

Business performance of MSMEs in terms of entrepreneurial competencies and entrepreneurial orientation

Palupi Permata Rahmi^{1✉}, Suryana², Heny Hendrayati³, Asti Nur Aryanti⁴, Listri Herlina⁵

¹²³⁴Universitas Pendidikan Indonesia

⁵Universitas Indonesia Membangun (INABA)

Abstract

This study aims to analyse the effect of entrepreneurial competencies and entrepreneurial orientation on business performance in the MSMEs Sub-Sector of Creative Industry in Bandung City. By distributing questionnaires to all respondents, the data sample is collected from 50 MSMEs. Quantities research method with SPSS analytical tool was used in this study. The results of this study indicate that entrepreneurial competencies partially affect business performance. Meanwhile, the entrepreneurial orientation variable partially influences business performance. Simultaneously, entrepreneurial competencies and entrepreneurial orientation affect business performance. The results of this research can be expected to contribute to the study of strategies and policies for the development of competencies and entrepreneurial orientation of MSMEs.

Key words: Entrepreneurial competencies; entrepreneurial orientation; business performance; micro; small and medium enterprises

INTRODUCTION

Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises, explains that micro-enterprises are productive businesses of individuals and or individual business entities that meet the criteria of micro-enterprises. Small business is a productive business that stands alone, which is carried out by individuals or business entities that are not subsidiaries of companies that are owned, controlled, or become part directly or indirectly of medium or large businesses that meet the criteria for small businesses. Medium business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, owned, or become a part, either directly or indirectly, with small businesses or large businesses with total net worth or proceeds. annual sales (Laws of the republic Indonesia 1995, 2008).

The development of MSMEs has received serious attention from various groups, both the government and the public, this is inseparable from the role of MSMEs in absorbing labour. In addition, MSMEs also play a role as an important source of economic growth. The Coordinating Ministry for Economic Affairs said that the number of MSMEs in Indonesia has reached 99 percent of all business units, with the contribution of MSMEs to GDP reaching 60.5 percent and to employment of 96.9 percent of the total national employment absorption (UNCTAD and The ASEAN Secretariat 2022).

Even though indicators of contribution to the formation of gross domestic product (GDP) and employment have increased, the access of the micro, small and medium enterprises (MSMEs) sector to global production supply chains is minimal. The contribution of MSMEs in Indonesia to the global supply chain is only 0.8 percent. This indicates that the performance of MSMEs in Indonesia has not been maximized.

The data on the number of MSMEs for each province in Indonesia in 2022 can be seen in Figure 1:

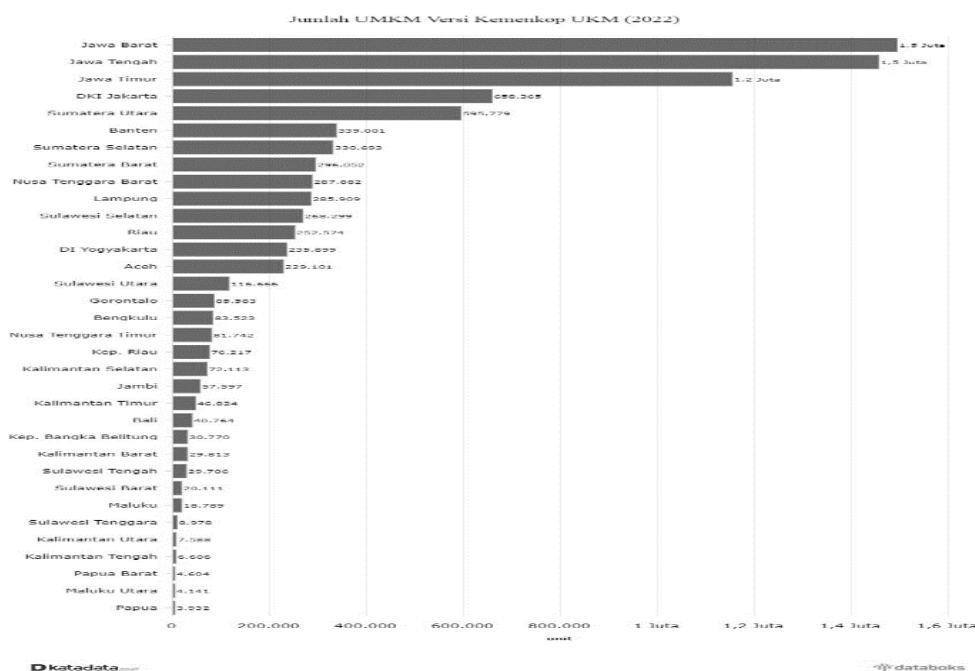


Figure 1.
The number of MSMEs in each province in Indonesia in 2022

Based on Figure 1, West Java Province is the province that has the highest number of MSMEs in Indonesia in 2022. Central Java is in second place, followed by East Java.

