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Competence, Agile Leadership, Social Media Engagement, Reputation and Business Performance of MSMEs in Bekasi Regency

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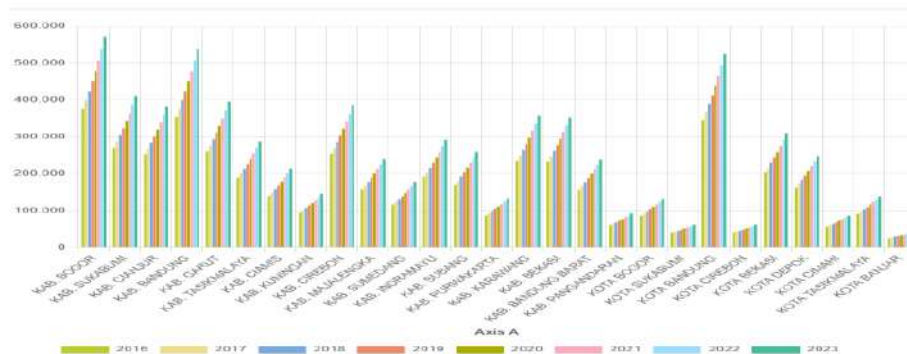
Abstract: This quantitative study aims to analyze the influence of Competence, Agile Leadership, Social Media Engagement, Reputation on Business Performance of MSMEs in Bekasi Regency. The research sample was 277 MSMEs, using Structural Equation Modeling (SEM) AMOS. The results show that competence has a positive effect on business performance, competence has a positive effect on reputation, agile leadership has a positive effect on reputation, but agile leadership does not affect business performance, social media engagement has a positive effect on business performance but social media engagement does not affect reputation. Reputation has a positive effect on business performance. Full mediation occurs when reputation mediates competence and business performance, the same thing happens when reputation mediates agile leadership and business performance, but when reputation mediates social media engagement and business performance, partial mediation occurs. The implications of the theory provide new developments and insights related to the theory of competence, agile leadership, social media engagement, reputation and business performance. In practice, MSMEs in Bekasi Regency can play a more active role in welcoming government programs for the development of competencies, expanding current insights, and utilizing social media to build business reputation as a supporter of improving business performance in the future so that they can compete in their respective zones.

Keywords: Competence, Agile Leadership, Social Media Engagement, Business Performance Reputation

INTRODUCTION

Data from the Ministry of Cooperatives and SMEs in 2023, the province with the most MSMEs is West Java, with 1.49 million MSME units, followed by Central Java with 1.45 million, East Java with 1.15 million. In fourth place is DKI Jakarta with 658 thousand, the least

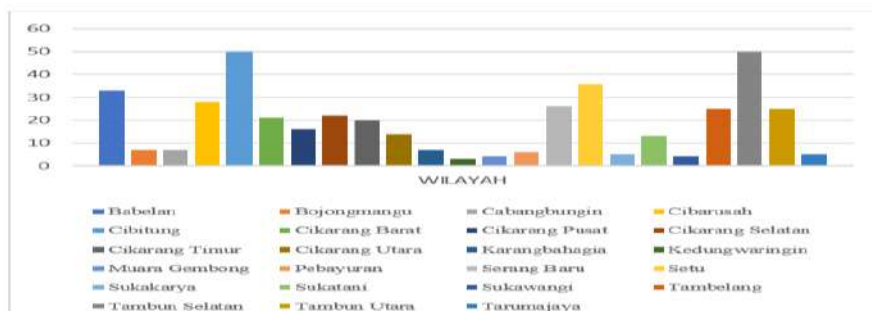
in Papua province with 3,932 units, previously North Maluku with 4,141 units. Bekasi Regency is not in the largest or smallest position in terms of the number of MSMEs in West Java. In 2021 there were 311,927 units, in 2022 there were 331,226 units and in 2023 there were 351,720 units, as shown in the following graph.



Source: Department of Cooperatives and Small Businesses (2021)

Figure 1. Projection of the Number of Micro, Small and Medium Enterprises (MSMEs) Based on Regency/City in West Java

Based on a field survey, the majority of Bekasi Regency MSMEs are led by one person, a small team, or a legal organization. Bekasi Regency has great potential in developing MSMEs, but the distribution of these MSMEs is uneven, this condition creates a gap that is a separate phenomenon for Bekasi Regency MSMEs as shown in the following picture.



