustained competitive pressure from foreign products. This simultaneous decline in exports and persistent import competition reveals an empirical gap and highlights the urgency of strengthening Indonesia's furniture industry performance through improved entrepreneurial capabilities and strategic entrepreneurship (Kementerian Perdagangan, 2024).

To address performance issues, we attempted to utilize a strategic entrepreneurship approach. In strategic entrepreneurship, strategy development, consisting of content, process, and context, aims to identify opportunities and enhance competitiveness, thus providing solutions for improving performance. Meanwhile, because the context is constantly changing, entrepreneurs need to manage processes to adapt new strategic content to the current context (Petrakis & Konstantakopoulou, 2016; Wickham, 2011). To control the process, we used the construct of strategic entrepreneurship control, which encompasses control over several strategic processes. Therefore, in addition to innovation and resource management, we used the construct of strategic entrepreneurship control to improve performance, distinguishing this study from previous studies..

We reviewed the literature and determined that strategic control is the most appropriate form of control for managing strategic processes (Wunder, 2023). Several studies have shown that strategic control significantly impacts company performance. Similarly, strategic entrepreneurship aims to increase competitive advantage and identify opportunities. Given the similarity in their goals of improving performance, we combined strategic entrepreneurship and strategic control into a single construct: strategic entrepreneurship control.

The combination of these two constructs can contribute to the fields of entrepreneurship, particularly strategic entrepreneurship, and strategic management, particularly strategic control. For strategic entrepreneurship, the construct of strategic entrepreneurship control demonstrates the importance of controlling strategic processes in developing entrepreneurial processes, thereby contributing to strengthening existing theories. Meanwhile, for strategic management, the role of strategic entrepreneurship control contributes to the broader application of strategic control, specifically in the field of entrepreneurship.

To date, research related to controlling strategic processes has been underdeveloped. This study, entitled "Improving Performance through Controlling Strategic Processes, Innovation, and Resource Management," addressed the aforementioned research and empirical gaps. Figure 1 illustrates the research framework developed in this study.

LITERATURE REVIEW

The Influence of Strategic Entrepreneurship Control on Resource Management, Innovation, Entrepreneurial Performance and Firm Performance

Strategic entrepreneurship seeks to build competitive advantage (Dana, 2021), enhance company performance (Blackburn et al., 2017; Hitt et al., 2017), create value (Hitt et al., 2017), and generate wealth (Faghih & Forouharfar, 2021; Hitt et al., 2017). The strategic dimension includes: the strategic process, which addresses the questions of “who,” “how,” and “when”; the strategic content, which represents the outcomes of that process; and the strategic context, which concerns the “where,” namely the firm and environment in which the strategy is applied (Petrakis & Konstantakopoulou, 2016).

Entrepreneurs need to control strategy processes. For control systems to be effective, they must reflect the entrepreneur’s vision, stay consistent with the venture’s mission, and be guided by the overall strategic direction. Managing growth involves intentionally overseeing the allocation of resources, applying effective leadership approaches, and using sound decision-making processes (Wickham, 2011).

The control process involves both the creation and implementation of specific regulatory measures. While conventional methods focus primarily on top-down signaling, modern frameworks

prioritize employee feedback to harmonize individual objectives with company goals. This alignment is further supported by Agency Theory, which suggests using incentive structures to discourage self-serving behavior. Research by Nilsson et al. (2020) shows that success depends on employees' active participation, as their personal perceptions shape the effectiveness of interactive systems. Building on Wunder's (2023) framework, strategic entrepreneurship control simplifies the process into four distinct phases: identifying strategic issues, communicating them to stakeholders, overseeing execution, and performance evaluation. Furthermore, an entrepreneur's unique decision-making logic is essential for identifying these strategic issues during environmental scanning (Nilsson et al., 2020; Shirokova et al., 2021; Wunder, 2023). Entrepreneurs need to oversee the entire strategy process, which includes formulating the mission, crafting the strategy, managing resources, and setting, tracking, and rewarding objectives (Wickham, 2011). Furthermore, innovation management should be treated as a strategic process, supported by a formal innovation strategy developed by top management (Mazzarol & Reboud, 2017). From this, five strategic processes emerge: development of mission, development of innovation, development of strategy, resource management, and objectives development. Therefore, strategic entrepreneurship control focuses on managing these five strategic processes.

The integration of strategic entrepreneurship and strategic control constructs can make theoretical contributions by generating new theories for each construct. By combining these two constructs, the advantages of strategic entrepreneurship and strategic control can be leveraged to enhance both entrepreneurial and firm performance. Therefore, this study will test several hypotheses using these constructs as independent variables.