The Gross Domestic Product (GDP) from the creative economy sector (ekraf) in Indonesia in 2021 makes a sizable contribution, reaching 6.98 percent or around 7%. The culinary, fashion and craft sub-sectors are the largest contributing sub-sectors with a total contribution of 72.4% (Ministry of

Tourism and Creative Economy 2022). The number of SMEs in the Creative Industry Sub Sector can be seen in Table 1 below:

Table 1.
 The Number of SMEs in the Creative Industry Sub-Sector in West Java

Business Category	The Number of SMEs					
	2016	2017	2018	2019	2020	2021
Accessories	10,789	11,457	12,166	12,919	13 .718	14 .567
Batik	10,789	11,457	12,166	12,919	13 .718	14 .567
Embroidery	1,541	1,637	1,738	1,846	1 .960	2 .081
Craft	385,335	409,176	434,493	461,376	489 .923	520 .235
Fashion	376,087	399,356	424,065	450,303	478 .164	507 .750
Convection	229,660	243,869	258,958	274,980	291 .994	310 .060
Culinary	1,658,481	1,761,095	1,870,058	1,985,763	2 .108 .627	2 .239 .092
Food	1,213,034	1,288,087	1,367,784	1,452,412	1 .542 .276	1 .637 .701
Drink	225,036	238,959	253,744	269,444	286 .115	303 .817
Services/ other	524,055	556,480	590,911	627,472	666 .295	707 .520

Micro, small, and medium enterprises (MSMEs) cannot be separated from entrepreneurs and the term entrepreneurship. The factors that influence the development of Micro, small and medium Enterprises (MSMEs) are internal factors and external factors. The role of internal resource factors (Entrepreneurial Competence and Entrepreneurial Orientation) and external resources (entrepreneurial network and government business support) really help achieve and maintain better SME performance ((Barney 1991); (Teece, Pisano, and Shuen 1997); (Wu 2010)).

Entrepreneurial competence can be beneficial for small companies or organizations with insufficient financial resources and technological support ((Peric, Durkin, and Vitezic 2017); (Al Mamun and Fazal 2018)). This competency is considered as the ability to complete tasks by utilizing resources that enhance micro business performance (Al Mamun et al. 2016). Mitchelmore et al. (Mitchelmore and Rowley 2010) argue that entrepreneurial competence is required to run small and new businesses successfully. Man et al. (Man, Lau, and Chan 2002) also noted that competent individuals can carry out challenging tasks efficiently. Gerli et al. (Gerli, Tognazzo, and Tognazzo 2011) emphasized that entrepreneurs must develop their competencies and achieve superior performance. Thus, the competencies possessed by entrepreneurs are expected to facilitate company performance and economic growth (Mitchelmore and Rowley 2013).

Entrepreneurial orientation itself is defined as a process, training and decision-making that leads to the creation of new businesses (Lumpkin and Dess 1996). Undoubtedly, entrepreneurial orientation is one of the critical factors that integrates, builds, and reconfigures the external and internal competencies to cope with the fast-changing environment among SMEs (Darwis 2017).

The goal to be achieved from this research is to determine the effect of entrepreneurial competencies and entrepreneurial orientation on business performance in the Creative Industries sub-sector MSMEs.

Entrepreneurship

Entrepreneurship according to Suryana (2013:13) is a scientific discipline that studies the values, abilities, and behaviour of a person in facing life's challenges and how to get opportunities with various risks. While Entrepreneurship according to Dharmawati (2016) is the ability to create something new and different (new and different) through a process of creative thinking and innovative action to create opportunities in facing life's challenges. In line with the emphasis on creating new things and risks. Hisrich et al. (2014) defines entrepreneurship as the process of creating something new with value using the time and effort required, taking on financial, physical, and risk risks. accompanying social, receiving the resulting monetary rewards, as well as personal satisfaction and freedom.

Business Performance

Bernardin & Russell (1998) provide the following definition of performance: “performance is defined as the record of outcomes produced on a specified job function or activity during time period”. Meanwhile, according to Mangkunegara (2002) performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. According to Wheelen & Hunger (2014) that business performance can be measured from sales, market share, and profitability. Others believe, business performance is output or the result of implementing all activities related to business activities, business performance indicators are sales growth and profitability.