Source: Bekasi Regency Government
Department of Cooperatives, Small and Medium Enterprises (2024)

Figure 2. Distribution of MSMEs by District

The phenomenon of MSMEs in Bekasi Regency reflects the collective efforts of the community and government in building a resilient and sustainable local economy. By continuing to support innovation and adaptation, MSMEs in this area have great potential to continue to grow and contribute more to the national economy. For this reason, MSMEs in Bekasi Regency need excellence accompanied by innovation-based creativity in order to continue to survive and develop during the Covid-19 pandemic with longer endurance and time (Munthe & Rahadi, 2021). Achieving optimal and maximum performance in terms of management, finance, production, marketing, and human resources is a necessary requirement for companies to continue operating, including MSMEs (Abor and Quartey, 2010)

This study is motivated by the opinion that business performance is measured by various metrics, including revenue, profit, market share, customer satisfaction, and employee engagement (Mutegi et al., 2015). The competence of business actors plays a major role, where competence is a basic personal trait, as business actors always prioritize the most profitable

way in finding solutions related to their business (Lazar and Paul, 2015). Therefore, human resource (HR) competence is an important factor for Micro, Small and Medium Enterprises (MSMEs). Improving HR capabilities and skills is a must in order to be agile in responding to the global market and answering the challenges of digital era business, because MSMEs must be able to adapt to dynamic market developments (Syuhada, Arief Teguh Nugraha, Hadir Sugianto, & Amrullah Hardikusuma, 2023).

Leadership that creates dynamic capabilities greatly influences the success of an organization, one form of dynamic capability is flexible, agile leadership, and quickly finds ways of change and makes decision-making strategies (Adhiatma et al., 2023). However, the findings of Khan, A. Z., and Adnan (2014) show that there is no leadership style that can overcome all difficulties or obstacles in achieving organizational goals throughout time. Achieving goals can be realized by combining different leadership styles to overcome various challenges as decision-making efforts faced. Business owners are required to be responsive and agile by changing sales strategies (Lorentz et al., 2016). To deal with this, MSMEs elaborate on the use of technology by utilizing social media (Dwivedi et al., 2021). The results of the study by (Patma, Wardana, Wibowo, Narmaditya, & Akbarina, 2021) show that the adoption of technology by utilizing the internet/e-business has an influence on social media marketing variables and the sustainability of SMEs. Narteh and Braimah (2020) argue that a company's reputation is like the lifeblood of an organization and should not be underestimated. For service companies, reputation has an important function as an intangible resource that impacts customers and the company itself. Reputation is easily tarnished by the company's behavior, negligence and inaction (Helm & Tolsdorf, 2013). There have not been many studies that combine the variables of competence, agile leadership, social media engagement, reputation and business performance in SME research, especially research to analyze indirect relationships involving reputation in SMEs, so this is novel.

METHOD

The research design used in this study is hypothesis testing, using primary data obtained directly from respondents, namely MSME actors in Bekasi Regency. The type of research is hypothesis testing to test the effect of competence, agile leadership, social media engagement, reputation on business performance. The type of relationship between the variables studied is carried out causally (cause and effect) with statements that indicate allegations about the influence between two or more variables. Data collection was carried out by distributing questionnaires online to respondents where the questionnaires filled out were 277 respondents. This study aims to test competence, agile leadership, social media engagement, reputation that affect business performance.

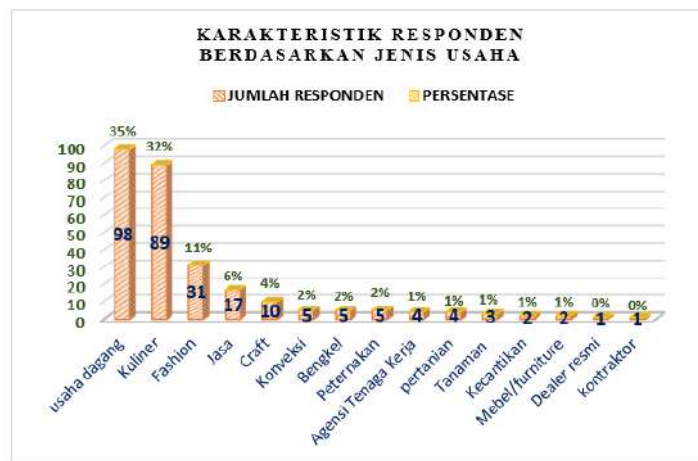
The business performance measurement indicators adopt the research of Oduro et al. (2022) and Suutari et al. (2023) where there are 11 indicators, which are divided into two, the first is financial performance with 5 indicators, namely return on capital, operating margin, liquidity, self-sufficiency, and cost management. While the second is non-financial performance consisting of 6 indicators, namely product and service development, sales volume, share of market, market expansion, personal development and stakeholder relations. Reputation measurement indicators based on Fombrun and Gardberg (2000), there are 5 measurements, namely corporate appeal, products and services, vision and leadership, workplace environment, social responsibility. Competence is measured through 3 indicators, namely cognitive competence, interpersonal competence and results-oriented competence, these indicators are in accordance with the research of Mai et al. (2022). The agile leadership measurement indicators are context-setting agility, stakeholders' agility/engendering collaboration, creative agility, self-leadership agility, and fostering synergy, these indicators are obtained from the research of Adhiatma et al. (2023), Attar and Abdul-Kareem (2020),

Denning, (2018), Parker et al. (2015) and Sanatigar et al. (2017). The social media engagement measurement indicators are obtained from the research of Ahmad et al. (2019), Dogan-Sudas et al. (2022) and Rozak et al. (2023).