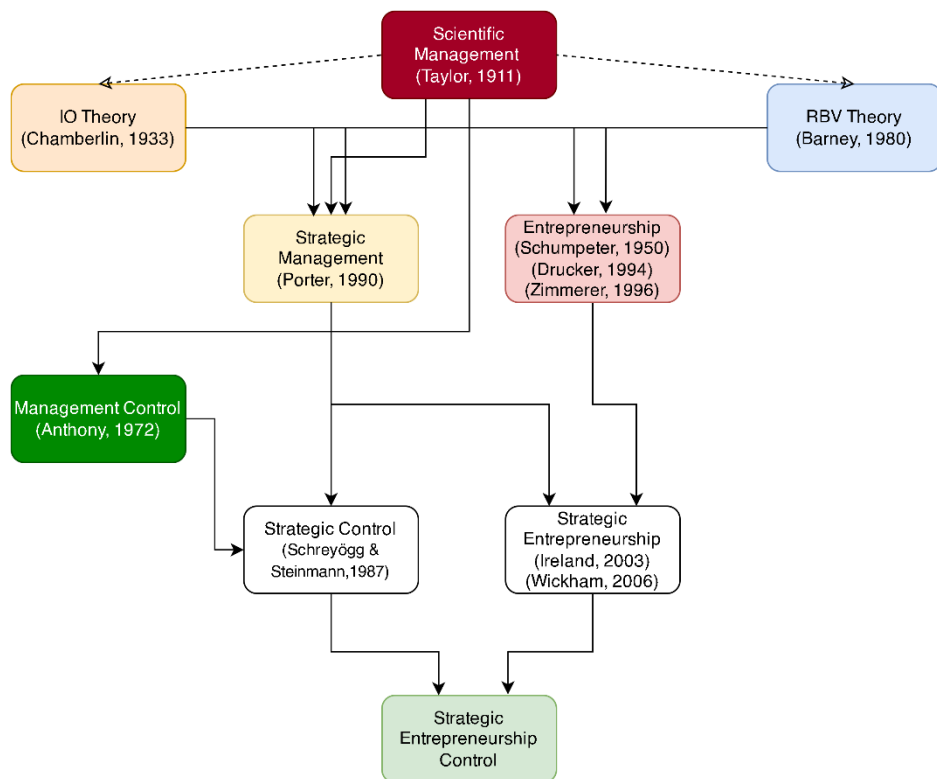


Figure 1. Concept integration of strategic entrepreneurship control

Strategic entrepreneurship control, as a new concept, can be seen in Figure 1. Several predecessor theories that became grand theories include entrepreneurship and strategic management. Strategic entrepreneurship control differs from both strategic control and strategic entrepreneurship because it combines the two concepts. Strategic entrepreneurship control is an effort to improve performance by controlling mission development, innovation development, strategy development, resource management, and objective development. This concept not only produces competitive advantage and seeks new opportunities, but also controls strategic processes that support efforts to build strategies and create opportunities so as to achieve good performance continuously and in the long term.

The study highlights how strategic entrepreneurship integrates opportunity recognition, resource management, and core competencies to align strategic resources with entrepreneurial opportunities, thereby enhancing and sustaining organizational competitive advantage (Yewei et al., 2025). Strategic control influences the improvement of financial performance through the mediation of resource allocation (Bchennaty et al., 2024). These two studies provides the basis for formulating the first hypothesis as follows:

H₁: Strategic entrepreneurship control in terms of (a) control of mission development, (b) control of innovation development, (c) control of strategy development, (d) control of resource management, and (e) control of objectives development, has a direct and positive effect on resource management.

Strategic control both encourages and regulates innovation through belief and interactive systems that foster innovative behavior, alongside boundary and diagnostic systems that keep actions aligned with standards and plans (Simons, 1994; Wunder, 2023). It functions as a formal process of target setting, measurement, and feedback to assess whether firms achieve efficiency, quality, innovation, and customer responsiveness while successfully implementing strategy (Kuye, 2013). Strategic entrepreneurship directly enhances product innovation performance and partially mediates sustainable innovation outcomes (Lyver & Lu, 2018). As a strategic control tool, the Balanced Scorecard is linked to innovation and shows consistent performance indicator patterns in research and innovation within public Latin American universities (Iannone & Anceschi, 2025; Peris-Ortiz et al., 2019). Because strategic entrepreneurship and strategic control are related to innovation, the following hypotheses can be formulated:

H₂: Strategic entrepreneurship control has a direct and positive effect on innovation.

Strategic control (SC) uses tools and frameworks over a one- to five-year horizon to guide long-term goals, align strategic initiatives with corporate objectives, and provide a “big picture” view of performance and sustainability (Pramudita, 2016; Wunder, 2023). It acts as a formal regulatory process involving target setting, measurement, and feedback to ensure efficiency, quality, innovation, customer responsiveness, and successful strategy implementation (Kuye, 2013). Because strategic entrepreneurship and strategic control are related to entrepreneurial performance, the following hypothesis is formulated:

H₃: Strategic entrepreneurship control has a direct and positive effect on entrepreneurial performance.

Strategic entrepreneurship and strategic control remain vital for maintaining long-term competitive advantage, even when markets are unstable and uncertain, because enduring patterns can still be exploited for sustained gains (Keyhani, 2023). Strategic control offers a broad, long-term perspective (roughly one to five years) by aligning strategic initiatives with corporate goals. Through

formal mechanisms for setting targets, monitoring results, and providing feedback, it supports short- and medium-term performance while safeguarding long-term viability (Kuye, 2013; Pramudita, 2016; Wunder, 2023).

Strategic entrepreneurship acts as a bridge between entrepreneurial orientation and organizational outcomes—both financial and non-financial—and also exerts a direct effect on product innovation and sustainable innovation performance (Kantur, 2016; Lyver & Lu, 2018). In developing economies, the strategic decision-making process shapes the impact of cognitive biases on firm performance, underscoring the importance of making high-quality strategic choices (Afroze & Sarker, 2025). Throughout the firm's life cycle, strategic entrepreneurship should gradually shift its emphasis from product technology innovation in the early stages to process technology innovation at maturity, to lower costs and increase efficiency (Faghih & Forouharfar, 2021).

Strategic control mechanisms help balance creativity with discipline: belief and interactive control systems encourage innovative behavior, whereas boundary and diagnostic systems promote adherence to standards and plans (Simons, 1994; Wunder, 2023). Empirical evidence indicates that both strong innovation capabilities and well-defined strategic goals significantly improve firm performance (Donkor et al., 2018). The Balanced Scorecard, as a key strategic control instrument, is also associated with innovation and has been shown to influence research and innovation performance trajectories in public universities in Latin America (Iannone & Anceschi, 2025; Peris-Ortiz et al., 2019). Because strategic entrepreneurship and strategic control are related to firm performance, the following hypothesis is formulated:

H₄: Strategic entrepreneurship control has a direct and positive effect on firm performance.

The Influence of Resource Management on Innovation, Entrepreneurial Performance and Firm Performance

Entrepreneurs can implement resource management in several ways, namely: acquiring resources (Burns, 2020; Ratten, 2021), structuring resources portfolio (Wickham, 2011), resource leveraging (Burns, 2020), accumulating resources (Duening et al., 2020), combining and binding resources (C. Lee et al., 2024), resource deployment (C. Lee et al., 2024), resource allocation (Olawajaju, 2023), reallocation resources dynamically (Jiang, 2014), optimizing resources (C. Lee et al., 2024).

