

Research Article**Determinants of Sustainability of Agricultural SMEs Mediated by Social Capital in West Java: A Case Study of Sukabumi Regency****Ade Sudarma:** Pancasila University, **Indonesia**; Email: 5120231031@univpancasila.ac.id**Arissetyanto Nugroho:** Pancasila University, **Indonesia**; Email: arissetyanto.nugroho@univpancasila.ac.id**Derriawan:** Pancasila University, **Indonesia**; Email: derriawan@univpancasila.ac.id

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Abstract: This study aims to analyze the influence of Leadership Agility, Entrepreneurial Experience, and Organizational Culture on the Sustainability of Agricultural SMEs, as well as to examine the role of Social Capital as a mediating variable in horticultural agricultural SMEs in Sukabumi Regency. The study used a quantitative approach with a cross-sectional design. Data were obtained through questionnaires from 261 agricultural SMEs who are members of farmer groups in Sukabumi Regency. Data analysis used Partial Least Squares-Structural Equation Modeling (PLS-SEM) with a bootstrapping procedure. The results showed that Entrepreneurial Experience had a positive and significant effect on Business Sustainability ($\beta = 0.191$; $t = 2.860$; $p = 0.004$), as did Organizational Culture ($\beta = 0.182$; $t = 2.141$; $p = 0.032$) and Social Capital ($\beta = 0.175$; $t = 2.309$; $p = 0.021$). In contrast, Leadership Agility did not significantly influence Business Sustainability ($\beta = 0.106$; $t = 1.921$; $p = 0.055$) or Social Capital ($\beta = 0.113$; $t = 1.847$; $p = 0.065$). Entrepreneurial Experience ($\beta = 0.362$; $t = 6.175$; $p < 0.001$) and Organizational Culture ($\beta = 0.309$; $t = 5.907$; $p < 0.001$) significantly influenced Social Capital. In the mediation test, Social Capital mediated the influence of Entrepreneurial Experience ($p = 0.029$) and Organizational Culture ($p = 0.032$) on Business Sustainability, while mediation on the relationship between Leadership Agility was not significant ($p = 0.175$). This finding confirms that the sustainability of agricultural SMEs is stronger built through experience, organizational culture, and social relationships than individual leadership abilities alone.

Keywords: Leadership Agility, Entrepreneurial Experience, Organizational Culture, Social Capital, Business Sustainability, Agricultural SMEs.

1. Introduction

The sustainability of agricultural Small and Medium Enterprises (SMEs) is a strategic issue because agricultural businesses not only function as economic activities but are also related to food security, job creation, and the economic sustainability of rural communities (Rado et al., 2021). In the agricultural sector, business sustainability faces increasingly complex pressures due to changing market conditions, price fluctuations, shifts in consumer preferences, environmental pressures, and the need to increase business actors' adaptability (Rado et al., 2021). These conditions become even more relevant in the horticulture subsector due to the perishable characteristics of products, dependence on production conditions, and the need for marketing networks and cooperation between business actors (Akbar et al., 2024). Research on horticultural agribusiness institutions in Indonesia also shows that not all farmer institutions are able to maintain their functions and activities sustainably due to limited access to technological information, capital, and markets (Akbar et al., 2024).

Sukabumi Regency provides an important context for examining this issue because the agricultural sector is a crucial part of the community's economic activities and has a broad horticultural agricultural business base (Central Statistics Agency of Sukabumi Regency, 2024). The 2023 Agricultural Census publication shows that individual agricultural businesses in the horticultural subsector are a significant part of the agricultural business structure of Sukabumi Regency, so that the sustainability of businesses in this subsector has economic and social implications for the local community (Central Statistics Agency of Sukabumi Regency, 2024). The data used in this study also shows economic pressure on the

horticultural subsector, as reflected in a 4.40% decline in the Agricultural Business Exchange Rate (NTUP), from 129.70 in December 2023 to 123.99 in January 2024, while the combined NTUP for West Java experienced a 0.17% decline in the same period (Central Statistics Agency of Sukabumi Regency, 2024). This condition indicates that the ability to maintain business sustainability cannot depend solely on production activities, but requires internal capacity and external relationships that enable SMEs to face changes and business risks (Akbar et al., 2024; Rado et al., 2021).

From a Resource-Based View (RBV) perspective, business sustainability can be built through the management of valuable internal resources and capabilities, generating advantages that are relatively difficult for competitors to imitate (Wang & Huang, 2022). In SMEs, these resources are not only in the form of physical and financial assets, but also include managerial capabilities, knowledge, experience, organizational culture, and the ability to build relationships with external parties (Wang & Huang, 2022; Mishchuk et al., 2022). This perspective provides the basis for viewing Leadership Agility, Entrepreneurial Experience, and Organizational Culture as intangible resources that have the potential to influence the ability of agricultural SMEs to maintain business sustainability (Wang & Huang, 2022; Pertiwi & Najmudin, 2023).

Leadership agility is relevant because the dynamic business environment demands leaders to be able to respond to change, identify opportunities, manage uncertainty, and direct the organization to make rapid adjustments (Pertiwi & Najmudin, 2023). Research in the context of MSMEs in Indonesia shows that leadership agility is related to an organization's ability to face change through an orientation towards sustainable change, empowering members, and strengthening business agility (Pertiwi & Najmudin, 2023). In the context of the Indonesian horticultural agribusiness, leadership has also been found to play a crucial role in linking human capital components with institutional strengthening and agribusiness sustainability (Akbar et al., 2024). These findings demonstrate the importance of examining whether adaptive leadership capabilities can also generate business sustainability in horticultural agricultural SMEs operating in a group-based and socially relational business environment (Akbar et al., 2024; Pertiwi & Najmudin, 2023).

Entrepreneurial experience is a knowledge-based resource formed through the learning process of managing a business, facing risks, recognizing opportunities, and making business decisions (Bozward & Rogers-Draycott, 2024). Entrepreneurial experience enables entrepreneurs to develop practical knowledge and learning skills that can be used to address changing business situations (Bozward & Rogers-Draycott, 2024). Recent studies also show that a founder's entrepreneurial experience can be linked to the process of knowledge formation and social capital development, so that experience not only generates individual resources but can also be converted into social resources for the company (Tan et al., 2025). This mechanism is important for agricultural SMEs because entrepreneur experience can develop into networks, trust, and collaborative relationships that support access to information and business resources (Tan et al., 2025).

Organizational culture is another internal factor that can determine how organizational members think, behave, collaborate, and respond to environmental changes (Wang & Huang, 2022). A culture that supports flexibility, learning, innovation, and coordination can create internal conditions more conducive to achieving sustainable performance (Wang & Huang, 2022). This research shows that organizational culture characteristics are related to innovation capabilities, which in turn contribute to sustainable performance in SMEs (Wang & Huang, 2022). These findings strengthen the argument that organizational culture in agricultural SMEs not only functions as an internal value system but can also

shape patterns of interaction and collective behavior that support business sustainability (Wang & Huang, 2022).

These internal factors become even more meaningful when linked to social capital, as agricultural SMEs operate within a network of relationships with farmer group members, suppliers, buyers, government agencies, financial institutions, and local communities (Rado et al., 2021; Akbar et al., 2024). Social capital encompasses networks, trust, norms, and reciprocal relationships that enable businesses to access information, resources, support, and collaboration opportunities (Mishchuk et al., 2022). In the context of rural and agricultural communities, social capital can serve as a basis for collaboration to collectively address issues of production, marketing, market changes, and environmental pressures (Rado et al., 2021). Research on SMEs in Indonesia also found that social capital influences business sustainability because social networks can support business activities and strengthen businesses' ability to survive under stressful conditions (Pardiman et al., 2022). Other research on Indonesian SMEs shows that social capital also supports sustainable performance by strengthening business networks and corporate innovation capabilities (Yusfiarto et al., 2022).