RESULTS AND DISCUSSION

Results

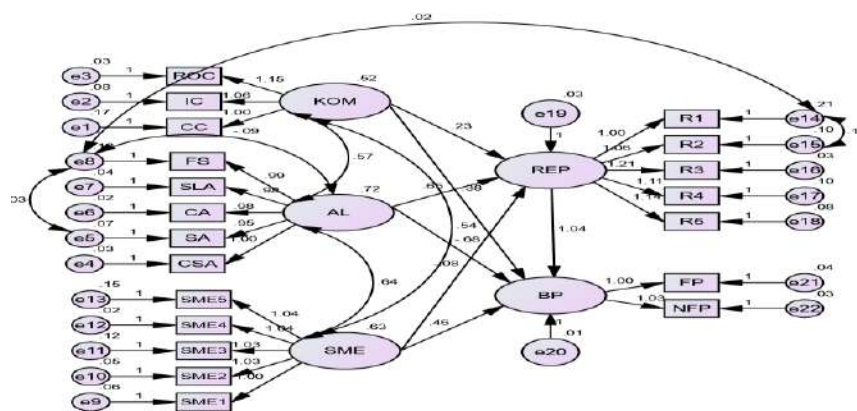
MSMEs in Bekasi Regency have 15 types of businesses, the following is the distribution of respondents according to the type of business as shown in Figure 3. Trade business respondents are in first place, as many as 98 MSMEs with an overall percentage of 39%, in second place culinary businesses as many as 89 MSMEs with a percentage of 32%, third place 11% fashion sector with a total of 31 MSMEs, fourth and fifth with a percentage of 6% and 4% are service businesses as many as 17 MSMEs while crafts are 10 MSMEs. The sixth, seventh and eighth places are filled by convection businesses, workshops and livestock where each MSME has 5 with a percentage of 2%. MSMEs for labor agencies, agriculture and occupy the next respondent position with a total of 4 MSMEs each. Plant businesses only have 3 MSMEs, beauty respondents and furniture businesses 2 MSMEs, for official dealers and contractors only 1 respondent each.



Source: self-processed data (2024)

Figure 3. Respondent Characteristics Based on Business Type

Based on the results of data processing, with AMOS Software, the path diagram of the output results of the full sample hypothesis testing, obtained the following results:



Source: self-processed data (2024)

Figure 4. Path Diagram Output Results Of Full Sample Hypothesis Testing

For the GOF test results, both the full sample model passed several criteria. It was concluded that each type of measurement of this model recorded good fit for several criteria. While CMIN is in the poor fit category because the result is 2061.709, it does not meet the ratio requirement <2 . Similarly, RMSEA with a value of 0.236 is categorized as poor fit because the result does not meet the criteria of $0.05 \leq RMSEA < 0.10$ and the PNFI value of 0.668 is included in the poor fit category, the result is greater than the target suitability of 0.891. The results of the direct influence test in this study are shown in table 1 below:

Table 1. Full Sample Output Hypothesis Testing From SEM AMOS

Hipotesis	Variable	Estimate	S.E.	C.R.	P value	Result
H ₁ Competence has a positive effect on business performance	BP <--- KOM	0.379	0.085	4.478	0.0000	H ₁ supported
H ₂ Competence has a positive effect on reputation	REP <--- KOM	0.232	0.073	3.16	0.002	H ₂ supported
H ₃ Agile leadership has a positive impact on business performance	BP <--- AL	-0.68	0.103	-6.584	0.000	H ₃ not supported
H ₄ Agile leadership has a positive impact on reputation	REP <--- AL	0.654	0.064	10.221	0.0000	H ₄ supported
H ₅ Social media engagement has a positive impact on business performance	BP <--- SME	0.457	0.081	5.638	0.000	H ₅ supported
H ₆ Social media engagement has a positive impact on reputation	REP <--- SME	-0.079	0.074	-1.072	0.284	H ₆ not supported
H ₇ Reputation has a positive effect on business performance	BP <--- REP	1.044	0.13	8	0.000	H ₇ supported

The results of the hypothesis testing obtained results, most of the hypotheses are supported, except for H3, the results of the agile leadership test have a positive effect on business performance and are not supported. The same thing happened in H6 where the results of the social media engagement test have a positive effect on reputation and are not supported.