Effective resource management is a key driver of innovation. Integrating and coordinating resources into a well-organized configuration can enhance efficiency while simultaneously creating room for more advanced innovation (C. Lee et al., 2024). Larger firms, which typically possess greater resource endowments than smaller ones, are generally better positioned to pursue radical innovations because they can allocate more funding to research and development activities (Blackburn et al., 2017).

Nonetheless, the link between resource availability and innovation is not always linear. Instead, it may follow a curvilinear pattern, in which both resource scarcity and excess can impede innovative efforts (Preiss et al., 2023). Thus, sound resource management is crucial for achieving an optimal balance between efficiency and innovation. Because resource management is related to innovation, the hypothesis formulated is:

H₅: Resource management in terms of (a) acquiring resources, (b) structuring resources portfolio, (c) resource leveraging, (d) accumulating resources, (e) combining and binding resources, (f)

resource deployment, (g) resource allocation, (h) reallocation resources dynamically, and (i) optimizing resources, has a direct and positive effect on innovation.

Value creation is achieved by managing resources around key activities that allow organizations to provide a value proposition (Lima, 2021). The effectual management process is a continuous, iterative process that goes from setting objectives and managing resources during the stage of exploring business opportunities. (Reyes-Mercado, 2021). Resource allocation and planning are crucial at each stage of a business's life cycle (Lavery & Littel, 2020).

H₆: Resource management has a direct and positive effect on entrepreneurial performance.

The entrepreneur influences performance by defining objectives, recognizing and minimizing obstacles to the achievement of those objectives, and effectively planning, organizing, and controlling resources to attain high levels of venture performance. (Duening et al., 2020). Entrepreneurial resource management components (e.g., structuring, bundling, and leveraging) relate to achieving success in start-ups (Amini Sedeh et al., 2023).

H₇: Resource management has a direct and positive effect on firm performance.

The Influence of Innovation on Entrepreneurial Performance and Firm Performance

Innovation is a dynamic, nonlinear process crucial to organizational growth and competitive advantage. Its success is usually evident only later, after the product, service, or idea has been tested and reviewed (S. T. H. Lee & Leung, 2023). Innovation can take the form of product innovation, which focuses on creating or improving products to meet customer needs, process innovation, which improves production or service methods for efficiency and cost savings, and marketing innovation, which introduces new ways to promote products or services to expand markets and increase customer engagement (Burns, 2022).

Entrepreneurial and small business performance is shaped by multiple factors, including business strategy, owner–manager characteristics, and entrepreneurial methods such as differentiation and innovation (Eberz, 2018; Katz, 2018; Leitão & Ratten, 2022b). Effectuation theory further explains how entrepreneurs can minimize the cost of failure while increasing the chances of achieving unique, high-impact outcomes (Sarasvathy, 2022). Innovative capacity—through experimentation, creative approaches, and being first to market—alongside strong quality management, has been shown to significantly improve firm and venture performance, including in Malaysian SMEs (Chhabra et al., 2021; C. Lee et al., 2024).

H₈: Innovation in terms of (a) product innovation, (b) process innovation, and (c) marketing innovation, has a direct and positive effect on entrepreneurial performance.

Continuous innovation is increasingly expected to influence corporate performance in the 21st century (Kuratko & Hodgetts, 2017). Factors such as a firm's unique technology and innovation culture affect performance in international markets (Schallmo et al., 2023). The structure of technological interdependence in innovation ecosystems affects firm performance in new technology generations (Reyes-Mercado, 2021). Firm performance is also affected by its innovation capacity, including testing new ideas, seeking new ways to do things, being creative with operational methods, and being the first to market with new products and services (C. Lee et al., 2024).

H₉: Innovation has a direct and positive effect on firm performance.

The Influence of Entrepreneurial Performance on Firm Performance

Entrepreneurs learn from successes and failures, which feeds into the development of entrepreneurial expertise and the interaction between entrepreneurial performance and firm performance. Entrepreneurial performance is distinct from overall business performance: the former concerns how well an entrepreneur copes with ambiguity, setbacks, and ongoing change, while the latter concerns tangible results such as growth, profitability, and market position (Sarasvathy, 2022).

Firm performance is influenced by firm size, business type, governance, and community engagement, with branded or chain-affiliated firms and diverse boards often performing better (C. Lee et al., 2024; Ratten, 2019). Performance is commonly evaluated using the Balanced Scorecard, which assesses financial, customer, internal process, and learning and growth perspectives to align short-term results with long-term strategic goals, including innovation and human resource development (Anand, 2016; Jiang, 2014; Jones, 2016; Pramudita, 2016).

Entrepreneurial performance is influenced by individual personality traits, contextual conditions, and the broader organizational environment, and it is associated with long-term success (Eberz, 2018). The performance of small firms is affected by their strategic choices and the characteristics of their owner-managers (Leitão & Ratten, 2022a). Moreover, entrepreneurial approaches such as differentiation and innovation enhance performance when they fit the firm's size, internal structure, and the dynamics of its external environment (Katz, 2018). Effectuation theory emphasizes that entrepreneurs can reduce the costs of failure and increase the likelihood of major success by cultivating strategies and capabilities that enable them to identify and exploit high-potential opportunities within existing circumstances (Sarasvathy, 2022). The final hypothesis about the relationship between entrepreneurial performance and firm performance is:

H₁₀: Entrepreneurial performance in terms of (a) strategy development, (b) recognizing, identifying and exploiting opportunity, has a direct and positive effect on firm performance in terms of (a) financial perspectives, (b) internal process perspectives, (c) learning and growth perspectives, and (d) customer perspectives.