The agricultural context demonstrates that social relationships are increasingly important because business sustainability often depends on entrepreneurs' ability to access information, resources, markets, and collective support (Akbar et al., 2024). Research on horticultural farmer groups in Indonesia shows that group cohesiveness can strengthen social capital through solidarity, kinship ties, social networks, and cooperation, which then support the development of community-based economic activities (Herawaty et al., 2022). These findings indicate that the sustainability of agricultural SMEs is not only a matter of individual entrepreneur capabilities, but also related to the ability to develop productive social relationships within the business ecosystem (Herawaty et al., 2022; Akbar et al., 2024).

Although research on SME sustainability, social capital, leadership, entrepreneurial experience, and organizational culture has been growing, the integration of these four factors into a single research model for horticultural agricultural SMEs remains limited (Akbar et al., 2024; Mishchuk et al., 2022). Akbar et al.'s (2024) study focused on the role of leadership and group capital in the sustainability of horticultural agribusiness institutions, while Yusfiarto et al.'s (2022) study positioned social capital and innovation as factors contributing to sustainable performance in Indonesian SMEs in general (Akbar et al., 2024; Yusfiarto et al., 2022). Research on organizational culture also focuses more on examining its relationship with innovation and sustainable performance, without specifically examining social capital as a relational mechanism in agricultural SMEs (Wang & Huang, 2022). Meanwhile, recent research on entrepreneurial experience has begun to show a relationship between founder experience and the formation of Social Capital, but the context is still within SMEs in general and has not specifically explained the sustainability of horticultural agricultural SME businesses (Tan et al., 2025).

This research gap indicates the need for a model that explains how individual and organizational resources are converted into relational resources to generate business sustainability in agricultural SMEs (Mishchuk et al., 2022; Tan et al., 2025). This study fills this gap by positioning Social Capital as a mediating mechanism between Leadership Agility, Entrepreneurial Experience, and Organizational Culture with Business Sustainability in Agricultural SMEs (Akbar et al., 2024; Yusfiarto et al., 2022). This approach provides novelty by integrating leadership capabilities, entrepreneurial experience, organizational culture, and relational assets into a single model to explain the business sustainability of agricultural SMEs in the horticultural context of Sukabumi Regency (Mishchuk et al., 2022; Akbar et al., 2024).

Based on these arguments, this study aims to analyze the influence of Leadership Agility, Entrepreneurial Experience, and Organizational Culture on the Business Sustainability of Agricultural SMEs and examine the role of Social Capital as a mediating variable in horticultural agricultural SMEs in Sukabumi Regency. Specifically, this study examines the influence of the three independent variables on Business Sustainability, the influence of the three variables on Social Capital, the influence of Social Capital on Business Sustainability, and the indirect influence of the three independent variables on Business Sustainability through Social Capital. Thus, this study is expected to provide theoretical contributions to the development of the RBV and Social Capital Theory perspectives as well as practical contributions to strengthening the sustainability strategies of agricultural SMEs based on experience, organizational culture, leadership, and social networks (Wang & Huang, 2022; Mishchuk et al., 2022).

Formulation of the problem

Based on the background, research gap, and research framework, the problem formulation in this research is as follows:

1. How does Leadership Agility influence the sustainability of agricultural SME businesses?
2. How does entrepreneurial experience influence the sustainability of agricultural SME businesses?
3. How does organizational culture influence the sustainability of agricultural SME businesses?
4. How does Leadership Agility influence the Social Capital of agricultural SMEs?
5. How does entrepreneurial experience influence the social capital of agricultural SMEs?
6. How does organizational culture influence the social capital of agricultural SMEs?
7. How does Social Capital influence the sustainability of agricultural SME businesses?
8. How does Social Capital mediate the influence of Leadership Agility on the sustainability of agricultural SME businesses?
9. How does Social Capital mediate the influence of entrepreneurial experience on the sustainability of agricultural SME businesses?
10. How does Social Capital mediate the influence of organizational culture on the sustainability of agricultural SME businesses?

2. Literature Review

Resource-Based View (RBV)

The Resource-Based View (RBV) is a perspective that explains that organizational sustainability and excellence can be built through the management of internal resources that have strategic value. In the context of small and medium enterprises, strategic resources are not limited to physical and financial assets but also include knowledge, organizational capabilities, culture, leadership, and intangible resources that can support a company's ability to cope with environmental changes (Wang & Huang, 2022). Wang and Huang's (2022) research uses the RBV to explain that organizational cultural characteristics can shape innovation capabilities, which are subsequently related to the sustainable performance of SMEs.

The RBV is relevant in SME research because the limited resources available to small businesses make the ability to identify, develop, and combine internal resources a crucial factor for business sustainability. Systematic studies of SME sustainability show that business sustainability is influenced by a combination of internal and external factors, including organizational capacity, innovation, human resources, and business environmental conditions (Mura et al., 2022).

In this study, Leadership Agility, Entrepreneurial Experience, and Organizational Culture are understood as internal resources and capabilities that can provide adaptive capabilities for agricultural

SMEs. Meanwhile, Social Capital is viewed as a relational asset that allows entrepreneurs to access resources beyond organizational boundaries. This perspective allows business sustainability to be understood as a result of SMEs' ability to develop and combine internal resources with relational resources available within their business environment. This argument aligns with research showing that social capital can be a factor supporting a company's sustainable competitiveness through networks, trust, and social relationships (Mishchuk et al., 2022).

Sustainability of Agricultural SME Businesses

Business sustainability is a company's ability to maintain business activities and create value sustainably, taking into account economic, social, and environmental dimensions. Sustainability issues are crucial for SMEs due to their relatively limited capital, human resources, technology, and ability to cope with changes in the business environment (Mura et al., 2022). A systematic review of SME sustainability shows that research on sustainability in SMEs is developing across various aspects, including strategy, innovation, performance, the environment, and social responsibility.

Sustainability in SMEs is not only related to a company's ability to generate profits, but also to its ability to maintain business activities in the long term through effective resource use and responsiveness to environmental and social demands. Moursellas et al. (2023) show that sustainability practices in SMEs relate to a company's ability to integrate economic, environmental, and social aspects into its business activities.

In the Indonesian context, Yusfiarto et al. (2022) found that social capital plays a crucial role in supporting the sustainable performance of SMEs. Social capital supports business activities by strengthening business networks and subsequently providing space for companies to develop innovation and sustainable performance. The study used 186 SME respondents in Indonesia and analyzed the relationships between variables using PLS-SEM.

The characteristics of agricultural SMEs make the concept of sustainability complex. Business activities are influenced by production conditions, price changes, market access, relationships with suppliers and buyers, and the ability to obtain information and resources. In the context of horticulture, sustainability also relates to the capacity of institutions and business groups to maintain collective economic activity. Research on Indonesian horticultural agribusinesses demonstrates the importance of leadership and group capital in supporting the sustainability of agribusiness institutions.

In this study, the sustainability of agricultural SME businesses is understood as the ability of business actors to maintain the continuity of business activities while generating long-term economic, social, and environmental value. This understanding positions sustainability not solely as business growth, but as the ability to maintain and develop a business amidst a changing business environment.

Leadership Agility

Leadership agility describes a leader's ability to respond to change, adapt their leadership approach, make decisions quickly, and mobilize organizational members to face dynamic environmental conditions. The concept of agility is increasingly relevant for SMEs because business environmental changes can occur rapidly while available resources are relatively limited. Pertiwi and Najmudin (2023) demonstrated that leadership agility in SMEs is related to the leader's ability to prioritize sustainable change and empower members and teams to support customer focus and business agility.

