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MOTIVATIONS AND ENTREPRENEURIAL ORIENTATION OF INDIGENOUS ENTERPRISES IN NARIÑO AND PUTUMAYO, COLOMBIA

Motivaciones y orientación emprendedora de los emprendimientos indígenas de Nariño y Putumayo-Colombia

Motivações e orientação empreendedora dos empreendimentos indígenas de Nariño e Putumayo, Colômbia

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ABSTRACT
Indigenous peoples' craft enterprises in the textile sector are one of the commercial sectors that demonstrate business resilience in Latin America. The objective of the research was to explore the entrepreneurial motivations and orientations implemented by indigenous entrepreneurships in the textile craft sector in Putumayo and Nariño, Colombia. The research was quantitative, cross-sectional, and exploratory, and a survey was conducted among 123 indigenous textile craft entrepreneurs. It was found that, for enterprises, the commercial motivation, perceived as the desire to differentiate their products from other indigenous and non-indigenous crafts, significantly influenced the performance of the enterprise. Additionally, competitive aggressiveness as a motivation and orientation strategy significantly influenced the enterprise's performance through actions such as maintaining information secrecy and making greater investments in local, national, and international advertising. The study concludes that there is a need to implement administrative and financial training programmes so that indigenous entrepreneurships can identify business resources that generate strategic capabilities other than competitive aggressiveness.

KEYWORDS
Rural economy, textile arts, community development, Colombia.

RESUMEN
Los emprendimientos del sector artesanal en el área textil de los pueblos indígenas son uno de los sectores comerciales que presentan resiliencia empresarial en América Latina. El objetivo de la investigación fue explorar las motivaciones y orientaciones emprendedoras que implementan los emprendimientos indígenas del sector de artesanía textil en Putumayo y Nariño, Colombia. La investigación fue cuantitativa, transversal y exploratoria, y se aplicó una encuesta a 123 emprendedores indígenas de artesanía textil. Se encontró que, para los emprendimientos, la motivación comercial percibida como el deseo de diferenciar sus productos del resto de las artesanías indígenas y no indígenas influyó significativamente en el desempeño del emprendimiento. Adicionalmente, la agresividad competitiva como estrategia de las motivaciones y orientaciones emprendedoras influyó significativamente en el desempeño del emprendimiento, mediante acciones de secrecía de información y mayor inversión publicitaria, local, nacional e internacional. El estudio concluye en la necesidad de implementar programas de capacitaciones administrativas y financieras para que los emprendimientos indígenas identifiquen recursos empresariales que generen capacidades estratégicas diferentes a la agresividad competitiva.

PALABRAS CLAVE
Economía rural, artes textiles, desarrollo comunitario, Colombia.

RESUMO
As empresas artesanais indígenas no setor têxtil são um dos setores comerciais que demonstram resiliência empresarial na América Latina. O objetivo da pesquisa foi explorar as motivações e orientações empreendedoras implementadas pelos empreendimentos indígenas no setor de artesanato têxtil em Putumayo e Nariño, na Colômbia. A pesquisa foi quantitativa, transversal e exploratória, e foi realizada uma pesquisa com 123 empreendedores indígenas do artesanato têxtil. Verificou-se que, para as empresas, a motivação comercial, percebida como o desejo de diferenciar seus produtos de outros artesanatos indígenas e não indígenas, influenciou significativamente o desempenho da empresa. Além disso, a agressividade competitiva como estratégia de motivação e orientação empreendedora influenciou significativamente o desempenho da empresa por meio de ações como manter o sigilo das informações e fazer maiores investimentos em publicidade local, nacional e internacional. O estudo conclui que há necessidade de implementar programas de treinamento administrativo e financeiro para que os empreendimentos indígenas possam identificar recursos de negócios que gerem capacidades estratégicas além da agressividade competitiva.

PALAVRAS-CHAVE
Economia rural, artes têxteis, desenvolvimento comunitário, Colômbia.

Introduction

Indigenous peoples in Latin America are defined by three fundamental elements: their descent from populations that predate colonisation or the formation of modern states; the maintenance of their own social, cultural, economic, and political institutions; and a deep connection to their ancestral territories, expressed in their self-identification as distinct cultural groups (Peredo, 2023). These communities, although often cases displaced from their territories, share social, economic and cultural patterns that identify them as indigenous and represent forms of resistance to the historical consequences of colonisation (Peredo, 2023).

Along these lines, Collins and Norman (2018) introduce the concept of "Indigenous Estate", which encompasses the land, resources, and cultural heritage where these communities are based, as well as the essential elements for understanding their activities, including economic ones. This approach enables us to recognise both their shared history and the continuity of their social and cultural structures, expressed in their economic activities, which are key aspects for understanding their business approaches (Peredo, 2023).