Research Framework

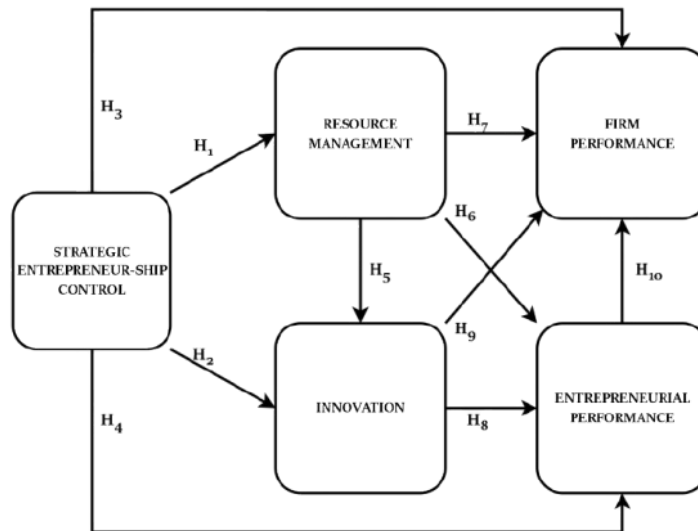


Figure 2. Research framework

Figure 2 illustrates the research framework developed in this study. For innovation, the Innovation indicators were adopted from Burns (2020). For resource management, the indicators were adopted from Burns (2022), Duening et al. (2020), Lee et al. (2024), Wickham (2011), Ratten (2021), Olarewaju (2023), and Jiang (2023). Strategic entrepreneurship control has five indicators adopted from Wickham (2011) and Mazzarol & Reboud (2017). For entrepreneurial performance, the indicators are adopted from Sarasvathy (2022). Meanwhile, the indicators for firm performance were adopted from Anand (2016), P. Jones (2016) and Pramudita (2016).

RESEARCH METHOD

This study adopts a quantitative research method and employs a deductive analytical approach to examine the relationships among five key constructs: strategic entrepreneurship control, resource management, innovation, entrepreneurial performance, and firm performance. The deductive approach allows the proposed hypotheses to be tested based on established theories and prior empirical findings. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is particularly appropriate for complex research models involving multiple latent constructs and predictive objectives. The use of PLS-SEM enhances analytical clarity by simultaneously assessing the measurement and structural models, enabling robust evaluation of construct validity, reliability, and the hypothesized causal relationships among variables.

The study used primary data from a structured questionnaire administered in 2025 to furniture industry units in Indonesia. The population consisted of 1,114 firms registered with HIMKI, as reported by the Coordinating Ministry for Economic Affairs (2023). The minimum sample comprised 138 valid responses, determined using G*Power with an effect size of 0.15, $\alpha = 0.05$, power = 0.95, and five predictors (Faul et al., 2007). The questionnaire measured five main variables—strategic entrepreneurship control (SEC), entrepreneurial performance (EnP), firm performance (FP), innovation (INN), and resource management (RM)—using Likert scales. Data were analyzed using PLS-SEM in SmartPLS to evaluate both the measurement and structural models (Hair et al., 2017).

Table 1. Descriptive statistics, convergent validity and consistency reliability

Construct / Dimension / Indicator	Mean	Standard Deviation	Outer Loadings	AVE	CR	Cronbach Alpha
Entre. Performance				0.794	0.885	0.741
EnP1	4.266	0.694	0.904***			
EnP2	4.305	0.724	0.878***			
Firm Performance				0.638	0.934	0.919
Financial Perspective						
FP1	3.903	0.828	0.774***			
FP2	3.981	0.818	0.788***			
Process Perspective						
FP3	4.091	0.825	0.81***			
FP4	4.058	0.791	0.766***			
Learning Growth Persp.						
FP5	4.052	0.771	0.839***			
FP6	4.032	0.76	0.852***			
Customer Perspective						
FP7	4.175	0.791	0.775***			
FP8	4.13	0.881	0.784***			
Innovation				0.782	0.915	0.86
IN1	4.338	0.705	0.885***			
IN2	4.253	0.66	0.875***			
IN3	4.299	0.731	0.892***			
Resource Management				0.693	0.953	0.945
RM1	4.201	0.848	0.824***			
RM2	4.13	0.811	0.85***			
RM3	4.201	0.776	0.824***			
RM4	4.182	0.768	0.851***			
RM5	4.214	0.773	0.864***			
RM6	4.266	0.765	0.82***			
RM7	4.279	0.743	0.822***			
RM8	4.169	0.796	0.805***			
RM9	4.299	0.766	0.831***			
Strat. Entrep.Control				0.676	0.913	0.88
SEC1	4.299	0.74	0.804***			
SEC2	4.286	0.709	0.857***			
SEC3	4.37	0.711	0.832***			
SEC4	4.234	0.771	0.802***			

Construct / Dimension / Indicator	Mean	Standard Deviation	Outer Loadings	AVE	CR	Cronbach Alpha
SEC5	4.344	0.706	0.817***			
*) $\rho < 0.05$	**) $\rho < 0.01$	***) $\rho < 0.001$				

We distributed 250 questionnaires, of which 179 were completed, but only 154 were valid. However, the number of valid questionnaires exceeded the minimum sample size calculated using G*Power. Table 1 presents descriptive data and shows that the mean indicator for each construct is at least 3.9 and the standard deviation (SD) is 0.828. Thus, each construct has a fairly high value. In addition, by looking at the outer loadings, which also meet the requirements because they are ≥ 0.7 , $\rho < 0.05$, and $AVE > 0.5$, indicating that the requirement for convergent validity has been met. The requirement for consistency reliability is also met, as $CR \geq 0.7$ and Cronbach's alpha ≥ 0.6 , indicating that the research data are feasible and reliable for measuring latent variables/constructs. Cross-loadings analysis in Table 2 also indicates that each construct is distinct from the others, as the indicator's correlation with its own construct is greater than its cross-loadings with other constructs (Hair et al., 2017; Sarstedt et al., 2019).