For the results of the indirect influence test in this study, based on the test results, it is known that the magnitude of the indirect influence coefficient of competence on business performance through reputation is 0.242 (0.232x1.044) meaning that if the perception of competence increases, the perception of reputation will increase, causing the perception of business performance to increase. The test results show a p-value of 0.003 < 0.05 (alpha 5%) then H8 is supported. The results of the H9 test show that the magnitude of the indirect influence coefficient of agile leadership on business performance through reputation is 0.682 (0.654x1.044) meaning that if the perception of agile leadership increases, the perception of reputation will increase, causing the perception of business performance to increase. The test results show a p-value of 0.000 < 0.05 (alpha 5%) then H9 is supported. Meanwhile, the test results of H10 showed that the coefficient of indirect influence of social media engagement on business performance through reputation was -0.082 (-0.079x1.044), meaning that if the perception of social media engagement decreases, the perception of reputation will increase, causing the perception of business performance to decrease. The test results showed a p-value of 0.289 > 0.05 (alpha 5%) so H10 was not supported.

Discussion

The results of the H1 test found that competence has an effect on business performance. These results support Aulia's research (2020) which states that MSME business performance can be influenced by competence. In line with Mai et al. (2022) revealed that result-oriented competence has a significant effect on business performance. The competence of MSME actors in Bekasi Regency affects business performance, in general, MSME competence is good, but it is still lacking when determining business opportunities and threats and MSME actors also

do not show a level of energy, vitality, and appearance that does not have certain characteristics. This is because the demographic distribution of MSMEs is uneven and the types of businesses tend to be similar, business actors consist of businesses passed down from families, housewives and Covid-19 makes business a last alternative to earn income. MSMEs in Bekasi Regency tend to already have an understanding of achieving good business performance. In business performance, the results of the validity test of the business performance financial indicator operating margin illustrate that MSMEs have not made their operating margins part of their business growth strategy. Meanwhile, in the business performance non-financial indicator share of market, it indicates that MSMEs do not yet have an effective marketing or promotion strategy to increase market share.

H₂ test that the competence of MSME actors in Bekasi Regency has a positive effect on reputation, this result supports the research of Purnamasari and Hamudya (2023) that Panin Dubai Syariah Bank (PDSB) continuously builds and strengthens the company's reputation by prioritizing vision and leadership skills in seeing market opportunities, for future goals. The competency approach in managing a company's reputation risk is relevant for all companies competing in a market economy (Andriushchenko et al., 2019). A stronger reputation and higher status are associated with greater access to critical resources and better organizational performance (Kim et al. 2021). MSME actors have managed the business as a whole, including creating a culture and work climate, paying attention to quality by maintaining production methods, maintaining taste and appearance. MSMEs provide sufficient support for the development and growth of human resources even in the scope of personal businesses, because they are still seen as efforts to meet family needs. MSME actors in Bekasi Regency have been actively responsible for the environment in operational activities in social or environmental activities in the local community. Local communities are usually formed from the length of time the business has been established, the type of business that is directly involved in environmental activities such as youth gatherings, both religious and national commemoration day celebrations, toddler and senior posyandu activities and other things that are close to daily activities.

Hypothesis H₃ does not support agile leadership's effect on business performance. Overall, the condition of MSME actors in Bekasi Regency suggests agile leadership characteristics, but it turns out that MSME actors are not yet adept at coordinating their business goals and have not been able to evaluate the results that have been achieved. One of the reasons for the failure in implementing agile leadership is its inconsistent application throughout the organization. Rigby et al. (2016) showed that when agile principles are only partially adopted or not implemented with full commitment, organizations tend to fail to achieve the expected benefits, such as increased flexibility and responsiveness. Denning (2018) emphasized that the success of agile leadership is highly dependent on consistent and comprehensive implementation. Companies that fail in agile leadership because they only implement certain elements of agile, without paying attention to other important aspects such as organizational culture and the involvement of the entire team. Ambler and Lines (2012) stated that inconsistent agile implementation, especially in large-scale environments, often results in unsatisfactory results. Business actors tend to only emphasize the importance of having a disciplined and systematic approach to adopting agile, which includes support from the entire organization, adequate training, and commitment to cultural change.

The results of the H₄ agile leadership test of MSME actors in Bekasi Regency have an effect on reputation, this is in accordance with research by Ghazvinian et al. (2024), that the adoption of agile leadership not only has an impact on the internal performance of the organization but also makes a significant contribution to the perception and image of the company in the eyes of the public and external stakeholders (Ghazvinian et al., 2024). In line with Li et al. (2021) in Chia, SME leaders faced resource constraints through a spontaneous approach that encouraged reputation creation, using personal reputation as a representation of

organizational reputation, namely reputation by endowment. Through an agile approach, it is hoped that leaders will reduce direct control in every aspect of operations and provide more autonomy to the team to achieve business goals. However, the results of the study show that SME actors in Bekasi Regency still tend to apply a traditional management style that focuses on command and control, thus inhibiting the flexibility and adaptability that should be the hallmark of agile leadership. This situation is because the majority of actors only make business a routine to fulfill family needs, not as an entity that has a vision for the sustainability of its business.