In this context, Colombian artisans, particularly those from to indigenous communities, play a pivotal role in the national economy. Their work integrates ancestral knowledge with contemporary production dynamics, generating employment and income in local and rural contexts, while positioning products with high symbolic and cultural value in national and international markets (Maya-González et al., 2023). These artisan enterprises strengthen cultural identity, boost tourism and link community economies with value chains that promote authenticity, sustainability and social justice, characteristics typical of indigenous entrepreneurship (López Pérez et al., 2019; Peredo, 2023).

The indigenous entrepreneurship's theoretical approach seeks to standardise the concepts of business ventures within the heterogeneous contexts of supranational ethnic-indigenous communities (Peredo, 2023). According to Mendoza-Ramírez and Toledo-López (2014), a combination of internal community resources (culture and natural resources) and external resources (government support and NGOs) is employed to generate commercial strategies that can create sustainable performance over time.

In the business context of Colombian indigenous entrepreneurships, their main exports were statuettes, ceramics, and basketry items, with destinations such as the United States, Spain, and Puerto Rico (DANE, 2023). This dynamism has been reinforced by the participation of artisans in international fairs, such as Expo Artesanias and the International Folk Art Market, where sales of over $46,000 were reported (Asesora de Comunicaciones y Siart, 2023).

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However, indigenous entrepreneurships faces multiple structural problems that limit the sustainability of their ventures. Among the primary challenges are limited access to financing, informality, inadequate infrastructure, institutional neglect, and inadequate training in business management (Adobor, 2025). Added to this is the tension between the preservation of ancestral knowledge and the demands of the modern market, which creates vulnerability to phenomena such as cultural appropriation and competition with industrialised products (Manquillo Astaíza, 2019).

These difficulties are exacerbated by weak public policies, limited legal protection for cultural creations, and the historical institutional exclusion of these communities (Manquillo Astaíza, 2019). According to Peredo (2023), indigenous enterprises face the depletion of their cultural and natural resources, forced commodification, barriers to fair participation in global markets, and pressure from policies that do not recognise their specificities. These tensions are associated with the cultural captivity of the traditional concept of entrepreneurship, which overlooks the multiple social and cultural objectives that guide these initiatives (Peredo, 2023).

Even so, many indigenous entrepreneurs persist in these business models not only as a means of subsistence, but also as a way of preserving their culture, worldview and collective life project (Silva Echenique et al., 2024). Artisanal production is a practice of cultural resistance and sustainability that strengthens the sense of belonging and territorial autonomy. In this regard, entrepreneurial strategies have emerged to articulate tradition and innovation, such as identity-based design, the use of digital technologies, process certification, coordination with universities and support entities, and participation in specialised markets (Manquillo Astaíza, 2019; Silva Echenique et al., 2024). These practices aim to enhance profitability without compromising the cultural values that underpin craft activities.

Consequently, the objective of the research is to explore the entrepreneurial motivations and orientations implemented by entrepreneurial motivations and orientations in the textile craft sector in Putumayo and Nariño, Colombia. Contributing to the design of sustainable entrepreneurial motivations and orientations in local, national and international markets, making use of their external and internal resources and strategic capabilities that directly influence the performance of the enterprise.

Therefore, this document first analyses the conceptual and theoretical definitions of motivation in the areas of business administration and the entrepreneurial motivations and orientations, as well as the concepts of motivation and the entrepreneurial motivations and orientations adapted to indigenous entrepreneurships. It then describes the methodology and the data collection and analysis procedures. Next, the results of the data analysis are presented. Finally, the results are presented and discussed, and study's conclusions are drawn.

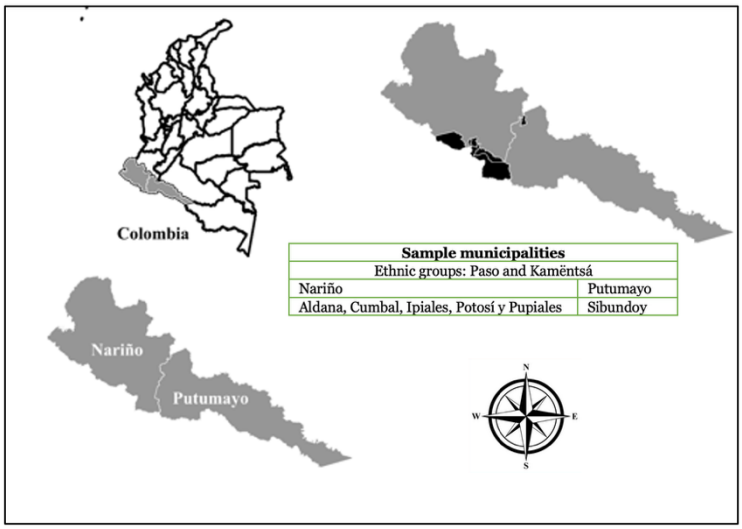
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Empirical and theoretical background

Indigenous Entrepreneurship in Nariño and Putumayo, Colombia

The departments of Nariño and Putumayo, located in southern Colombia on the border with Ecuador, are home to the Kamëntsá and Pasto indigenous ethnic groups, with the Pastos being the fourth largest ethnic group in Colombia (DANE, 2023) The region is mainly known for its dairy and sheep production, relying primarily on family labour and community work within the indigenous reserves (Taramuel-Taramuel et al., 2025).