Leadership agility is also related to an organization's ability to adapt to external changes. Research on organizational factors in SMEs indicates that leadership is one factor that can influence an organization's ability to develop a culture and innovation that supports sustainable business practices (Chowdhury et al., 2022). The study used data from 205 SMEs in Vietnam and showed that leadership,

culture, innovation, and skills are organizational factors associated with SMEs' ability to develop circular economy practices and sustainable performance.

In the context of agricultural SMEs, leadership agility is relevant because business owners face conditions that are not fully controllable, such as price changes, production conditions, changes in demand, and uncertainty about market access. A leader's ability to analyze changes and adapt strategies is one of the skills that can help organizations respond more effectively to the business environment.

Akbar et al.'s (2024) research on horticultural agribusiness institutions in Indonesia also demonstrates the crucial role of leadership in the process linking human capital components to the sustainability of agribusiness institutions. These findings provide the basis for demonstrating that leadership plays a crucial role in managing human resources and group capital in the agribusiness environment.

Entrepreneurial Experience

Entrepreneurial experience is the accumulated learning an individual gains through involvement in entrepreneurial activities. This experience can be formed through the process of establishing and managing a business, facing risks, making decisions, overcoming failure, recognizing opportunities, and interacting with various parties in the business environment. Thus, experience can serve as a source of practical knowledge that shapes an entrepreneur's ability to understand and navigate business situations.

Entrepreneurial experience can also shape an individual's aspirations and abilities for subsequent entrepreneurial activities. Bozward and Rogers-Draycott (2024) demonstrate that entrepreneurial experience is a crucial component in shaping entrepreneurial aspirations and learning, allowing previous experience to serve as a learning resource for subsequent entrepreneurial activities.

In the context of SMEs, experience is strategic because most business decisions are heavily dependent on the owner or manager. Experience enables entrepreneurs to build tacit knowledge about customers, suppliers, markets, risks, and problem-solving strategies. This accumulated knowledge can become an intangible resource that supports a business's ability to sustain its operations.

Entrepreneurial experience also has a relational dimension. Research by Tan et al. (2025) shows that a founder's entrepreneurial experience is related to the process of knowledge formation and social capital in SMEs. Prior experience can help entrepreneurs build and leverage social relationships, so that experience becomes not only individual knowledge but also a resource embedded in the company's social network.

This perspective is particularly relevant for agricultural SMEs, as business activities take place in an environment that requires intensive interaction with farmer groups, suppliers, traders, consumers, government agencies, and other actors in the agricultural value chain. Long-term experience enables entrepreneurs to understand the characteristics of these relationships and develop networks that can be leveraged to support business activities.

Organizational culture

Organizational culture is a set of values, norms, beliefs, and behavioral patterns that develop within an organization and serve as guidelines for members in carrying out activities and interacting with each other. Organizational culture is an intangible resource because it shapes how the organization responds to its environment, manages knowledge, innovates, and develops internal and external relationships.

Wang and Huang (2022) demonstrated that organizational culture is linked to sustainable performance through innovation capability. The study, using data from 186 respondents from SMEs in China, found that cultural flexibility is positively associated with innovation capability, while innovation capability is the mechanism linking culture to sustainable performance.

These findings demonstrate that organizational culture is not simply a set of internal values, but can shape an organization's ability to respond to change and develop new ways of conducting business. In the context of SMEs, a culture that encourages flexibility, learning, openness, and innovation can be a strategic resource that supports sustainability.

Chowdhury et al. (2022) also showed that organizational culture is one of the internal factors influencing the ability of SMEs to develop circular economy practices and sustainable performance. The study emphasized the importance of culture and leadership in building innovation capabilities and collaborative practices among SMEs.

Organizational culture also has a social dimension, as shared values and norms can influence the quality of relationships among members. Values of togetherness, trust, openness, and cooperation can create interaction patterns that support productive social relationships. In the context of agricultural SMEs, which are linked to farmer groups and local communities, this aspect becomes even more important, as some business activities depend on coordination and cooperation between stakeholders.

Social Capital

Social capital is a resource derived from social relationships and reflected through networks, trust, norms, and reciprocity that enable individuals and organizations to benefit from those relationships. Social capital reflects not only the number of social connections an individual or organization has, but also the quality of those connections and the ability to leverage those connections to obtain information, support, knowledge, and other resources (Mishchuk et al., 2022).

Mishchuk et al. (2022) explain that social capital can be a crucial factor in building sustainable corporate competitiveness. Social networks and relationships can provide access to resources and information not always available through market mechanisms, allowing social capital to function as an asset that supports a company's ability to navigate a competitive environment.

In the context of Indonesian SMEs, Yusfiarto et al. (2022) found that social capital plays a role in supporting sustainable performance. The study demonstrated that social capital supports business networks, which in turn strengthens innovation and company performance. These results demonstrate that social relationships can be a resource with economic consequences for SMEs.

Research on MSMEs in Indonesia also shows that social capital is associated with improved business performance. Khusaini et al. (2022) found that the accumulation of social capital is a significant factor in improving MSME performance. This finding reinforces the view that social relationships are not merely a social aspect of business activities but can also serve as a resource that supports the achievement of business goals.

Social capital has strong relevance in the agricultural environment because social relationships often form part of the mechanisms for information exchange, production coordination, market access, and support among farmers. Research on horticultural farmer groups in Indonesia also shows that group cohesion and social capital play a role in the development of group-based economic activities.

Social Capital in Business Sustainability Perspective

The relationship between social capital and business sustainability can be explained by the ability of social networks to provide access to resources and strengthen coordination between actors. Companies

with strong social connections can obtain information, support, knowledge, and collaboration opportunities that help them navigate changing business environments (Mishchuk et al., 2022).

For SMEs, these benefits are crucial because limited internal resources require external resources to sustain business activities. Social capital can mitigate these limitations through business networks and trusting relationships, enabling entrepreneurs to acquire resources more effectively. Yusfiarto et al. (2022) demonstrated that social capital supports the sustainable performance of SMEs through strengthening business networks and innovation.

In the context of agricultural SMEs, this function can be seen through the relationships between business actors and farmer groups, input suppliers, buyers, traders, the government, financial institutions, and the surrounding community. These relationships can serve as channels for exchanging information and resources, helping business actors navigate production and market uncertainties. Therefore, social capital can be positioned as a relational asset that supports the sustainability of agricultural SME businesses.

3. Hypothesis Development

The Influence of Leadership Agility on the Sustainability of Agricultural SME Businesses

Leadership agility reflects a leader's ability to respond to change, adjust strategies, and make decisions quickly in the face of uncertainty. This capability enables SMEs to improve adaptability, innovation, and resilience, thereby supporting business sustainability. Several studies have shown that agile leadership and leadership agility positively impact performance, organizational adaptation, and sustainability (Arizqi & Kusumawati, 2021; Siregar et al., 2023; Rauniar & Cao, 2025; Restiani et al., 2025). Therefore, the higher the leadership agility possessed by agricultural SMEs, the stronger their ability to maintain business sustainability.

H1: Leadership Agility has a positive and significant impact on the sustainability of agricultural SME businesses.

The Influence of Entrepreneurial Experience on the Sustainability of Agricultural SME Businesses

Entrepreneurial experience is the accumulation of knowledge and learning gained through direct involvement in business activities, helping entrepreneurs identify opportunities, manage risks, and navigate change. This experience serves as a crucial resource for enhancing business adaptability and resilience. Previous research has shown that entrepreneurial experience is positively related to business performance, productivity, and sustainability (Choi et al., 2022; Van Praag et al., 2023; Grolleau et al., 2025; Ahmed et al., 2024). Therefore, the greater the entrepreneurial experience, the greater the ability of agricultural SMEs to maintain business sustainability.