The results of the H₅ test, there is a positive influence of social media engagement on business performance in MSMEs in Bekasi Regency. This result is in line with the opinion that the adoption of social media by companies provides benefits, and several researchers have identified a positive relationship between social media adoption and company performance (Ainin et al., 2015; Paniagua and Sapena, 2014; Parveen et al., 2014; Rodriguez et al., 2012). Rodriguez et al. (2015) found a positive effect of social media use on customer-related activities and sales performance. The results of multiple regression analysis show that the presence of social media and market orientation significantly predict the performance of MSMEs in West Java (Heryadi et al., 2023). The majority of MSMEs in Bekasi Regency have already linked their businesses to social media, but have not been able to optimally identify significant changes in the industry and have not used social media to develop products or provide new services as a development of their business. This occurs in efforts carried out in the scope of family household businesses in areas with limited access to telecommunication signals and because most of the efforts in this scope are carried out by housewives who are not yet able to wisely use social media.

Hypothesis 6 does not statistically support social media engagement on reputation for MSMEs in Bekasi Regency, this could be due to factors such as inappropriate communication strategies, lack of brand trust, or irrelevant or inauthentic engagement can cause social media efforts to fail to improve reputation. Understanding the context and approach used in social media engagement is essential to determining its impact on reputation. Kaplan and Haenlein (2010) argue that social media engagement can have limited impact if it is not managed well or if there is no clear strategy. Just because a brand is well-known on social media does not mean its reputation will improve. The quality of interactions, consistency, and fit with brand identity are important factors that determine success. The opinion of Erdogmus, I. E., & Cicek, M., (2012) is also in line and shows that not all forms of social media engagement have a direct impact on metrics related to reputation, such as brand loyalty. Only content that is truly relevant and useful to consumers tends to have a positive impact. Therefore, social media engagement that is ineffective or does not meet consumer expectations can fail to improve reputation. The demographic effect of Bekasi Regency has an impact on the uneven distribution of MSMEs, so that limited access, minimal information and zoning culture affect the reputation that is formed, or even the reputation itself is not formed from social media engagement activities but through traditional methods that prioritize one-sided assessments or certain groups. Social media engagement in the context of utilizing social media to provide information about distribution channels shows higher results than utilizing social media to promote discounts and see opportunities for new products or services to the market. Bekasi Regency MSMEs prefer word-of-mouth, customer testimonials, because they directly influence reputation compared to interactions on social media. social media strategies used by business actors tend to be unfocused or not well designed, the results may not significantly affect reputation. such as not posting consistently, content that is not relevant to the business unit, lack of response or length of time responding to customers, can result in engagement not having an impact on reputation.

Hypothesis 7 states that the reputation of MSMEs in Bekasi Regency affects their business performance, this is in accordance with the statement that a company's reputation is an external perception of the company's operations by stakeholders and the general public.

Having a positive reputation is very important for companies to continue to increase demand, attract investment, and recruit quality workers. Kodirjonova and Kim (2023) proved a positive relationship between corporate reputation and company performance, which shows that a high corporate reputation by an MSME improves its performance. Corporate reputation is the most valuable corporate asset to gain competitive advantage leading to sustainable performance (Ghuslan et al., 2021). Corporate reputation is very important in terms of supporting or rejecting stakeholder behavior and is therefore one of the most valuable intangible resources in business (Baumgartner, Ernst, and Fischer, 2022). A good reputation serves as an intangible asset that directly contributes to improving the performance of MSME businesses in Bekasi Regency. It helps in building stronger relationships with customers, business partners, and other stakeholders, which ultimately has a positive impact on business growth and stability.

Hypothesis 8, the indirect effect of competence on business performance through reputation in Bekasi Regency MSMEs proves that the role of full mediation of reputation on competence and business performance. Increasing competence will have a positive impact on business performance only through increasing reputation. Increasing the competence of Bekasi Regency MSMEs has been carried out through local government programs, such as training in production, marketing, finance, management that is tailored to the specific needs of each MSME, knowledge and skills in utilizing digital technology, communication skills, leadership, and teamwork of MSME actors. The community as UMKM actors are facilitated with access to KUR (People's Business Credit) with easier administrative requirements, involving RT, RW and Kelurahan or Village Office. The Exhibition and Expo are held by the Bekasi Regency Government as a place to promote UMKM products while e-commerce is available as a medium for online sales. Good competence can enhance a company's reputation, which in turn contributes to better business performance. Fombrun and Shanley (1990) argue that reputation is formed from a company's competence and how that reputation in turn affects business performance, the importance of reputation as a mediator that strengthens the influence of competence on business outcomes.