Figure 1. Location map of field sampling communities
Figura 1. Mapa de ubicación de las comunidades de muestreo de campo



Source: own elaboration based on colombiaenmapas.gov.co. Fuente: elaboración propia en base a colombiaenmapas.gov.co.

The second economic activity, synonymous with cultural rescue among the indigenous peoples of the region, has been the production of handicrafts, predominantly wool weaving on *guanga* (rectangular wooden instrument used for weaving) looms and beadwork using the *puntillas* (lace) technique (Convenio Artesanías de Colombia, 2007). The art of *guanga* weaving is vital to the region's cultures, as it is considered pre-Hispanic in origin and serves as an instrument for systematising the Andean peoples' way of thinking, preserving family and cultural memories (Chirán-Caipe and Burbano-Hernández, 2013).

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Chirán-Caipe and Burbano-Hernández (2013) confirm that wool textiles produced in the *guangas* were mainly for families' own consumption, a task exclusively carried out by women who made *ruanas* (traditional coats), sashes, and bedding such as blankets and thick sheets for their families, using less processed, undyed wool. However, over the years, textile products began to be dyed, adding symbols from both the Pastos and Kamëntsá peoples, opening the possibility of commercialisation. Although it is still predominantly a women's activity, new generations of men are becoming increasingly interested in the *guanga* loom (Convenio Artesanías de Colombia, 2007; Chirán-Caipe and Burbano-Hernández, 2013). Concerning jewellery making, the indigenous entrepreneurship manufacture costume jewellery, mainly made from threads, beads, beads or volcanic stones carved with fretwork, to represent traditional figures from the different indigenous peoples (Convenio Artesanías de Colombia, 2007).

Indigenous entrepreneurships are produced in small workshops where individual work predominates for the creation of unique pieces, with women mainly inheriting the techniques for making clothing and jewellery for family consumption and as a secondary source of income (Convenio Artesanías de Colombia, 2007; Chirán-Caipe and Burbano-Hernández, 2013). Indigenous entrepreneurships mainly sell their products through intermediaries in their region, which distribute them primarily nationally to Colombia's major cities and, to a lesser extent, internationally.

The Colombian Government has invested more than 865,944.32 USD in strengthening the productive and commercial capacities of more than 1,500 artisans, mainly from ethnic communities. In its eighth report on the cultural and creative economy, DANE (2023) reported earnings of 481,952.14 USD under the heading of ethnic crafts and 240,861.23 USD in fashion and jewellery at the 2022 edition of Expoartesano (International Colombian handicraft fair). In addition, it represents 11.5% of Colombia's GDP in the Arts and Heritage category. The central export countries for Colombian handicrafts are the United States, Spain, Panama, Puerto Rico, Ecuador, and Aruba (DANE, 2023).

Indigenous entrepreneurships in the craft sector who manage to start their own businesses are supported by business programmes run by the Servicio Nacional de Aprendizaje (SENA) (government programme for business development) and Artesanias de Colombia (joint programme between the government and the private sector), which is part of the Ministry of Trade, Industry and Tourism. The number of indigenous producers who become indigenous entrepreneurships and enter national and international markets is significant, as reflected in both national income figures and programmes that seek to integrate them into the formal economy. Business development programmes are an important means of raising the profile of their products, which are rich in cultural heritage and high-quality raw materials (Convenio Artesanías de Colombia, 2007; Taramuel-Taramuel et al., 2025).

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Performance of ventures

For Lumpkin and Dess (1996), performance represents all actions or behaviours relevant to the success objectives of an organisation or business. Furthermore, it is not a one-dimensional construct, but rather a multidimensional one. Tajpour et al. (2025) consider it appropriate to have both financial and non-financial objectives, with the weight given to one or the other construct depending on the fundamentals of the organisation.

For bottom-of-the-pyramid enterprises, both financial and non-financial performance become part of their social regulation, allowing them to interact as a more flexible microeconomic regime by relying more on social capital and less on financial institutions such as stock exchanges or bank loans, which are generally not an alternative for social and indigenous enterprises (Peredo, 2023; Mendoza-Ramírez and Toledo-López, 2014; Taramuel-Taramuel et al., 2025).