Table 2. Cross-loadings

	Entrep. Perform.	Firm Performance	Innovation	Resource Management	Strat. Entre. Control
EnP1	0.904	0.684	0.705	0.707	0.778
EnP2	0.878	0.636	0.654	0.592	0.641
FP1	0.537	0.774	0.516	0.588	0.515
FP2	0.56	0.788	0.573	0.622	0.55
FP3	0.648	0.81	0.532	0.637	0.621
FP4	0.522	0.766	0.453	0.564	0.569
FP5	0.645	0.839	0.559	0.671	0.615
FP6	0.606	0.852	0.615	0.7	0.652
FP7	0.635	0.775	0.596	0.642	0.671
FP8	0.57	0.784	0.522	0.639	0.625
IN1	0.675	0.593	0.885	0.671	0.7
IN2	0.678	0.606	0.875	0.689	0.735
IN3	0.674	0.618	0.892	0.708	0.715
RM1	0.586	0.625	0.646	0.824	0.72
RM2	0.637	0.645	0.66	0.85	0.74
RM3	0.607	0.656	0.699	0.824	0.686
RM4	0.591	0.697	0.68	0.851	0.725
RM5	0.606	0.694	0.677	0.864	0.692
RM6	0.606	0.656	0.59	0.82	0.656
RM7	0.683	0.663	0.704	0.822	0.736
RM8	0.552	0.621	0.597	0.805	0.673
RM9	0.611	0.692	0.582	0.831	0.702
SEC1	0.622	0.644	0.707	0.711	0.804

	Entrep. Perform.	Firm Performance	Innovation	Resource Management	Strat. Entre. Control
SEC2	0.691	0.656	0.688	0.685	0.857
SEC3	0.668	0.595	0.609	0.688	0.832
SEC4	0.61	0.606	0.61	0.662	0.802
SEC5	0.697	0.607	0.712	0.728	0.817

RESULTS

The research framework in Figure 2 shows the five constructs used in the study: strategic entrepreneurship control, resource management, innovation, entrepreneurial performance, and firm performance. In this regard, this study uses three models to demonstrate the role of the new construct (strategic entrepreneurship control). The first model is a model without strategic entrepreneurship control, the second model uses strategic entrepreneurship control, and the third model is a second model refined using a trimming method to eliminate insignificant paths.

Table 3 compares the results of hypothesis testing on the three models. Because it does not use the strategic entrepreneurship control construct, the first model does not display path coefficients and effect sizes. Meanwhile, model 2 displays the complete results for each hypothetical path, whereas model 3 omits hypotheses 4, 6, and 9.

The path from strategic entrepreneurship control to resource management (H1) has a significant path coefficient and a large effect size in both models 2 and 3. Comparatively, the coefficient and effect size for this path are larger in model 3 than in model 2. This condition indicates that eliminating insignificant paths strengthens the relationships between significant constructs.

The path from strategic entrepreneurship control to innovation (H2) also had a significant value and a large effect size. However, its values in models 2 and 3 did not differ, with a path coefficient of 0.53 and an effect size of 0.258.

In model 2, the path from strategic entrepreneurship control to entrepreneurial performance (H3) had a coefficient of 0.472 and a moderate effect size of 0.159. After trimming, this path significantly increased, with a path coefficient of 0.529 and a large effect size of 0.299. Meanwhile, the path from strategic entrepreneurship control to firm performance (H4) in model 2 had a low coefficient and no effect, so we remove it in model 3.

Table 3. Hypothesis testing

Hypo-thesis	Path	Model 1		Model 2		Model 3	
		Estimate	F ²	Estimate	F ²	Estimate	F ²
H1	SEC -> RM	-	-	0.845 ***	2.506	0.846***	2.509
H2	SEC -> INN	-	-	0.53***	0.258	0.531***	0.258
H3	SEC -> EnP	-	-	0.472**	0.159	0.529***	0.299
H4	SEC -> FP	-	-	0.115	0.008	-	-
H5	RM -> INN	0.78***	1.556	0.332*	0.101	0.331*	0.1
H6	RM -> EnP	0.347**	0.127	0.091	0.007	-	-
H7	RM -> FP	0.544***	0.327	0.492***	0.2	0.542***	0.434
H8	INN -> EnP	0.493***	0.258	0.311**	0.095	0.335**	0.12

Hypo-thesis	Path	Model 1		Model 2		Model 3	
		Estimate	F ²	Estimate	F ²	Estimate	F ²
H9	INN -> FP	-0.003	0	-0.031	0.001	-	-
H10	EnP -> FP	0.346***	0.141	0.313***	0.1	0.345***	0.176

*) $\rho < 0.05$ **) $\rho < 0.01$ ***) $\rho < 0.001$

In model 1, the path from resource management to innovation (H5) had a significant value of 0.78 and a medium effect size. This path remained significant in models 2 and 3, but decreased. The path coefficient, which was initially 0.78 in model 1, decreased to 0.331 in model 3, and the effect size, which was initially large in model 1, became medium in model 3. This indicates that the presence of strategic entrepreneurship control in the model caused significant changes.

Like the path from resource management to innovation (H5), the path from resource management to entrepreneurial performance (H6) also decreased in Model 2 and became insignificant. In fact, this path was removed in Model 3. Although initially significant and having a medium effect size, we remove it because it did not significantly explain variation in the innovation construct.

The path from resource management to firm performance (H7) had a significant path coefficient and a large effect size in all models 1, 2, and 3. There was no apparent difference in the path coefficient values between models 1 and 3, but the effect size increased. This indicates that the relationship along this path has strengthened after correction using the trimming method.

The path from innovation to entrepreneurial performance (H8) decreased in coefficient value and effect size across models 2 and 3. However, the path coefficient remained significant, and the effect size was moderate, so this path was retained. Meanwhile, the path from innovation to firm performance (H9) was not significant and was therefore removed from Model 3. However, there is still the possibility of an indirect relationship between innovation and firm performance.