Business performance refers to the organizational effectiveness of a business in creating and providing value to its internal and external customers Umrani (2018) and is usually reflected in the amount of revenue, profit, or wealth it generates for the shareholders/owners over a certain period of time. Further explained performance according to Rivai & Basri (2005:50) is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or predetermined criteria that have been agreed upon together.

Measuring the success of business unit performance based on the balanced scorecard approach is divided into four perspectives Kaplan & Norton (2001), namely: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective.

Entrepreneurial Competencies

According to Robbins & Judge (2008), competence is the main characteristic possessed by most people who are successful in organizations or professional fields (2008). Competence is a number of individual characteristics related to the reference criteria for the expected behaviour and the best performance in a job or situation that is expected to be fulfilled (1993). In terms of the concept that has been put forward by several experts about a concept of ability or competence which is the main determining factor for a person in producing excellent performance (2004).

Baum (2001) defines entrepreneurial competence as an individual characteristic such as the knowledge, skills, and/or abilities required to perform a particular job. Kiggunda (2002) expresses entrepreneurial competence as a whole of entrepreneurial attributes such as attitudes, beliefs, knowledge, skills, abilities, personality, skills and behavioural trends necessary to sustain and succeed the business.

Therefore, entrepreneurship Competence is a fundamental characteristic possessed by an individual that helps them to carry out tasks in the most appropriate way ((Lazar and Paul 2015); (Yasin et al. 2019). Man et al. (2008) entrepreneurial competency dimension are: relationship, opportunity, organizing, conceptual, commitment and strategy. As highlighted by Ahmad et al. (2010) that, in measuring entrepreneurship Competence, entrepreneurs must understand the behaviour associated with nine competencies: strategy, commitment, conceptual, opportunity, organizing & leading, relationship, learning, personal, and technical.

Entrepreneurial Orientation

Orientation is a review to determine the right and correct attitude (direction, place, etc.) as well as views that underlie thoughts, concerns or tendencies (Sujatmiko 2014). Meanwhile Suryana (2013:2) entrepreneurship is a scientific discipline that studies the values, abilities, and behaviour of a person in facing life's challenges and how to obtain opportunities with various risks that may be faced. Ginsberg et al., (1985), Morris & Paul (1987), Knight (2000), Miller (1983), Lumpkin & Dess (1996) define entrepreneurial orientation as an individual tendency to innovate, be proactive and willing to take risks to start or manage a business. Entrepreneurial Orientation is divided into 4 indicators Lee & Tsang (2001), including: Need for Achievement, Internal Locus of Control, Self Reliance, and Extroversion.

METHOD

Research type is causal research. According to Sugiyono (2018) causal research is a type of cause and effect research because there is a variable correlation to the object, so that in this study there are independent and dependent variables. Quantitative methods can be defined as a research method based on the philosophy of positivism, used to examine a specific population or sample, data collection using research instruments, quantitative / statistical data analysis, with the intention of testing predetermined hypotheses.

The method used for data collection in this study is to use a survey method by distributing questionnaires directly. The questionnaire is a data collection technique in which participants / respondents fill out a question or statement then, after being filled in completely, return to the researcher (Sugiyono 2018). This research used online questionnaire with google form to 50 business actors MSMEs in Bandung City.

Data analysis technique used IBM SPSS 25 with the stages of the analytical method through data validity and reliability test, normality test, Heteroscedasticity Test, Multicollinearity Test, multiple linear regression, hypothesis testing with partial relationship test with T test and F test to test the hypothesis simultaneously.

RESULTS AND DISCUSSION

The multiple linear regression equation is obtained as follows:

$$Y = 6.452 + 0.385X_1 + 0.302X_2 \quad (1)$$

From the linear regression equation above, it can be interpreted as follows:

The value of the constant has a positive sign of 6,452. A positive sign means that it shows a unidirectional effect between the independent variable and the dependent variable. This shows that if the Entrepreneurial competencies variable (X_1), and Entrepreneurial Orientation (X_2), there is no change or equal to 0 then the Business Performance of MSMEs (Y) is 6,452.

The regression coefficient value for the Entrepreneurial Competencies variable (x_1), has a positive value of 0.385. This shows that if the Entrepreneurial Competencies increases by 1, then the Business Performance of MSMEs will increase by 0.385 assuming the other independent variables are held constant. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.