Businesses at the base of the pyramid usually participate only in local economies, rarely in national markets, and rarely in international markets (Silva Echenique et al., 2024). These enterprises differ from businesses located in developed markets in terms of technology adoption, innovation in their production processes, and economies of scale. Therefore, the concept of performance also differs at the microeconomic level (Manquillo Astaíza, 2019; Taramuel-Taramuel et al., 2025).

In the case of indigenous entrepreneurships, the definition of business results as entrepreneurial performance is not limited to sales and profits, as entrepreneurship is not generally the primary source of income for family subsistence (Manquillo Astaíza, 2019; Peredo, 2023). Contributions to community well-being, including support for public and religious celebrations, as well as community development and infrastructure, are also perceived as non-financial performance for indigenous entrepreneurships orientations that are rarely considered in studies of entrepreneurship and business performance (Manquillo Astaíza, 2019).

Therefore, the entrepreneur's objectives, orientation, motivation, and vision are closely linked to their perception and definition of achievements, success, and business results (Mendoza-Ramírez and Toledo-López, 2014). To achieve this result, the entrepreneurship literature refers to the entrepreneurial motivations and orientations as an important predictor of business performance in various business contexts, including micro and small enterprises, such as indigenous enterprises, which demonstrate that entrepreneurial practices and motivations significantly influence performance (Tajpour et al., 2025).

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Entrepreneurial orientation and the motivations of indigenous entrepreneurship

The entrepreneurial motivations and orientations are based on the proactivity of entrepreneurs described by Lumpkin and Dess (1996) because, even if a company changes its technology or production line or imitates its imitates its rival directly, if it does not take risks, seek to innovate in technology, and manage or generate proactivity in its product-market, it will still lack entrepreneurship. However, for Mendoza-Ramírez and Toledo-López (2014), the literature on both entrepreneurship and strategic orientation does not explain business performance in hostile environments. The context of entrepreneurship in a developing economy is fostered when entrepreneurship contributes to community well-being, without visualising national or international markets. Based on this definition, new contributions and adapted theories have emerged. For Mrabure (2019), the entrepreneurial motivations and orientations can be translated into a business model measured through the defence of the entrepreneur's cultural heritage, innovations aligned with cultural values and generational knowledge, collaboration and community networks, which are characteristic of indigenous peoples.

Mrabure (2019) proposes a hybrid motivation and orientation model based on the multidimensional approach of Lumpkin and Dess (1996), which posits that companies should use the entrepreneurial motivations and orientations components independently to maintain themselves in a hostile market context. Taking the dimensions of Innovation, Competitive Aggressiveness and Proactivity, measured under positive results between the entrepreneurial motivations and orientations and the business performance of Oaxaca artisans in a hostile environment (Mendoza-Ramírez and Toledo-López, 2014); and under a theoretical study of the entrepreneurial motivations and orientations used by Maori and Mapuche businesses as part of their applied strategies. Under this approach, the entrepreneurial motivations and orientations encompasses attitudinal and behavioural aspects (Kusumastuti et al., 2022).

However, the indigenous component added to these ventures should not be viewed solely as a tourist attraction or something that indigenous entrepreneurships can only be applied to craft-based ventures. For example, Taramuel-Taramuel et al. (2025) describe the successes and challenges that motivated the creation of a dairy cooperative of small producers in Nariño, Colombia, addressing the need to organise a dairy project that would articulate their own venture and, in turn, reflect their Pastos indigenous culture. Their objectives were to defend traditional knowledge and prevent the overexploitation of natural resources through collective management at the community level, without losing the opportunity for financing provided by the Colombian state, guided by economic, cultural, environmental, and institutional support motivations.

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For Kusumastuti et al. (2022), studies of business behaviour are based on sociological and psychological theories of behaviour, whereby the goals, success. or failure of individuals' activities are related to their values, objectives. and self-perceptions, moderated by external factors such as culture, education, and socio-economic circumstances.

Therefore, for this study, we review the academic literature related to indigenous entrepreneurship within their communities, as well as the motivations driven by external agents, such as public or private institutions, motivations driven by pride in ethnic roots, and motivations driven by integration into the global market. In this regard, the following questions arise: What motivations do indigenous enterprises in Nariño and Putumayo, Colombia, implement to achieve financial performance? What strategies do indigenous enterprises in Nariño and Putumayo, Colombia, implement to achieve financial performance?

What can be inferred about the motivations and strategies applied in the performance of indigenous enterprises in Nariño and Putumayo, Colombia?