H2: Entrepreneurial experience has a positive and significant influence on the sustainability of agricultural SME businesses.

The Influence of Organizational Culture on the Sustainability of Agricultural SME Businesses

An adaptive, open, collaborative, and learning-oriented organizational culture can shape collective behaviors that support innovation and the organization's ability to adapt to change. This ultimately strengthens business sustainability by increasing effectiveness and adaptability. Previous research has shown that organizational culture influences the innovation and sustainable performance of SMEs (Wang & Huang, 2022; Chowdhury et al., 2022; Al-Hakimi et al., 2022; Lestari et al., 2021). Therefore, a stronger organizational culture is expected to improve the business sustainability of agricultural SMEs.

H3: Organizational culture has a positive and significant influence on the sustainability of agricultural SME businesses.

The Influence of Leadership Agility on Social Capital

Agile leaders are not only able to respond to change but also build communication, trust, and collaboration that strengthen social relationships within the organization. Through these interactions, leadership skills can develop into social capabilities in the form of networks, norms, and trust. Research shows that agile leadership, entrepreneurial leadership, and organizational agility are related to the formation of social capability and social capital (Siregar et al., 2023; Purwanti et al., 2022; Yulia & Masdupi, 2024; Arsawan et al., 2022). Therefore, the higher the leadership agility, the stronger the social capital possessed by agricultural SMEs.

H4: Leadership Agility has a positive and significant effect on the Social Capital of agricultural SMEs.

The Influence of Entrepreneurial Experience on Social Capital

Entrepreneurial experience provides entrepreneurs with the opportunity to build networks, gain trust, understand partners' characteristics, and develop productive business relationships. With greater experience, entrepreneurs' ability to build and utilize social networks also develops. Research shows that entrepreneurial experience is associated with the formation of social capital, business networks, and the utilization of external resources (Tan et al., 2025; Sutikno et al., 2022; Boudreaux et al., 2021; Ghi et al., 2024). Therefore, entrepreneurial experience is expected to increase the social capital of agricultural SMEs.

H5: Entrepreneurial experience has a positive and significant effect on the social capital of agricultural SMEs.

The Influence of Organizational Culture on Social Capital

Organizational culture shapes the values, norms, and interaction patterns that form the basis for trust and cooperation among members. A culture that emphasizes togetherness, openness, and collaboration creates an environment that supports the formation of strong social networks. Several studies have shown that strong organizational and local cultures can strengthen social capital, social networks, and collaboration in SMEs (Siti Sadiah & Zevender, 2022; Bumulo et al., 2024; Utomo & Savitri, 2025; Simmou et al., 2025). Therefore, the stronger the organizational culture, the higher the social capital of agricultural SMEs.

H6: Organizational culture has a positive and significant influence on the social capital of agricultural SMEs.

The Influence of Social Capital on the Sustainability of Agricultural SME Businesses

Social capital, in the form of trust, networks, norms, and reciprocal relationships, can help SMEs obtain the information, resources, support, and market access needed to address resource constraints. This enhances a business's ability to maintain performance and navigate changes in the business environment. Previous research has shown that social capital positively impacts sustainable performance, productivity, and SME performance (Yusfiarto et al., 2022; Boudreaux et al., 2021; Paluala et al., 2025; Masdiantini et al., 2024). Therefore, stronger social capital contributes to greater business sustainability for agricultural SMEs.

H7: Social Capital has a positive and significant influence on the sustainability of agricultural SME businesses.

Social Capital Mediates the Influence of Leadership Agility on the Sustainability of Agricultural SME Businesses

Leadership agility can shape business sustainability through leaders' abilities to build trust, communication, networks, and collaboration, which generate social capital. Thus, social capital acts as a mechanism that translates leaders' adaptive abilities into collective capabilities that support business sustainability. Previous research has demonstrated the role of social capital in mediating the relationship between entrepreneurial leadership, agility, and sustainability (Purwati et al., 2021; Arsawan et al., 2022; Saputra & Nasution, 2023; Fitri et al., 2022). Therefore, social capital is expected to strengthen the influence of leadership agility on the business sustainability of agricultural SMEs.

H8: Social Capital significantly mediates the influence of Leadership Agility on the sustainability of agricultural SME businesses.

Social Capital Mediates the Influence of Entrepreneurial Experience on the Sustainability of Agricultural SME Businesses

Entrepreneurial experience not only enhances knowledge and business management skills but also provides opportunities to build networks and trusting relationships that become social capital. These networks, in turn, provide access to information, resources, markets, and support that can strengthen business sustainability. Previous research has shown the relationship between entrepreneurial experience and social capital and the role of social networks in improving business performance and sustainability (Tan et al., 2025; Sutikno et al., 2022; Boudreaux et al., 2021; Ghi et al., 2024). Therefore, social capital is expected to mediate the effect of entrepreneurial experience on the business sustainability of agricultural SMEs.

H9: Social Capital significantly mediates the influence of Entrepreneurial Experience on the sustainability of agricultural SME businesses.

Social Capital Mediates the Influence of Organizational Culture on the Sustainability of Agricultural SME Businesses

An organizational culture that emphasizes trust, togetherness, openness, and cooperation can form social capital, which then becomes a crucial resource for business sustainability. Social capital enables these cultural values to be translated into networks, collaboration, and social support, strengthening a business's ability to face change. Research shows that organizational culture and local culture can form social capital that supports innovation, resilience, and sustainability of SMEs (Bumulo et al., 2024; Siti Sadiah & Zevender, 2022; Utomo & Savitri, 2025; Simmou et al., 2025). Therefore, social capital is expected to mediate the influence of organizational culture on the business sustainability of agricultural SMEs.

H10: Social Capital significantly mediates the influence of Organizational Culture on the sustainability of agricultural SME businesses.

Research Framework

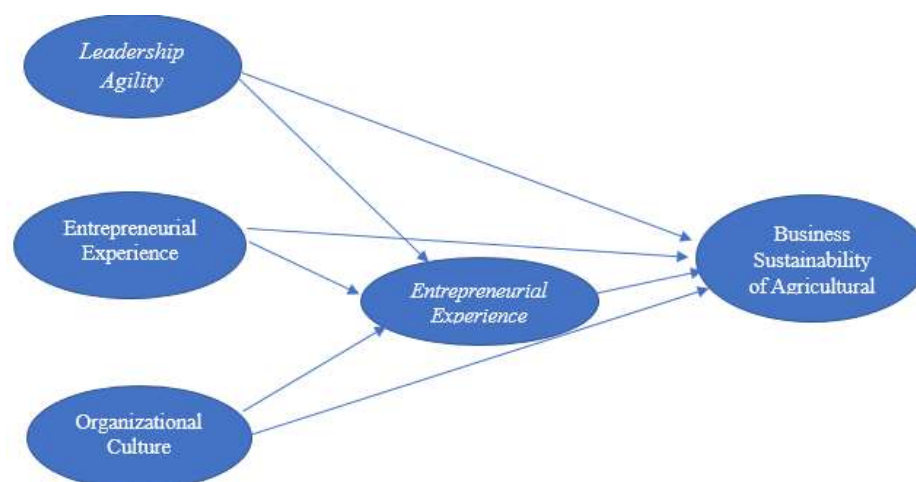


Figure 1. Framework of Thought

4. Research Method

Research Design

This study employed a quantitative approach with a cross-sectional survey design and explanatory research. This design was used to analyze and explain the structural relationship between Leadership Agility, Entrepreneurial Experience, and Organizational Culture on the Sustainability of Agricultural SMEs, both directly and indirectly through Social Capital as a mediating variable. Primary data were collected over a single observation period, allowing the study to describe the empirical conditions of respondents during the study period, rather than changes in variables over time.