The regression coefficient value for the Entrepreneurial Orientation variable (x_2), has a positive value of 0.302. This shows that if Entrepreneurial Orientation experiences an increase of 1, then the MSME Business Performance will increase by 0.302 assuming the other independent variables are considered constant. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.

The result of correlation coefficient test is 0.775. This shows the close relationship between the Entrepreneurial Competencies (x_1) and Entrepreneurial Orientation (x_2) variables on Business Performance of MSMEs (Y) including the Strong criterion which is in the interval 0.60 – 0.799. Next, the Coefficient of Determination is 60.1%, which means that Entrepreneurial Competencies (x_1), and Entrepreneurial Orientation (x_2) simultaneously on Business Performance of MSMEs (Y) has an influence of 60.1%, the remaining 39.9% influenced by other factors not examined.

The results of the partial hypothesis test for each independent variable on the dependent variable are as follows:

With a significance value (sig) of 0.000 less than $\alpha = 0.05$ ($0.000 < 0.05$) This means that partially there is an influence between Entrepreneurship Competencies (x_1) on Business Performance of MSMEs (Y); With a significance value (sig) of 0.010 less than $\alpha = 0.05$ ($0.010 < 0.05$). This means that partially there is an influence between Entrepreneurial Orientation (x_1) on Business Performance of MSMEs (Y); dan Based on F test, it shows that the probability value is 0.000 with a significance level of 0.05. Because the probability value is $0.000 < 0.05$ (α), the research model can be used. Simultaneously the Entrepreneurial Competency (X_1) and Entrepreneurial Orientation (X_2) variables affect the MSME Business Performance (Y).

This study aims to analyze the effect of Entrepreneurial Competencies and Entrepreneurial Orientation on MSME Business Performance using quantitative methods. In full discussed as follows:
The Effect of Entrepreneurial Competencies on Business Performance

Based on the results of the partial test (t test) it was found that the significance value of the Entrepreneurial Competencies variable (X_1) was 0.000. Sig value $0.000 < \text{probability } 0.05$. This means that partially there is an influence of the Entrepreneurial Competencies variable (X_1) on Business

Performance (Y)

The results of this study are in line with those conducted by Pulka et al. (2021), which stated that In the Nigerian context, the findings indicated that Entrepreneurial Competencies, Entrepreneurial Orientation and Government business support directly influence the SMEs performance. Sakib et al(2020) stated that results reveal that Entrepreneurial Competencies (the organizing and leading, learning, relationship, and commitment competencies) of entrepreneurs have a meaningful impact on SME performance. On the contrary, strategic and opportunity competencies have no effect on the performance of SMEs

Kisubi & Bonuke(2021), positive and significant influence of entrepreneurial competencies and firm capabilities on performance of Ugandan SMEs. among the seven entrepreneurial competencies understudy, innovative competency is highly associated with SME performance than other competencies. Nasip et al. (2017), the findings revealed that entrepreneurial competencies relates with the firms' profitability, customer base, organisational effectiveness, and sales growth.

The Effect of Entrepreneurial Orientation on Business Performance

In the t test conducted, the significance value of the Entrepreneurial Orientation variable (X2) is 0.010. Because the Sig value is $0.010 < \text{probability } 0.05$. This means that partially there is an influence of the Entrepreneurial Orientation variable (X2) on MSME Business Performance (Y).

Hindarwati et al (Hindarwati, Rahayu, and Wibowo 2021), the result of the research stated that the autonomous dimension had a significant effect on the performance of MSMEs, while the other dimensions of entrepreneurial orientation: innovation, proactivity and risk had no significant effect.

The results of this study are in line with Al Mamun & Fazal (2018) which states that creativity and innovation, proactivity and autonomy have a positive influence on competence. Also, The findings revealed that Entrepreneurial Orientation affects MSMEs performance in Abia State, Nigeria. While competitive aggressiveness does not significantly affect MSMEs performance (Uchenna, Sanjo, and Joseph 2019). Sentanu & Praharjo (2019), show that there is significant influence between entrepreneurial orientation and knowledge sharing on business performances with innovation capability as a mediating variable.

CONCLUSION

The results show that partially the Entrepreneurial Competencies variable (X1) influences Business Performance of MSMEs (Y);

Partially the Entrepreneurial Orientation variable (X2) influences Business Performance of MSMEs (Y); and

Simultaneously, the Entrepreneurial Competence (X1) and Entrepreneurial Orientation (X2) variables affect Business Performance of MSMEs (Y).

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