Hypothesis 9 indirect influence of agile leadership on business performance through reputation in MSMEs in Bekasi Regency, shows that reputation acts as an important mediator. Indicating a strong causal relationship between agile leadership, corporate reputation, and MSME business performance in the region. This proves that reputation fully mediates the agile leadership variable with business performance. Reputation fully explains the relationship between agile leadership and business performance, where increasing agile leadership will have a positive impact on business performance only through increasing reputation. The organizational culture of MSMEs in Bekasi Regency has been formed positively, although it is thick with family relationships and is still a traditional culture, but in some businesses, HR feels appreciated, involved in direct operations, and has high motivation to achieve business goals because some MSME actors choose entrepreneurship as the ultimate alternative when affected by Covid-19. This increases productivity and work quality, which will ultimately improve the company's reputation. Trying to rise from the slump due to the impact of Covid-19 makes MSMEs respond quickly to changes making their businesses more adaptive to market dynamics. This increases efficiency and effectiveness which can improve business performance. Rigby et al.'s (2016) wrote that agile leadership can improve a company's reputation through innovation and rapid decision-making. Agile leadership can improve a company's reputation through innovation, adaptability, and responsiveness, which in turn can strengthen business performance.

The results of the H_{10} test do not support the hypothesis of the indirect effect of social media engagement on business performance through reputation in MSMEs in Bekasi Regency. This shows that the relationship between social media engagement and business performance is not fully mediated by reputation, because the hypothesis is not supported, then the mediation that occurs is partial mediation. This is in line with the findings of Kodirjonova and Kim (2023)

that although having a positive reputation is very important for a company, reputation is not a standard, absolute, measurable, or most accurate reflection of the organization, because this can be subjective. Berthon et al. (2012) previously found that not all social media engagement strategies will have a positive impact on business reputation or performance, especially in international or different cultural contexts, where responses to social media can vary significantly.

CONCLUSION

Based on the research results, it can be generally concluded that competence, agile leadership and social media engagement have an effect on business performance. Reputation mediates the relationship between competence, agile leadership and social media engagement that have an effect on business performance. This conclusion shows that in MSMEs in Bekasi Regency, competence, agile leadership, and social media engagement have a direct effect on business performance. In addition, reputation can act as a mediator in strengthening the relationship between independent variables and dependent variables. In other words, indirectly the reputation of MSMEs strengthens the impact of competence, agile leadership, and social media engagement on achieving better business performance.

This conclusion indicates that to improve business performance, MSMEs need to focus on developing competencies, implementing adaptive and responsive agile leadership, and increasing social media engagement by interacting on social media. A positive reputation will strengthen the positive impact of the three independent variables on overall business performance.

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The Effect of Competitive Intensity, Organizational Slack, Entrepreneurial Orientation and Knowledge Management on Organizational Performance Mediated by Innovation in Culinary MSMEs in the Depok Region

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The screenshot shows the journal's website interface. At the top, there are navigation links for 'Dinasti Publisher (Home)', 'Register', and 'Login'. Below this is a search bar and a menu with 'Current', 'Archives', 'Announcements', and 'About'. The main banner features the journal's logo and title: 'DINASTI INTERNATIONAL JOURNAL OF MANAGEMENT SCIENCE (DIJMS)'. To the right of the banner, there is a list of ISSN information and links for 'Online Submission', 'About Journal', and 'Editorial Team'. Below the banner, there is a breadcrumb trail: 'Home > Archives > Vol 5 No 1 (2023): Dinasti International Journal of Management Science (September - October 2023)'. The article details are displayed, including the DOI: 'https://doi.org/10.31933/dijms.v5i1' and the publication date: 'Published: 2023-08-01'. The article title is 'The Role of the Work Environment as a Mediation for the Effect of Leadership Style on the Performance of Banking Institution Employees' by R. Joko Suoiharjo, Rr. Niken Purbasari, Abdul Rahmat, Palian Palian. On the right side, there is a section for ISSN information, showing the p-ISSN: 2686-5211 and e-ISSN: 2686-522X, along with a barcode and a QR code. The bottom of the screenshot shows the Windows taskbar with various application icons and system tray information.

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The Effect of Competitive Intensity, Organizational Slack, Entrepreneurial Orientation and Knowledge Management on Organizational Performance Mediated by Innovation in Culinary MSMEs in the Depok R

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The Effect of Competitive Intensity, Organizational Slack, Entrepreneurial Orientation and Knowledge Management on Organizational Performance Mediated by Innovation in Culinary MSMEs in the Depok Region

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21 **Abstract:** The purpose of this study is to measure the business performance of culinary MSMEs in the Depok city area which is influenced either directly or indirectly by several variables, namely competitive intensity, organizational slack, entrepreneurial orientation, knowledge management, and innovation. This study uses data analysis techniques with multivariate analysis to test descriptive statistics and differential statistics to test hypotheses. The analytical tool used in processing data uses SEM (Structural Equation Model) based on PLS (Partial Least Square). Sampling in this study was 231 culinary MSMEs in the Depok area using the purposive sampling method. Based on the results of this study, the relationship between variables both directly and indirectly has a positive influence. The limitations in this study only discuss several RBV variables related to the internal performance of MSME business actors whereas the variables discussed emphasize the performance system of MSME actors in carrying out their business processes. The results of this study provide findings of several things that are taken into consideration for MSME business actors to improve their performance by paying attention to several indicators in each variable studied to become a reference in developing the performance of MSME business actors. This study presents several RBV variable tests to see the relationship and influence both directly and indirectly. Where previous research was not entirely in examining RBV variables.