Method

The research was quantitative, cross-sectional and exploratory, and a survey was conducted among 124 textile craft entrepreneurs in Nariño and Putumayo, Colombia. The measurement instrument was a semi-structured questionnaire that was applied in a general manner. The closed questions concerned demographic data on the business and the entrepreneur, as well as questions related to their motivations, entrepreneurial orientations and performance. The questions about the type of support received from public and private institutions, as well as what that support consisted of, were open-ended. The sample size was based on 80% statistical power.

The Statistical Package of the Social Sciences (SPSS) version 25 was used for factor reduction. The variables were integrated based on factor reduction using principal component analysis with Varimax rotation and Kaiser normalisation. In addition, the content of the latent variables was examined, considering them to be reflective of the underlying constructs. Data analysis was performed using the partial least squares structural equation modelling (PLS-SEM) approach. PLS-SEM is recommended for models with more than three items per construct.

The selection criteria for the sample were that the enterprises should be run by producers and sellers of handicrafts featuring designs from the indigenous community to which the entrepreneurs belong.

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Sample

The sample consisted of 124 enterprises in the artisanal textile sector that voluntarily participated in the surveys. Of the total sample, 114 entrepreneurs from Nariño and 9 from Putumayo were surveyed (Table 1). Of these, 10 respondents were men and 113 were women. Of the entrepreneurs surveyed, the majority held a high school or technical degree (41 respondents), while 34 respondents had studied up to the secondary level, 28 respondents had studied at the university level, 12 respondents had studied at the primary level, and 8 respondents had no formal education. In terms of the respondents' age, 27 were in the 18-30 age range, 40 were in the 31-44 age range, and 56 were in the 45 and older age range. Seventeen respondents stated that they were owners of the enterprise, and 106 respondents stated that they were administrators or members of a cooperative. Six respondents reported speaking an indigenous language, while 117 respondents stated that they did not speak an indigenous language.

Table 1. Sample characteristics
Tabla 1. Características de la muestra

Concept		**%**
Business origin	Nariño	93.00
	Putumayo	7.00
Gender	Men	8.00
	Woman	92.00
Education	No formal education	7.00
	Primary level	10.00
	Secondary level	28.00
	High school level	33.00
	University level	23.00
Age	18-30 years old	22.00
	31-44 years old	33.00
	More than 45 years old	46.00
Position	Owner	14.00
	Manager or member of a coorperative	86.00
Indigenous language speaker	Yes	5.00
	No	95.00

Source: own elaboration based on descriptive statistics from the sample. Fuente: elaboración propia en base a las estadísticas descriptivas de la muestra.

Measures

The research model was evaluated through internal construct validity using factor analysis. The results obtained, as well as the interpretation of the underlying conceptual structure in each of the study variables, are detailed as follows:

Performance was defined as the fulfilment of the objectives set by the owner of the indigenous entrepreneurships in relation to financial and non-financial aspects (Sarwoko et al., 2023). The performance variable was measured using a 5-point Likert scale, where 1 (not at all) to 5 (very much). Factor analysis of the performance scale (Table 2) showed financial performance. Items DF4, DF5, DF6, DF7, DF8, DF9, DF10, and DF11 were eliminated.

Table 2. Factor analysis of the scales for measuring performance
Tabla 2. Análisis Factorial de las escalas para medir el desempeño

Variable	Item	Indicators	Factor	Cronbach's Alpha
Performance	DF1	Meet dietary requirements	0.906	0.829
	DF2	Meet basic service needs	0.924	
	DF3	Pay for medical services and medicines	0.758	

Source: own elaboration based on descriptive statistics from the sample. Fuente: elaboración propia en base a las estadísticas descriptivas de la muestra.

Motivation was defined as the entrepreneurial opportunities provided by culture, trade, natural resources available in the community, and institutional support provided by public policies (Lira et al., 2022). The measurement scale was a 5-point Likert scale, ranging from 1 (not at all) to 5 (very much). Factor analysis of the motivator scale (Table 3) showed commercial motivation. Eliminating items MG1, MG2, MG3, MG4, MG8, MG9, MG10, MG11, MG12, MG13, MG14, MG15, MG16, MG17.

Table 3. Factor analysis of the scales used to measure motivation
Tabla 3. Análisis Factorial de las escalas para medir la motivación

Variable	Item	Indicators	Factor	Cronbach's Alpha
Motivators	MG5	People willing to purchase your products	0.917	0.829
	MG6	Valuing your products beyond mere consumption	0.845	
	MG7	The handicrafts sell for a good price	0.772	

Source: own elaboration based on descriptive statistics from the sample. Fuente: elaboración propia en base a las estadísticas descriptivas de la muestra.