The study was conducted among horticultural agricultural SMEs in Sukabumi Regency, West Java, which are members of farmer groups. Secondary data from official sources for the 2024-2025 period was used as supporting information to describe the development and dynamics of the horticultural business environment in Sukabumi Regency, while testing the relationships between variables was conducted based on primary survey data.

Data Sources and Types

The study used primary and secondary data. Primary data were obtained directly from respondents through a structured questionnaire that measured Leadership Agility, Entrepreneurial Experience, Organizational Culture, Social Capital, and Business Sustainability of Agricultural SMEs. Respondents were agricultural SMEs belonging to farmer groups and met the research criteria, namely being located in Sukabumi Regency, registered with the Department of Agriculture, having legal standing in the form of a notary deed, and having been in business for at least five years.

Secondary data were obtained from the Sukabumi Regency Central Statistics Agency, the Sukabumi Regency Agriculture Service, the Cooperatives and SMEs Service, and other relevant official documents and publications. Secondary data were primarily used to provide an overview of the development of the agricultural and horticultural sectors and the dynamics of the business environment in Sukabumi Regency, rather than as longitudinal measurement data for the research variables.

Population and Sample

The study population comprised agricultural SMEs within farmer groups in Sukabumi Regency. Based on data from the Department of Agriculture used in this dissertation, there are 76,375 horticultural agricultural SMEs within 3,055 farmer groups across 47 sub-districts. Farmer groups serve

as the institutional framework for this research because they serve as a forum for coordination, collaboration, information exchange, business development, and social interaction among agricultural actors.

Sampling used purposive sampling with the criteria of respondents who have direct involvement in agricultural businesses and farmer group activities. Respondents consisted of the head and secretary of the farmer group, because both positions have direct knowledge regarding decision-making, coordination, administration, information management, external relations, and the condition of the agricultural business. The sample criteria included: (1) head or secretary of the farmer group; (2) registered with the Department of Agriculture; (3) having a notarial deed; and (4) having run the business for at least five years.

The number of research indicators was 52, so based on the five-times-the-number-of-indicators approach, a minimum requirement of 260 respondents was obtained. Data collection yielded 261 respondents who met the criteria and were subsequently used in the analysis. The respondents consisted of 143 farmer group leaders and 118 farmer group secretaries. Each respondent was treated as an individual observation unit, and no data aggregation was performed at the farmer group level.

Data Analysis Techniques

Data were analyzed using Structural Equation Modeling–Partial Least Squares (PLS-SEM) with the help of SmartPLS 4.0 software. PLS-SEM was chosen because the study involved several latent constructs measured through 52 indicators, had a relatively complex structural model, and tested the direct and indirect effects through Social Capital as a mediating variable. This approach also aligns with the research objectives, which are oriented towards explaining and predicting relationships between constructs.

PLS-SEM analysis was conducted through two main stages: measurement model evaluation (outer model) and structural model evaluation (inner model). The outer model evaluation included convergent validity, discriminant validity, and construct reliability. Convergent validity was evaluated using outer loading and Average Variance Extracted (AVE), while discriminant validity used the Fornell–Larcker and HTMT criteria. Construct reliability was evaluated using Composite Reliability and Cronbach's Alpha.

Evaluation of the inner model is carried out by looking at the path coefficient, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) to assess the strength of the relationship and the predictive ability of the model.

Hypothesis testing and mediation effects were conducted using bootstrapping procedures to obtain t-statistics and p-values for direct and indirect effects. The relationship was declared significant at the 5% level if the t-statistic was > 1.96 and the p-value was < 0.05 . Indirect effect testing was used to determine whether Social Capital mediated the influence of Leadership Agility, Entrepreneurial Experience, and Organizational Culture on the Sustainability of Agricultural SMEs.

5. RESULTS AND DISCUSSION

General Description of Research Object

The object of this research is the horticultural agricultural Small and Medium Enterprises (SMEs) in Sukabumi Regency, West Java, which carry out business activities within the institutional context of farmer groups. Sukabumi Regency is the research context because the activities of agricultural SMEs in this region are not only related to production activities, but also involve coordination, cooperation, information exchange, business management, and social relations between business actors through

farmer groups. In this research, farmer groups are positioned as an institutional context that provides a space for interaction and business development, while the unit of analysis is at the individual level of agricultural SME actors or managers.

Based on the data used in the study, there are 76,375 horticultural agricultural SMEs, organized into 3,055 farmer groups, spread across 47 sub-districts in Sukabumi Regency. The large number of business actors and the broad coverage area indicate that the horticultural agricultural SME sector has a broad business base and involves the institutional structure of farmer groups in its economic activities. This condition makes Sukabumi Regency relevant as a context for analyzing how the internal capacity of business actors and organizations, social relationships, and adaptability contribute to business sustainability.

The characteristics of the research objects are also closely related to the structure of social relations within farmer groups. Agricultural SMEs not only conduct business activities individually, but also interact through various collective activities, including activity coordination, information exchange, collaboration, and relationships with external parties. Therefore, this study positions Social Capital as a mediating variable that explains the relationship between Leadership Agility, Entrepreneurial Experience, and Organizational Culture with the Sustainability of Agricultural SME Businesses.

In this study, respondents were purposively selected from among the heads and secretaries of farmer groups because these two positions are directly involved in decision-making, activity coordination, administration, information management, and group relations with external parties. Therefore, they are considered to have sufficient knowledge regarding business conditions, group activities, relationships between members, and the sustainability of agricultural enterprises.

The research data was obtained from 261 respondents, consisting of 143 farmer group leaders and 118 farmer group secretaries. These two positions provide perspectives from individuals with strategic and administrative responsibilities within the farmer groups. Although each respondent was from a farmer group, they were treated as an individual unit of observation, and data were not aggregated to the group level.

Substantively, the characteristics of the research object indicate that the sustainability of horticultural agricultural SME businesses needs to be understood as a phenomenon that is not only related to the ability to generate profits, but also to the ability of business actors to adapt to change, utilize experience, build a supportive work culture, and develop trust and social networks. This framework serves as the basis for empirical analysis to test the relationship between Leadership Agility, Entrepreneurial Experience, Organizational Culture, Social Capital, and the Sustainability of Agricultural SME Businesses in this study.

Outer Model Test

Each latent variable must be able to explain at least 50% of the variance of its respective indicator. Therefore, the absolute correlation between the latent variable and its indicator must be $> 0.6 - 0.7$, the absolute value of the outer standard loadings.(Ghozali., 2021).