Keyword: Competitive Intensity, Organizational Slack, Entrepreneurial Orientation, Knowledge Management, Innovation, Organizational Performance.

INTRODUCTION

In the development of the national economy in Indonesia, the priority is Micro, Small and Medium Enterprises. MSMEs are the backbone of the populist economic system to reduce poverty problems and their development is able to expand the economic base and can make a significant contribution in improving the regional economy and national economic

resilience. MSMEs are the pillars of the nation's economy (Sedyastuti, 2018). In addition, MSMEs have an important role in the growth of the Gross Domestic Product (Ndiaye et al., 2018; Tong Ha et al., 2018). The current lack of solid economic fundamentals in Indonesia encourages the government to continue to empower Micro, Small, and Medium Enterprises (Aryansyah et al., 2020; Cenamor et al., 2019; Jarad, 2020). There are several structural problems of MSMEs that need to be resolved so that MSMEs can play a greater role in the national economy.

These problems include the quality of human resources/ MSME actors in the managerial, financial, and production fields. Facts in the field show that MSME business actors in the culinary sector are not fully optimized. The lack of insight and self-development, both from business actors and employees, has an impact on the performance of Depok City MSME businesses (Hanny et al., 2020). The need for change and innovation in both the products marketed and services is less considered so many MSME business actors are unable to survive in a fast-paced era. One of the MSMEs that never dies is the culinary business, MSMEs in the culinary sector have the highest percentage compared to other types of businesses. The simple reason is that MSME business actors assume that they choose the culinary business because it has good and promising prospects (Cania & Susdiani).

This research focuses on human resource development in improving business performance in MSMEs in the culinary sector. This analytical approach refers to the RBV (Resource Based View) theory, which theory emphasizes the competitive advantage derived from the organization's strategic resources (Asad et al., 2020; Asemokha et al., 2019; Lin & Svetina, 2014; Theriou et al., 2009). The key to business success is to develop resources to generate innovation and improve business performance. The human resource approach has a positive and significant impact on improving business performance. Organizational Performance is a major phenomenon in business studies (Marín-Idárraga & Cuartas-Marín, 2019). Business performance is a determining factor for business success (Ahmed & Afza, 2019).

METHOD

The research design used in this research is hypothesis testing. This study aims to examine competitive intensity, organizational slack, entrepreneurial orientation, knowledge management, and innovation which ultimately affect company performance. The type of relationship between the variables studied is causal (cause-and-effect) with statements that indicate allegations about the influence between two or more variables. Data collection is cross-sectional, where data is collected at a certain period of time only. The unit of analysis is an individual, namely culinary MSME business actors in the Depok area, West Java. The population in this study were culinary MSME players in Depok City. The sample in this study is the population of culinary MSME players. Based on the criteria, it is necessary to have a minimum sample as a determination of the number of representative samples according to (Hair et al., 2021) where the number of indicators is multiplied by 5 to 10. The number of samples in this study was 231 respondents.

In measuring Competitive Intensity there are 3 dimensions and 3 indicators. Among them are Price Competition measured by 1 indicator, Operational Competition measured by 1 indicator, and Increase Competition measured by 1 indicator. This measurement is adopted from research (Marín-Idárraga & Cuartas-Marín, 2019; Suryawan, 2020). In measuring Organizational Slack there are 3 dimensions and 3 indicators. Among them are Strategic Decisions measured by 1 indicator, Long-Term Plans measured by 1 indicator, and Administrative Policy measured by 1 indicator. This measurement is adopted from research (Marín-Idárraga & Cuartas-Marín, 2019; Suryawan, 2020). In measuring Entrepreneurial Orientation there are 3 dimensions and 9 indicators. Among them are Creativity and innovativeness measured by 3 indicators, Proactiveness measured 3 indicators, and Risk

Taking measured by 3 indicators. This measurement is adopted from research (Al Mamun et al., 2017; Ok & Ahn, 2019). In measuring Knowledge Management there are 3 dimensions and 9 indicators. Among them are Knowledge Acquisition measured by 4 indicators, Knowledge Sharing measured by 2 indicators, and Responsiveness to Knowledge measured by 3 indicators. This measurement is adopted from research (Bykusenge et al., 2016; Suryawan, 2020). In measuring Innovation, there are 3 dimensions and 7 indicators. Among them are Product Innovation measured by 3 indicators, Process Innovation measured by 2 indicators, and Market Innovation measured by 2 indicators. This measurement is adopted from research (Al-Sa'di et al., 2017; Bykusenge et al., 2016; Mardani et al., 2018). In measuring business performance there are 2 dimensions and 8 indicators. Among them, namely Financial performance (Financial Performance) is measured by 5 indicators while for Non-Financial Performance (Non-Financial Performance) is measured by 3 indicators. This measurement was adopted from research (Anning-Dorson, 2016; Lee & Yoo, 2021).