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Entrepreneurial Orientation was defined as the decision-making process used by indigenous entrepreneurs to identify opportunities for the growth of indigenous entrepreneurship in an innovative, proactive and aggressively competitive manner (Mrabure, 2019). The entrepreneurial motivations and orientations variable was measured using a 5-point Likert scale, where 1 (never) to 5 (always). The factor analysis of the Entrepreneurial Orientation scale (Table 4) (Figure 1) showed an Entrepreneurial Orientation towards competitive aggressiveness. Eliminating items OEI1, OEI2, OEI3, OEI4, OEI5. OEI6, OEI7, OEI8, OEI9, OEI10, OEI11, OEP1, OEP2, OEP3, OEP4, OEP5, OEP6, OEP7, OEP8, OEP9, OEP10, OEP11, OEP12, OEP13, OEA1, OEA2, OEA3, OEA4, OEA5, OEA6.

Table 4. Factor analysis of the scales for measuring EO
Tabla 4. Análisis Factorial de las escalas para medir la EO

Variable	Item	Indicators	Factor	Cronbach's Alpha
Entrepreneurial orientation	OEA7	Avoid giving out information about your suppliers	0.821	0.921
	OEA8	Avoid answering questions about the type of materials they use	0.944	
	OEA9	It partners with external agents to promote its products	0.933	
	OEA10	The entrepreneur constantly talks about the competition	0.899	

Source: own elaboration based on descriptive statistics from the sample. Fuente: elaboración propia en base a las estadísticas descriptivas de la muestra.

Measurement Model Assessment Results

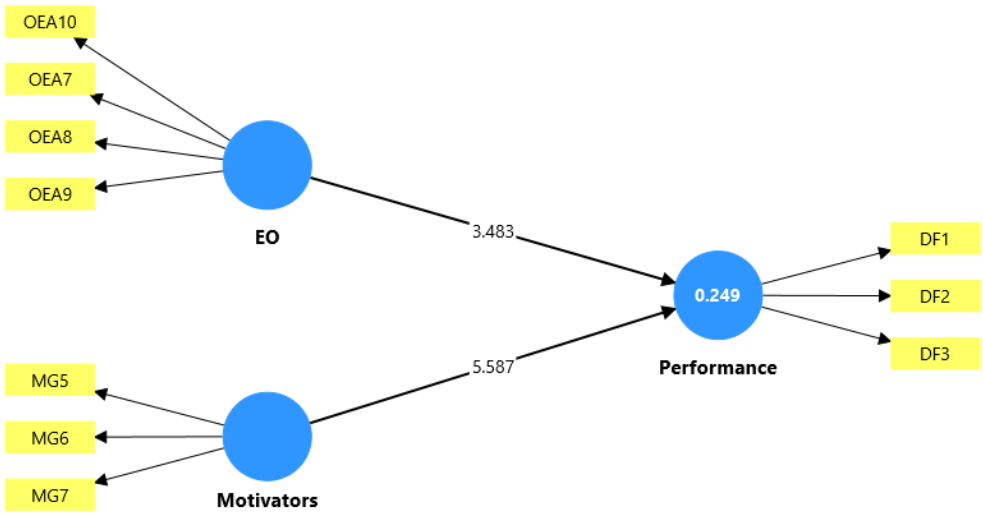
The consistent PLS algorithm was used to evaluate the measurement model. Indicator loadings, composite reliability, convergent validity, and discriminant validity were evaluated (Table 5) for the reflective measurement model (Hair Jr et al., 2021). Construct reliability was measured using Cronbach's alpha coefficient, Dijkstra Henseler's rho (A), and composite reliability. Composite reliability values of ≥0.8 for the variables were considered to indicate strict reliability. For the convergent validity of the measurement model, a value ≥0.5 of the average extracted variance (AVE) was considered. Meanwhile, in the cross-loading analysis, it was verified that no item would carry more intensity in other constructs following the Fornell-Larcker criterion.

Table 5. Reliability values of the variables in the research model
Tabla 5. Valores de Fiabilidad de las variables del modelo de investigación

Indi-cators	AVE	ρA	CR	Alpha	Fornell-Larcker Criterion		
					Performance	Motivators	Entrepreneurial orientation
1. Performance							
DF1	0.750	0.838	0.899	0.829	0.866	-	-
DF2						-	-
DF3						-	-
2. Motivators							
MG5	0.717	0.918	0.883	0.812	0.417	0.847	-
MG6							-
MG7							-
3. Entrepreneurial orientation							
OEA7	0.811	0.925	0.945	0.921	-0.342	-0.116	0.901
OEA8							
OEA9							
OEA10							

Where AVE-Average Extracted Variance; ρA-Dijkstra-Henseler value; A-Cronbach's Alpha Coefficient; CR-Compound Reliability. Source: own elaboration with results obtained using Smart Partial Least Squares (PLS) software version. Donde AVE es Varianza Media Extraída; ρA es el Valor de Dijkstra-Henseler; A es Coeficiente Alfa de Cronbach, y CR es Fiabilidad Compuesta. Fuente: elaboración propia a partir de los resultados obtenidos mediante el software Smart Partial Least Squares (PLS).