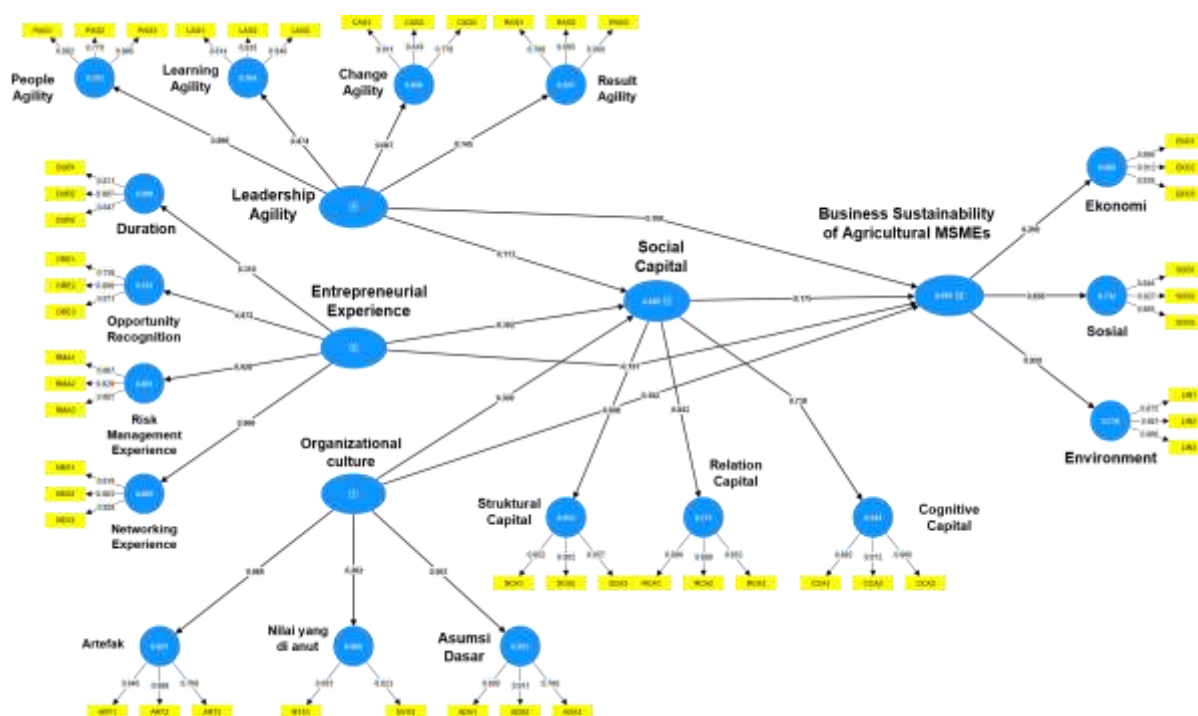


Figure 2. Full Model Algorithm

The results of the outer loading test show that all research indicators have loading values above 0.70, thus meeting the convergent validity criteria. In Leadership Agility (X1), the People Agility indicators (PAG1–PAG3) have values of 0.882; 0.778; and 0.886, respectively. Learning Agility has a value of 0.814–0.840, Change Agility has a value of 0.778–0.911, and Result Agility has a value of 0.766–0.956. In Entrepreneurial Experience (X2), the Duration indicators (DUR1–DUR3) have values of 0.847–0.887, Opportunity Recognition (ORE1–ORE3) 0.738–0.871, Risk Management Experience 0.829–0.887, and Networking Experience 0.818–0.883. In Organizational Culture (X3), the Artifact indicators (ART1–ART3) have values of 0.846; 0.898; and 0.789, the Embraced Values (NYA1–NYA3) 0.923–0.951, and the Basic Assumptions (ADA1–ADA3) 0.766–0.911. In Social Capital (Z), the Structural Capital indicators (SCA1–SCA3) have values of 0.852–0.883, Relational Capital 0.853–0.894, and Cognitive Capital 0.860–0.872. Meanwhile, in the Sustainability of Agricultural SMEs Business (Y), the Economic indicators (EKO1–EKO3) have values of 0.899; 0.912; and 0.839, Social (SOS1–SOS3) 0.827–0.865, and Environmental (LIN1–LIN3) 0.821–0.875. Overall, all indicators have outer loadings >0.70, so they are declared convergently valid and no indicators need to be eliminated at the measurement model evaluation stage.

Discriminant Validity

Discriminant Validity. This value is the Fornell-Larcker value. Simply put, discriminant validity is met if the variables in a construct have a higher value on their own construct compared to other constructs. In addition, another method is the Heterotrait-Monotrait ratio (HTMT), where the value must be below (0.9)(Ghozali, 2021).

Table 1.HTML Test

	Organizational culture	Sustainability of Agricultural SME Businesses	Leadership Agility	Entrepreneurial Experience	Social Capital
Organizational culture					
Sustainability of Agricultural SME Businesses	0.285				
Leadership Agility	0.083	0.159			
Entrepreneurial Experience	0.130	0.140	0.309		
Social Capital	0.441	0.220	0.262	0.481	

Discriminant validity test using Heterotrait-Monotrait Ratio (HTMT) approach was conducted to ensure that each construct in the study has different characteristics and is able to measure different concepts. Based on the test results, the HTMT value between Organizational Culture and Sustainability of Agricultural SMEs Business is 0.285; Organizational Culture and Leadership Agility is 0.083; Organizational Culture and Entrepreneurial Experience is 0.130; Organizational Culture and Social Capital is 0.441; Sustainability of Agricultural SMEs Business and Leadership Agility is 0.159; Sustainability of Agricultural SMEs Business and Entrepreneurial Experience is 0.140; Sustainability of Agricultural SMEs Business and Social Capital is 0.220; Leadership Agility and Entrepreneurial Experience is 0.309; Leadership Agility and Social Capital is 0.262; and Entrepreneurial Experience and Social Capital is 0.481. All HTMT values are well below the 0.90 threshold, thus concluding that all research constructs have met the discriminant validity criteria. Thus, Organizational Culture, Agricultural SME Business Sustainability, Leadership Agility, Entrepreneurial Experience, and Social Capital are constructs that can be empirically distinguished from each other and are suitable for use in structural model analysis.

Inner Model Test

Figure 3. Inner Model PLS

Variable Dimensions**Dimensions of Leadership Agility**

The results of the path coefficient analysis show that the four dimensions forming Leadership Agility have different contributions. Learning Agility has a path coefficient of 0.874 with a t-statistic of 47.535 and a p-value of 0.000, making it one of the most dominant dimensions. People Agility also has a coefficient of 0.874 with a t-statistic greater than 1.96 and a p-value of 0.000, indicating a strong contribution in forming Leadership Agility. Meanwhile, Change Agility has a coefficient of 0.087 with a t-statistic of 1.160, while Result Agility has a coefficient of 0.145 with a t-statistic of 1.384. Substantively, these results indicate that Leadership Agility in agricultural SMEs is more reflected through the leader's ability to learn from experience, develop insight, understand individuals, and build interpersonal relationships, rather than aspects of change and result orientation.

Dimensions of Entrepreneurial Experience

The analysis results show that all dimensions of Entrepreneurial Experience contribute positively to the formation of the construct. Risk Management Experience is the most dominant dimension with a path coefficient of 0.928 and a t-statistic of 106.590, followed by Networking Experience with a coefficient of 0.900 and a t-statistic of 73.099. Furthermore, Opportunity Recognition has a coefficient of 0.872 with a t-statistic of 53.100, while Duration has a coefficient of 0.310 with a t-statistic of 5.868. These results indicate that entrepreneurial experience in agricultural SMEs is primarily reflected through the ability to manage risks and build networks, followed by the ability to recognize opportunities and the length of time running the business. These findings indicate that experience is not only related to the length of time someone has been running a business, but also to the abilities formed through the process of facing risks and developing business relationships.

Dimensions of Organizational Culture

The results of the Organizational Culture dimension test show that Artifacts are the most dominant dimension with a path coefficient of 0.960 and a t-statistic of 153.207. Basic Assumptions have a coefficient of 0.503 with a t-statistic of 8.294, while Embraced Values have a coefficient of 0.262 with a t-statistic of 4.280. All three dimensions have a p-value of 0.000, so they are statistically significant in shaping Organizational Culture. These results indicate that the organizational culture of agricultural SMEs is most strongly reflected through artifacts or observable cultural manifestations, such as symbols, customs, and organizational behavior. Basic assumptions and embraced values remain important, but their contribution is relatively lower compared to cultural aspects that can be clearly observed in organizational activities.