The path from entrepreneurial performance to firm performance (H10) was significant in all three models and experienced an increase in effect size. In Model 3, the path coefficient was 0.345, and the effect size was 0.176, so this path was retained.

Analysis based on the R-square results explains the rationale for maintaining strategic entrepreneurship control within the research framework. The R-square for the innovation construct is 0.601 in model 1 to 0.689 in models 2 and 3. This means that 68.9% of the variation in innovation can be explained by strategic entrepreneurship control, as well as by resource management. In addition, the R-square for the entrepreneurial performance construct also increased after the addition of the strategic entrepreneurship control construct. In model 1, the entrepreneurial performance construct has an R-square of 0.631, while in models 2 and 3 it becomes 0.682. Adding the strategic entrepreneurship control construct to the model significantly increases the R-square for both constructs/latent variables, indicating that the construct is worth retaining.

Table 4 shows that although the paths from strategic entrepreneurship to firm performance (H4), from resource management to entrepreneurial performance (H6), and from innovation to firm performance (H9) are not directly significant. However, all three have significant indirect relationships.

Table 4. Effects in model 3

PATH	DIRECT	INDIRECT	TOTAL
SEC -> RM	0.846***		0.846***
SEC -> INN	0.531***	0.280*	0.811***
SEC -> EnP	0.529***	0.272**	0.801***
SEC -> FP		0.734***	0.734***
RM -> INN	0.331*		0.331*
RM -> EnP		0.111*	0.111*
RM -> FP	0.542***	0.038	0.580***
INN -> EnP	0.335**		0.335**
INN -> FP		0.116**	0.116**
EnP -> FP	0.345***		0.345***

*) $\rho < 0.05$ **) $\rho < 0.01$ ***) $\rho < 0.001$

The coefficient for the path from strategic entrepreneurship control to firm performance is indirectly significant at 0.734; the path from resource management to entrepreneurial performance is indirectly significant at 0.111; and the path from innovation to firm performance is indirectly significant at 0.116.

Emphasizing the role of strategic entrepreneurship control in improving entrepreneurial and firm performance, we see that the total effects of the two differ only slightly, at 0.801 and 0.734, respectively. Meanwhile, resource management has a total effect on firm performance of 0.58 and on entrepreneurial performance of 0.11. Innovation has a total effect on entrepreneurial performance of 0.335 and on firm performance of 0.116.

The SRMR indicates a good fit (< 0.08), and the research model has an SRMR of 0.053. For the 95% CI, the SRMR value is 0.055, indicating that the model is a good fit and can be generalized to the population (Hair et al., 2017).

DISCUSSION

Based on the research results, the relationship between strategic entrepreneurship control and resource management is significant and has a strong effect size; thus, Hypothesis 1 (H₁) is accepted. Theory and previous research also support this relationship (Iannone & Anceschi, 2025; Kuye, 2013; Lyver & Lu, 2018; Peris-Ortiz et al., 2019; Simons, 1994; Wunder, 2023). Because strategic entrepreneurship control encompasses control over resource management, it is natural that strategic entrepreneurship control is related to resource management. In addition to control over resource management, control over mission, innovation, strategy, and objectives may also provide suggestions for improving resource management.

Because the relationship between strategic entrepreneurship control and innovation is significant and has a large effect size, Hypothesis 2 (H₂) is accepted. Several studies support this hypothesis (Kuye, 2013; Pramudita, 2016; Wunder, 2023). By incorporating innovation control within strategic entrepreneurship control, entrepreneurs can enhance innovation. Furthermore, control over the development of mission, strategy, objectives, and resource management may also provide meaningful additional input for improving innovation.

Hypothesis 3 (H3) regarding the relationship between strategic entrepreneurship control and entrepreneurial performance is accepted because it is significant and has a large effect size. Given the theory and several previous research findings supporting this hypothesis, this study strengthens the existing theory's validity (Afroze & Sarker, 2025; Donkor et al., 2018; Faghieh & Forouharfar, 2021; Kantur, 2016; Keyhani, 2023; Lyver & Lu, 2018). By controlling mission development, innovation, strategy, resource management, and objective development, entrepreneurs can improve entrepreneurial performance, characterized by the ability to develop strategies, recognize, identify, and exploit opportunities.

Because the relationship between strategic entrepreneurship control and firm performance is insignificant and has no effect, in this case, a direct relationship, Hypothesis 4 (H4) is rejected. However, considering the indirect relationship with firm performance, which is significant and nearly equal to its relationship with entrepreneurial performance, strategic entrepreneurship control is strongly recommended to be maintained and utilized. Strategic entrepreneurship control improves resource management, innovation, and entrepreneurial performance, thereby boosting firm performance.

The relationship between strategic entrepreneurial control and firm performance is insignificant because an entrepreneur exercises control to achieve long-term goals, not solely to achieve competitive advantage. Developing strategies and creating opportunities are the goals an entrepreneur seeks to achieve, while the company is a tool to enhance their ability to achieve both (Sarasvathy, 2022). In other words, an entrepreneur views firm performance as a short-term goal, while entrepreneurial performance is a long-term goal. Therefore, it is logical that strategic entrepreneurial control has no effect on firm performance.

The influence of resource management and innovation is significant, with a large effect size, thus supporting Hypothesis 5 (H5). This is also supported by theory and previous research, thus strengthening existing theory (Blackburn et al., 2017; Burns, 2020; Duening et al., 2020; C. Lee et al., 2024; Leitão & Ratten, 2022a; Preiss et al., 2023; Wickham, 2011). Through resource management, entrepreneurs can enhance innovation by developing products, processes, and/or marketing innovations. For example, by structuring, bundling and leveraging resources, companies possess and manage the resources needed to innovate (Nik Muhammad et al., 2022).

The results indicate that resource management does not affect entrepreneurial performance; therefore, Hypothesis 6 (H6) is rejected. However, resource management does have a significant indirect effect, suggesting that it may still exert a slight influence on entrepreneurial performance, mediated by innovation.