Figure 2. Measurement model
Figura 2. Modelo de medición



Source: own elaboration with results obtained using Smart Partial Least Squares (PLS) Software, version 4. Fuente: elaboración propia con los resultados obtenidos usando el software Smart Partial Least Squares (PLS), version 4.

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Results

To evaluate the structural model, consistent PLS and bootstrapping algorithms were applied within the Smart Partial Least Squares (PLS) software package. The model's collinearities, path coefficients, significance value, R^2 determination coefficients, Q^2 prediction value, and f^2 effect size were evaluated. Variance inflation factor (VIF) values were kept below 5 to avoid multicollinearity issues; R^2 and f^2 were calculated using the consistent PLS algorithm.

The Q^2 values were verified using blindfolding with a value of D=7 for the path coefficient test. The hypothesis test was calculated using bootstrapping for PLS under a consistency of 5000 subsamples to obtain the analysis of the mediating effect, the direct and indirect effects, and their significance.

The R^2, f^2 and Q^2 values, the path coefficients and their significance are shown (Table 6) (Figure 3). The Q^2 value for OE was 0.071 (strong predictive relevance) and for motivation it was 0.55 (strong predictive value). The R2 values for performance were 0.261 (strong relevance). To evaluate the overall model, the SRMR fit index was 0.078. Therefore, the overall model had a good fit ≤0.08 SRMR.

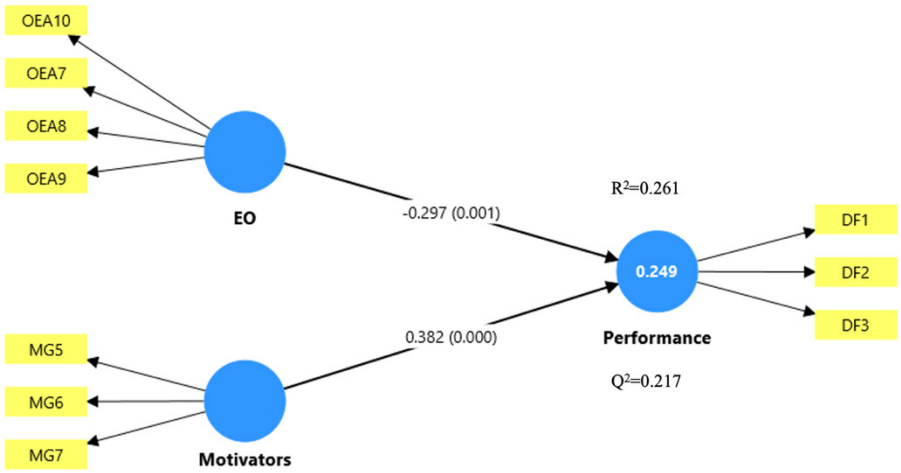
Table 6. Evaluation of the structural model
Tabla 6. Evaluación del modelo estructural

Relation	f2	β	t	p
Motivator → Performance	0.195	0.382	5.594	0.000
Entrepreneurial motivations and orientations → Performance	0.118	-0.297	3.493	0.001

Where β- path coefficient, *t*- *t*-value, *p*- *p*-value, f^2- effect size. Source: own elaboration with results obtained using Smart Partial Least Squares (PLS) software version 4. Donde β- es el coeficiente de trayectoria, *t*- es *t*-valor, *p*- es *p*-valor y f^2 es el tamaño del efecto. Fuente: elaboración propia a partir de los resultados obtenidos con el software Smart Partial Least Squares (PLS), versión 4.

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Figure 3. Structural validation model



Source: own elaboration with results obtained using Smart Partial Least Squares (PLS) Software, version 4. Fuente: elaboración propia con los resultados obtenidos usando Smart Partial Least Squares (PLS) Software, version 4.

The analysis of the structural validation model (Figure 2) answers the following research questions: What motivations do entrepreneurial motivations and orientations in Nariño and Putumayo, Colombia, implement to achieve financial performance? The results indicate that commercial motivators have a significant influence on financial performance (β= 0.328, p = 0. 000).

What strategies do entrepreneurial motivations and orientations in Nariño and Putumayo, Colombia, implement to achieve financial performance? The results indicate that competitive aggressiveness as an motivation and orientation strategy significantly influences financial performance (β= -0.298, p = 0.001).

Discussion

To answer the third research question, what can be inferred about the motivations and strategies applied in the performance of indigenous enterprises in Nariño and Putumayo, Colombia? The study concludes that indigenous entrepreneurships are not just reactive enterprises guided by hunches but rather implement business strategies adapted to their environment and perceived business performance. Mrabure (2019) highlighted the need for studies that examine the business environment of indigenous entrepreneurships worldwide and how each business adapts its business strategies to its specific context. Therefore, it is proposed that commercial motivation is a resource that generates a strategic capacity oriented towards competitive aggressiveness, directly influencing the financial performance of indigenous entrepreneurships in textile crafts in Putumayo and Nariño, Colombia.