Dimensions of Social Capital

The analysis results show that the three dimensions of Social Capital contribute significantly to the formation of the construct. Relational Capital is the most dominant dimension with a path coefficient of 0.843 and a t-statistic of 47.832, followed by Structural Capital with a coefficient of 0.808 and a t-statistic of 25.131, and Cognitive Capital with a coefficient of 0.738 and a t-statistic of 27.681. All dimensions have a p-value of 0.000. These findings indicate that Social Capital in agricultural SMEs is primarily built through the quality of social relationships, trust, commitment, and reciprocity between

business actors. Network structure and shared understanding and values also play an important role, but the greatest contribution comes from the quality of relationships built among SME actors.

Dimensions of Sustainability of Agricultural SME Businesses

The test results show that the three dimensions of Agricultural SME Business Sustainability provide a significant contribution to the construct. The Social dimension is the most dominant dimension with a path coefficient of 0.856 and a t-statistic of 49.858, followed by the Economic dimension with a coefficient of 0.299 and a t-statistic of 5.407, and the Environmental dimension with a coefficient of 0.259 and a t-statistic of 3.749. All dimensions have a p-value of 0.000. These results indicate that the sustainability of agricultural SME businesses in the context of this study is most strongly reflected through the social dimension, especially related to contributions to society, relationships with the community, and the social aspects of the business. The economic and environmental dimensions still provide important contributions as an integral part of business sustainability, but relatively have a lower contribution compared to the social dimension.

R-Square Test

Based on the results of the determination coefficient test (R-Square) which are presented as follows.

Table 2. R-Square

Endogenous Construct	R-Square	R-Square Adjusted
Business Sustainability of Agricultural SMEs	0.095	0.080
Social Capital	0.280	0.272

Based on the results of the determination coefficient (R-square) test, the R^2 value for the Sustainability of Agricultural SME Businesses is 0.095 with an adjusted R-square of 0.080. This value indicates that the variables Leadership Agility, Entrepreneurial Experience, Organizational Culture, and Social Capital together are able to explain 9.5% of the variation in the Sustainability of Agricultural SME Businesses, while the remaining 90.5% is explained by other factors outside the research model. Meanwhile, the R^2 value of Social Capital is 0.280 with an adjusted R-square of 0.272, which means that Leadership Agility, Entrepreneurial Experience, and Organizational Culture are able to explain 28.0% of the variation in Social Capital, while the other 72.0% is influenced by factors outside the model. Thus, the model's explanatory power for Social Capital is greater than for the Sustainability of Agricultural SME Businesses.

t-Test of the Influence of Research Variables

By using bootstrap in PLS we can obtain the results of path coefficients and p-value. Path coefficients and p-value, h test The hypothesis was tested using the bootstrap resampling method, which allows for freely distributed data, does not require the assumption of normal distribution, and does not require a large sample size. The test was conducted using a t-test. The influence between variables in the study is significant if the t-statistic value is $> t$ -table (1.96) and the p-value is < 0.05 . The results are presented as follows:

Table 3. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture -> Business	0.182	0.184	0.085	2,141	0.032

Sustainability_Agricultural SMEs					
Organizational Culture -> Social Capital	0.309	0.312	0.052	5,907	0.000
Leadership Agility -> Sustainability of Agricultural SME Businesses	0.106	0.106	0.055	1,921	0.055
Leadership Agility -> Social Capital	0.113	0.114	0.061	1,847	0.065
Entrepreneurial Experience -> Sustainability of Agricultural SME Businesses	0.191	0.191	0.067	2,860	0.004
Entrepreneurial Experience -> Social Capital	0.362	0.360	0.059	6.175	0.000
Social Capital -> Sustainability of Agricultural SME Businesses	0.175	0.175	0.076	2,309	0.021

Indirect Effect

The following results of the specific indirect effect test are presented in the table below.

Table 4. Specific Indirect Effect

Indirect Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Entrepreneurial Experience through Social Capital on Business Sustainability of Agricultural SMEs	0.029	0.030	0.012	2.417	0.025
Organizational Culture through Social Capital on Business Sustainability of Agricultural SMEs	0.032	0.033	0.015	2.133	0.032
Leadership Agility through Social Capital on Business Sustainability of Agricultural SMEs	0.020	0.021	0.015	1.356	0.175

The indirect effect test was conducted to determine the role of Social Capital as a mediating variable in the influence of independent variables on the Sustainability of Agricultural SME Businesses. The test results show that Entrepreneurial Experience has an indirect effect on the Sustainability of Agricultural SME Businesses through Social Capital with a p-value of 0.025, so the mediation effect is declared significant. Furthermore, Organizational Culture has an indirect effect on the Sustainability of Agricultural SME Businesses through Social Capital with a p-value of 0.032, so the mediation effect is also declared significant. Meanwhile, Leadership Agility does not have an indirect effect on the

Sustainability of Agricultural SME Businesses through Social Capital, with a p-value of 0.175, so the mediation effect is declared insignificant. These results indicate that Social Capital acts as a mediator in the influence of Entrepreneurial Experience and Organizational Culture on the Sustainability of Agricultural SME Businesses, but does not act as a mediator in the influence of Leadership Agility on the Sustainability of Agricultural SME Businesses.

Discussion

The Influence of Leadership Agility on the Sustainability of Agricultural SME Businesses

The test results show that Leadership Agility has a positive but insignificant effect on the Business Sustainability of Agricultural SMEs, with a path coefficient of 0.106, a t-statistic of 1.921, and a p-value of 0.055. A p-value greater than 0.05 indicates that increasing Leadership Agility has not been able to provide a significant direct influence on business sustainability. Thus, H1 is rejected. This finding indicates that the ability of leaders to learn, adapt, respond to change, and be results-oriented is not sufficient to be a determining factor for the sustainability of agricultural SMEs independently. This condition is understandable because horticultural agricultural SMEs in Sukabumi Regency face various external factors such as commodity price fluctuations, production risks, climate change, limited market access, financing, and technology. Thus, individual leadership abilities need to be supported by organizational resources, social networks, and institutional environments to be converted into business sustainability. The results also show an effect size of 0.011, which indicates that the practical contribution of Leadership Agility to business sustainability is very weak. This finding is consistent with the dissertation results which show that leadership capabilities do not automatically result in sustainability if they are not supported by a conducive business ecosystem.

The Influence of Entrepreneurial Experience on the Sustainability of Agricultural SME Businesses

Entrepreneurial experience has been shown to have a positive and significant effect on the sustainability of agricultural SME businesses, with a path coefficient of 0.191, a t-statistic of 2.860, and a p-value of 0.004. A t-statistic greater than 1.96 and a p-value less than 0.05 indicate that the higher the entrepreneurial experience, the stronger the sustainability of agricultural SME businesses. Thus, H2 is accepted. Entrepreneurial experience not only reflects the length of time entrepreneurs have been running a business, but also includes accumulated knowledge, the ability to recognize opportunities, manage risks, make decisions, and experience building business networks. In the context of horticultural agriculture, this experience is important because entrepreneurs must face seasonal changes, price fluctuations, the risk of crop failure, pest attacks, limited capital, and changes in market demand. Experience allows entrepreneurs to learn from previous conditions and make more appropriate decisions in the face of uncertainty. These findings confirm that entrepreneurial experience is an intangible strategic resource that can strengthen business adaptability and resilience.