If we examine the relationship between resource management and entrepreneurial performance, we expect a significant relationship because it can support opportunity discovery (Reyes-Mercado, 2021). However, numerous studies indicate that resource management is aimed at improving firm performance. This is understandable, as resource management is more short-term oriented, thus more conducive to improving firm performance. To support long-term goals, resource management needs to be controlled through strategic entrepreneurial control.

The influence of resource management on firm performance is supported by theory and several previous studies. Because the results of this study demonstrate a significant value and a strong effect size, Hypothesis 7 (H7) is accepted (Amini Sedeh et al., 2023; Duening et al., 2020). With resource management characterized by: acquiring resources, structuring resource portfolios, resource leveraging, accumulating resources, combining and binding resources, resource deployment, resource allocation, reallocating resources dynamically, and optimizing resources, entrepreneurs will be able to improve firm performance, which is characterized by: financial perspectives, internal process perspectives, learning and growth perspectives, and customer perspectives. For example, by

combining and binding resources, companies can increase sales and improve customer acceptance of their products (Nik Muhammad et al., 2022).

The effect of innovation on entrepreneurial performance in this study is significant and has a large effect size, supporting Hypothesis 8 (H8). This is consistent with theory and previous research, thus strengthening existing theory (Chhabra et al., 2021; Eberz, 2018; C. Lee et al., 2024; Leitão & Ratten, 2022b; Sarasvathy, 2022). By implementing innovation in the form of product innovation, process innovation, or marketing innovation, entrepreneurs will have the ability to develop strategies and create opportunities (Buheji & Ahmed, 2018; Chen et al., 2018; Haddad et al., 2019; Huang et al., 2022; Karami et al., 2024; Sriboonlue, 2019).

The effect of innovation on firm performance is not significant, so Hypothesis 9 (H9) is rejected. However, innovation has an indirect effect on firm performance through the mediation of entrepreneurial performance.

The weak relationship between innovation and firm performance may be due to time lags, unobserved effects, and high implementation costs. Innovation requires short-term costs but may not yield immediate benefits, yet it generates long-term benefits (Atalay et al., 2013; Kijkasiwat & Phuensane, 2020). The clear difference between short- and long-term orientations among entrepreneurs may explain the lack of influence of innovation on firm performance (Bogetoft et al., 2024).

The relationship between entrepreneurial performance and firm performance in this study was significant and had a large effect size; thus, Hypothesis 10 (H10) was accepted. These results corroborate existing theories and previous research (Eberz, 2018; Katz, 2018; Leitão & Ratten, 2022b; Sarasvathy, 2022). With the ability to develop strategies and recognize, identify, and exploit opportunities, an entrepreneur will be able to improve firm performance, for example, by increasing the number of customers, increasing revenue, and driving improvements to internal processes (Eesley & Yang, 2011; Ng et al., 2014; Ramadan et al., 2024; Rehman et al., 2023; Sun et al., 2016).

The results of this study indicate that strategic entrepreneurship control has a significant direct effect on entrepreneurial performance and an indirect effect on firm performance. Therefore, strategic entrepreneurship control is suitable for use by entrepreneurs and company managers to maintain and improve company performance. Strategic entrepreneurship control also has a long-term impact by improving entrepreneurs' performance, namely their ability to develop strategies and create opportunities.

Strategic entrepreneurship control also exerts a greater influence on performance than resource management and innovation. As explained in the results, resource management has a greater influence on firm performance than on entrepreneurial performance. In comparison, innovation has a greater influence on entrepreneurial performance than on firm performance. Meanwhile, strategic entrepreneurship control influences both entrepreneurial performance and firm performance. This is evident from the total influence value reported in this study's results.

Given the role of strategic entrepreneurship control in improving performance, entrepreneurs who fail to use it will experience declines in both entrepreneurial and firm performance. Therefore, entrepreneurs must utilize strategic entrepreneurship control by controlling mission development, innovation development, strategy development, resource management, and objective development.

The results of this study contribute to the field of management science, particularly entrepreneurship research and, more specifically, the domain of strategic entrepreneurship, by introducing and empirically applying the construct of strategic entrepreneurship control. This construct integrates the perspectives of strategic entrepreneurship and strategic control, thereby offering a more comprehensive framework for understanding how entrepreneurial firms simultaneously pursue opportunity exploration and advantage exploitation while maintaining

alignment with long-term strategic objectives. By combining strategic entrepreneurship with strategic control, strategic entrepreneurship control provides insights into how firms can balance innovation, risk-taking, and proactiveness with performance monitoring, feedback, and corrective actions. Consequently, this study extends existing literature by clarifying the role of control systems in enhancing the effectiveness of entrepreneurial strategies and contributes to a deeper understanding of how strategic entrepreneurship can be managed and sustained over time.

Furthermore, this research contributes to the field of management science, particularly to the literature on strategic control, by extending the application of strategic control frameworks to the context of entrepreneurship. While strategic control has traditionally been examined in established, large organizations, this study demonstrates its relevance and applicability in entrepreneurial settings, where uncertainty, resource constraints, and rapid environmental change are more pronounced. The concepts and theoretical insights generated in this study provide a foundation for re-examining existing strategic control mechanisms in entrepreneurial firms, allowing future research to assess their validity, robustness, and contextual adaptability. By doing so, this research facilitates a deeper understanding of how strategic control can enhance decision-making, strategic alignment, and long-term performance in entrepreneurial ventures, thereby offering greater practical and theoretical benefits for entrepreneurs and scholars alike.

This approach aligns with the strategic entrepreneurship research agenda, which emphasizes the need for deeper theoretical integration with emerging and complementary perspectives (Ireland et al., 2023). By incorporating insights from strategic control theory, this study responds to calls in the literature to move beyond fragmented explanations of entrepreneurial outcomes and toward more integrative frameworks that connect opportunity-seeking and advantage-seeking behaviors with governance and control mechanisms. Such integration not only enriches the theoretical foundations of strategic entrepreneurship but also enhances its explanatory power in understanding how entrepreneurial firms sustain performance and competitive advantage over time in dynamic, uncertain environments.