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The results of the study showed that the primary motivators for starting or continuing an indigenous entrepreneurship in the departments of Nariño and Putumayo were related to commercial motivations, perceived under the concept that their artisanal product can be sold at a reasonable price due to its regional craftsmanship characteristics, to be self-employed, and to generate extra income. These motivators are related to the financial objectives of the venture, such as covering basic food needs and services related to family housing, but not health-related services. However, they do relate the ability to pass on the family trade to future generations with the perception of having an income that will secure their future.

In this regard, López Pérez et al. (2019) determine that there is a risk associated with the disappearance of completely artisanal production processes when they primarily seek to enter international markets, as they are limited by the economies of scale production models increasingly used in the textile industry to meet international market demand. Therefore, strengthening commercial strategies and promoting the cultural value of textiles could be a more effective alternative for revaluing indigenous fabrics compared to garments sold at a lower price and in large quantities.

The results of the study showed that competitive aggressiveness is the most widely applied entrepreneurial motivations and orientations, manifesting itself through heavy investment in developing links or partnerships with external agents such as tourism companies, parcel delivery services, influencers and social networks, to offer greater advertising opportunities both within and outside their community, primarily through participation in craft fairs. There was also a tendency to maintain a high level of secrecy regarding information on suppliers and advertising spaces, considering it to be sensitive information that could affect the competitive advantage they might have over their direct rivals, i.e. other businesses in the region.

For Adobor (2025), competitive aggression is common in environments where traditions and customs are the main resource and motivation, perceived among artisans as close competition due to the small size of the local market, creating a hostile business environment. However, although competitive aggressiveness can position products in the short term, for Sarwoko et al. (2023) it can limit the perception of craftsmanship quality in the long term. This leads to a loss of competitive advantage in differentiation and a shift to the perception of a mass-produced product, unable to compete with maquila products that are sold on a large scale without cultural identity and with materials that are mostly disposable in the short term.

Another necessary element in the discussion regarding the context of entrepreneurial motivations and orientations that may be affected by motivations and orientations in competitive aggressiveness is related to social capital, where motivations and social capital (alliances, support networks) are crucial. Silva Echenique et al. (2024) determine that community support is key, especially in contexts involving the management of community development-focused ventures driven

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by local leaders of indigenous communities, utilising the community's social capital and government support provided by various political officials from different governments.

Conclusions

The study concludes that commercial motivators are influenced by the type of business, with indigenous textile craft enterprises in Putumayo and Nariño being more focused on financial performance and using cultural identity as their primary resource. Therefore, cultural identity should not be seen solely as symbolism, but as a resource and differentiating asset both in national markets and, above all, in international markets, where it must be protected from constant plagiarism, as it is considered a strategic resource.

In addition to commercial incentives geared towards financial performance, entrepreneurial motivations and orientations that are grouped into cooperatives have sought and obtained greater support from government institutions, mainly from SENA (Servicio Nacional de Aprendizaje) and Artesanías de Colombia S.A. BIC. Therefore, long-term public policies between the government and the private sector are needed to enable continuous support beyond administrative changes. Additionally, these public policies should primarily focus on supporting the creation of business incubators.

The results show that promoting entrepreneurial motivations and orientations is essential due to the stratification of resources; therefore, it is concluded that training programmes in marketing, innovation related to each business sector, and administration are essential for the sustainability of indigenous enterprises. In addition, promoting collaborative networks between different indigenous enterprises is required, as the study shows that one of the positive characteristics of fairs is the exchange of knowledge and entry into other national and international markets when indigenous enterprises form associations, thereby reducing the risks associated with internal competition.

Among the limitations presented in the study were, in terms of sampling, distances and access to communities, as some of the indigenous enterprises are located within their communities, most of which are difficult to access. Therefore, for future research, a representative sample of Colombia's indigenous entrepreneurship is suggested, as well as a balanced sample of the different types of indigenous enterprises within Colombian territory. The results of this study have implications for public policymakers to expand programmes that educate indigenous entrepreneurships on entering markets, allowing them to gain knowledge related to competition.

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Contributor Role Taxonomy (CRediT)

Roberto Miguel Nieto-García: Conceptualization, investigation, project administration, resources, visualization, writing — original draft, and writing — review and editing.

Zuray Melgarejo: Data curation, fundraising acquisition, supervision, validation, and writing — review and editing.

Arcelia Toledo-López: Methodology, project administration, software, supervision, validation, and writing — review and editing.

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