The Influence of Organizational Culture on the Sustainability of Agricultural SME Businesses

The results of the study indicate that Organizational Culture has a positive and significant effect on the Sustainability of Agricultural SMEs, with a path coefficient of 0.182, a t-statistic of 2.141, and a p-value of 0.032. Thus, H3 is accepted. This finding indicates that the stronger the organizational culture reflected in togetherness, commitment, discipline, trust, cooperation, and long-term orientation, the greater the ability of agricultural SMEs to maintain their business continuity. Organizational culture functions as a collective mechanism that directs the behavior and decision-making of business

members. In the context of farmer groups, this culture is reflected through deliberation, mutual cooperation, division of tasks, information exchange, and commitment to maintaining business quality and sustainability. These results indicate that the sustainability of agricultural SMEs depends not only on individual abilities, but also on collective values and habits that have been internalized within the organization.

The Influence of Leadership Agility on Social Capital

The test results show that Leadership Agility has a positive but insignificant effect on Social Capital, with a path coefficient of 0.113, a t-statistic of 1.847, and a p-value of 0.065. Because the p-value is greater than 0.05, H4 is rejected. This finding indicates that the ability of leaders to be adaptive has not been directly able to form trust, networks, and norms of cooperation which are the main components of Social Capital. In the context of agricultural SMEs in Sukabumi Regency, social capital is formed more through long-term social interactions, collaborative experiences, community closeness, and the value of mutual cooperation in farmer groups. This explains why individual leadership abilities are not strong enough to generate social capital directly. The effect size result of 0.016 also indicates that the practical contribution of Leadership Agility to Social Capital is relatively weak.

The Influence of Entrepreneurial Experience on Social Capital

Entrepreneurial experience has been shown to have a positive and significant effect on Social Capital, with a path coefficient of 0.362, a t-statistic of 6.175, and a p-value of 0.000. Thus, H5 is accepted. These results indicate that increased experience enables agricultural SMEs to build broader and stronger relationships with fellow farmers, suppliers, buyers, farmer groups, financial institutions, extension workers, and government agencies. The experience of repeatedly facing various business situations creates social learning that builds trust and strengthens networks. From a strategic perspective, entrepreneurial experience not only serves as human capital but can also be converted into relational resources in the form of Social Capital. These findings demonstrate that experience is an important foundation in the formation of social capital for agricultural SMEs in Sukabumi Regency.

The Influence of Organizational Culture on Social Capital

The test results show that Organizational Culture has a positive and significant effect on Social Capital, with a path coefficient of 0.309, a t-statistic of 5.907, and a p-value of 0.000. Thus, H6 is accepted. These findings indicate that a culture that emphasizes togetherness, openness, trust, commitment, and cooperation can strengthen the social capital of agricultural SMEs. In farmer groups, these values are realized through deliberation, division of tasks, exchange of information on cultivation and marketing, cooperation in the procurement of production facilities, and mutual cooperation activities. Repeated interactions create trust, shared norms, and increasingly strong social networks. Thus, organizational culture not only directs internal behavior but also functions as a mechanism for forming relational resources in the form of Social Capital.

The Influence of Social Capital on the Sustainability of Agricultural SME Businesses

Social Capital has been shown to have a positive and significant effect on the Sustainability of Agricultural SME Businesses, with a path coefficient of 0.175, a t-statistic of 2.309, and a p-value of 0.021. Thus, H7 is accepted. These results indicate that the stronger the trust, social networks, and norms of cooperation held by agricultural SME actors, the greater the business's ability to maintain its sustainability. Social Capital provides access to market information, resources, technology, financing, partnerships, and support from various stakeholders. In the agricultural sector, which has a relatively high level of uncertainty, social relationships become a strategic resource to reduce individual

limitations and strengthen the ability to face business risks. These findings confirm that the sustainability of agricultural SME businesses is not only determined by economic and technical resources, but also by the quality of social relationships that develop within the business ecosystem.

Social Capital Mediates the Influence of Leadership Agility on the Sustainability of Agricultural SME Businesses

The results of the indirect effect test indicate that Leadership Agility does not have an indirect effect on the Sustainability of Agricultural SMEs through Social Capital, with an indirect effect coefficient of 0.020, a t-statistic of 1.356, and a p-value of 0.175. Because the p-value is greater than 0.05, H8 is rejected. These results indicate that Social Capital has not been able to become a mechanism that connects Leadership Agility with business sustainability. This finding is in line with the results of H4 which showed that Leadership Agility had no significant effect on Social Capital. This means that although Social Capital has been proven to influence business sustainability, the ability of agile leaders is not yet strong enough to form the social capital needed as a mediating pathway. In the context of farmer groups, Social Capital is formed more through collective experience, long-standing social relationships, a culture of mutual cooperation, and repeated interactions than through individual leadership abilities.

Social Capital Mediates the Influence of Entrepreneurial Experience on the Sustainability of Agricultural SME Businesses

Based on the results of the last indirect effect test you sent, Entrepreneurial Experience has an indirect effect on the Sustainability of Agricultural SMEs through Social Capital with a p-value of 0.025, so the mediation effect is declared significant. Thus, H9 is accepted. This finding indicates that entrepreneurial experience contributes to business sustainability through its ability to form and strengthen Social Capital. The experience gained by entrepreneurs while facing the dynamics of production, marketing, capital, and business risks encourages the formation of trust, networks, and norms of cooperation with various parties. Social Capital then allows this experience to be converted into access to information, resources, market opportunities, partnerships, and business support. Thus, entrepreneurial experience not only has a direct influence on business sustainability but also works through relational mechanisms that strengthen the business's ability to survive and grow. Note: the dissertation document records an indirect effect value of 0.063, a t-statistic of 2.179, and a p-value of 0.029; the p-value of 0.025 here follows the last statistical table you sent.

Social Capital Mediates the Influence of Organizational Culture on the Sustainability of Agricultural SME Businesses

The test results show that Organizational Culture has an indirect effect on the Sustainability of Agricultural SME Businesses through Social Capital, with an indirect effect coefficient of 0.054, a t-statistic of 2.147, and a p-value of 0.032. Since the p-value is less than 0.05, H10 is accepted. These results indicate that organizational culture not only has a direct effect on business sustainability but also produces an influence through the formation of Social Capital. The values of togetherness, trust, responsibility, and cooperation that develop within farmer groups form strong social relationships. These relationships then facilitate production coordination, information exchange, marketing, access to government programs, and partnership development. Thus, Social Capital functions as a mechanism that transforms organizational culture into a relational resource that supports the sustainability of agricultural SME businesses.

6. CONCLUSION

This study shows that Entrepreneurial Experience and Organizational Culture have a positive and significant effect on the Sustainability of Agricultural SMEs, while Leadership Agility does not have a significant effect on the Sustainability of Agricultural SMEs. Entrepreneurial Experience and Organizational Culture are also proven to have a positive and significant effect on Social Capital, while Leadership Agility does not show a significant effect. Furthermore, Social Capital is proven to have a positive and significant effect on the Sustainability of Agricultural SMEs.

The results of the mediation test indicate that Social Capital is able to significantly mediate the influence of Entrepreneurial Experience and Organizational Culture on the Sustainability of Agricultural SME Businesses, while Social Capital is unable to mediate the influence of Leadership Agility on the Sustainability of Agricultural SME Businesses. These findings indicate that experience and organizational culture become more valuable when they can be developed into trust, networks, reciprocal relationships, and strong cooperation among agricultural SME actors.

Social capital is a crucial mechanism for explaining the business sustainability of agricultural SMEs in Sukabumi Regency. Business sustainability is determined not only by the individual capabilities of leaders, but also by the experience of entrepreneurs, a developed organizational culture, and the ability to build productive social relationships. Therefore, strengthening the sustainability of agricultural SMEs needs to be directed at enhancing entrepreneurial experience and capacity, establishing a collaborative organizational culture, and strengthening trust, networks, and cooperation among entrepreneurs and stakeholders.

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