CONCLUSION

Strategic entrepreneurship control, resource management, and innovation influence performance. More specifically, strategic entrepreneurship control directly impacts entrepreneurial performance and indirectly impacts firm performance. Meanwhile, resource management directly impacts firm performance, while innovation directly impacts entrepreneurial performance. Given the greater influence of strategic entrepreneurship control than of resource management and innovation, entrepreneurs are strongly advised to leverage it to improve performance by managing mission development, innovation, strategy, resource management, and objective development.

The concept of strategic entrepreneurship control contributes to management science, particularly entrepreneurship, because it has a significant influence on improving entrepreneurial performance. Furthermore, this concept has a long-term orientation and supports the enhancement of strategic development capabilities and opportunity creation for entrepreneurs. Meanwhile, for short term orientation, firm performance can be enhanced through resource management and entrepreneurial performance. Strategic entrepreneurship control also contributes to strategic management, because it shows the broader use of strategic control in the field of entrepreneurship.

The use of strategic entrepreneurship control to improve entrepreneurial and firm performance requires government and association support, including policies that facilitate access to the resources that entrepreneurs need. The government can help increase the number of qualified furniture

workers and create policies for the export/import of furniture and its raw materials. With support from the government and associations, furniture entrepreneurs will be more enthusiastic about improving their company performance.

MANAGERIAL IMPLICATION

The first logical consequence of this research is that if an entrepreneur does not employ strategic entrepreneurial control in their business activities/entrepreneurial process, it will impact performance, both entrepreneurial and firm performance. Second, if an entrepreneur does not improve resource management, firm performance will (Amini Sedeh et al., 2023; Duening et al., 2020). Third, if an entrepreneur does not innovate, entrepreneurial performance will also decline (Eberz, 2018; Leitão & Ratten, 2022b; Roach et al., 2016). Therefore, to improve performance, an entrepreneur needs to implement strategic entrepreneurial control, resource management, and innovation.

For an entrepreneur to develop strategies and create opportunities, they need to implement strategic entrepreneurial control and innovation. For example, to create new opportunities, entrepreneurs innovate and simultaneously control the development of innovation (Eberz, 2018; Leitão & Ratten, 2022b; Roach et al., 2016).

To increase sales and customer numbers, entrepreneurs can implement strategic entrepreneurial control and resource management, for example, by acquiring resources, structuring resource portfolios, allocating resources, and reallocating resources (Bchennaty et al., 2024; Ihochukwu et al., 2024; Ng et al., 2014). Simultaneously, entrepreneurs also exercise control over resource management.

The control mechanism used in this research is strategic control, namely setting targets, monitoring results, and providing feedback (Wunder 2023). For mission control, control mechanisms can include: developing a mission, writing a well-crafted, easily understood mission statement, communicating it to all stakeholders, and evaluating the effectiveness of the mission statement and its articulation with key stakeholders within the organization. Resource control includes: determining how to manage resources according to the current situation; allocating a budget for resource management; and evaluating resource management with key stakeholders within the organization (Wickham, 2011).

An entrepreneur views their company as a tool for improving entrepreneurial performance because, in the entrepreneurial process, they can continue or discontinue it based on strategic decisions. Discontinuing the company and replacing it with a new one, or continuing the business and expanding activities by establishing a new venture, is part of an effort to improve entrepreneurial performance. With increased entrepreneurial performance, firm performance will also improve, as the entrepreneur has better strategic development and opportunity-creation capabilities than before (Sarasvathy, 2022). Therefore, entrepreneurs need to use strategic entrepreneurship control in order to improve and maintain entrepreneurial performance.

LIMITATION AND FUTURE RESEARCH

This study is subject to several limitations that should be acknowledged. The empirical analysis is based on a relatively small sample of 154 respondents, with the unit of analysis restricted to firms

operating in Indonesia's furniture subsector. This narrow sampling frame may limit the generalizability of the findings to other industries, regions, or national contexts (Muijs, 2022). Future research is therefore encouraged to employ larger, more diverse samples, including firms from different manufacturing and service subsectors and from various countries, to enhance external validity and enable cross-country or cross-industry comparisons.

The study focuses on three exogenous variables—strategic entrepreneurship control, resource management, and innovation—as the main determinants of entrepreneurial performance. While these factors provide valuable insights, entrepreneurial performance is a multidimensional construct influenced by a broader range of strategic, organizational, and environmental variables. Future studies could incorporate additional constructs, such as dynamic capabilities, market orientation, digitalization, organizational culture, or environmental turbulence, to develop a more comprehensive model and capture interaction or moderation effects beyond the scope of this research (Ireland et al., 2023).

There is a need for further testing and refinement of the strategic entrepreneurship control construct. This construct is relatively new and was adapted from the concept of strategic processes control proposed by Wickham (2011). Given its novelty, additional empirical validation across different contexts and research designs is highly recommended to better understand its dimensionality, reliability, and predictive power (Faghih & Forouharfar, 2022). Such efforts will help to clarify the theoretical positioning of strategic entrepreneurship control and support its wider adoption by scholars and practitioners, particularly entrepreneurs and owner-managers who may benefit from applying this construct in managing their ventures.

The study's contextual scope could be broadened in future research. The present investigation focuses on furniture firms, but strategic entrepreneurship control, resource management, and innovation may manifest differently across various organizational forms and life-cycle stages. Subsequent studies could examine these relationships in family businesses, serial or portfolio entrepreneurs, and high-technology firms to explore whether the patterns identified here hold in more complex, knowledge-intensive, or innovation-driven environments. Such comparative studies would contribute to a deeper and more nuanced understanding of how strategic entrepreneurship operates across diverse entrepreneurial settings (Ireland et al., 2023).

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