RESULTS AND DISCUSSION

Results

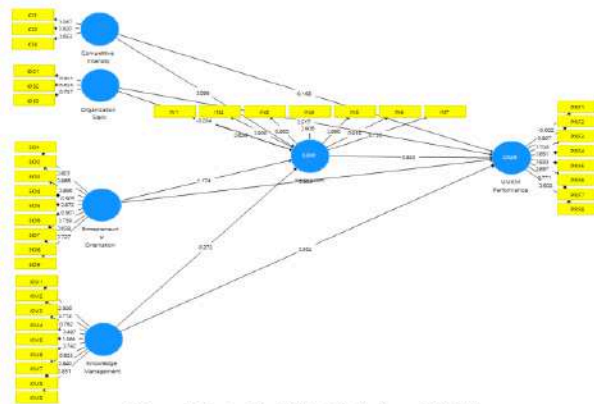


Figure 1. Outer Model Test-Path, SmartPLS 3.0

The results of the outer model test path shown in the figure above can be concluded that the values that have an outer model <0.7 must be eliminated in order to comply with the requirements for data that are suitable for use in research. The following is an explanation of each variable.

Table 1. Outer Loading Results from Competitive Intensity

Item	Outer Loading Results	Terms convergent validity	Conclusion
CI 1	0.867	0.7	Valid
CI 2	0.920	0.7	Valid
CI 3	0.653	0.7	Invalid

Based on Table 1 above, it is concluded that 2 statement items from the competitive intensity variable have an outer loading value > 0.7 so that they can be declared valid or meet the convergent validity requirements, namely items 1 and 2 but item 3 does not meet the requirements in this study.

Table 2. Outer Loading Results from Organizational Slack

Item	Outer Loading Results	Terms convergent validity	Conclusion
OS 1	0.912	0.7	Valid
OS 2	0.819	0.7	Valid
OS 3	0.737	0.7	Valid

Based on Table 2 above, it is concluded that 3 statement items from the organizational slack variable have an outer loading value > 0.7, so they can be declared valid or meet the requirements of convergent validity.

Table 3. Outer Loading Results from Entrepreneurial Orientation

Item	Outer Loading Results	Terms convergent validity	Conclusion
EO 1	0.801	0.7	Valid
EO 2	0.866	0.7	Valid
EO 3	0.866	0.7	Valid
EO 4	0.905	0.7	Valid
EO 5	0.872	0.7	Valid
EO 6	0.901	0.7	Valid
EO 7	0.759	0.7	Valid
EO 8	0.628	0.7	Invalid
EO 9	0.727	0.7	Valid

Based on Table 3, it can be concluded that 8 statement items from the entrepreneurial orientation variable have an outer loading value > 0.7 so that they can be declared valid or meet the convergent validity requirements, namely items 1,2,3,4,5,6,7 and 9. However, statement item no. 8 does not meet the validity requirements in this study.

Table 4. Outer Loading Results from Knowledge Management

Item	Outer Loading Results	Terms convergent validity	Conclusion
KM 1	0.828	0.7	Valid
KM 2	0.772	0.7	Valid
KM 3	0.763	0.7	Valid
KM 4	0.487	0.7	Invalid
KM 5	0.866	0.7	Valid
KM 6	0.742	0.7	Valid
KM 7	0.925	0.7	Valid
KM 8	0.840	0.7	Valid
KM 9	0.851	0.7	Valid

Based on Table 4 above, it can be concluded that 8 statement items from the knowledge management variable have an outer loading value > 0.7 so that they can be declared valid or meet the convergent validity requirements, namely items 1,2,3,5,6,7,8, and 9. However, item no. 4 does not meet the requirements in this study.

Table 5. Outer Loading Results from Innovation

Item	Outer Loading Results	Terms convergent validity	Conclusion
IN 1	0.834	0.7	Valid
IN 2	0.900	0.7	Valid
IN 3	0.865	0.7	Valid
IN 4	0.906	0.7	Valid
IN 5	0.896	0.7	Valid
IN 6	0.915	0.7	Valid
IN 7	0.730	0.7	Valid

Based on Table 5 above, it is concluded that 7 statement items from the innovation variable have an outer loading value > 0.7 so that they can be declared valid or meet the convergent validity requirements.

Table 6. Outer Loading Results from Organizational Performance

Item	Outer Loading Results	Terms convergent validity	Conclusion
PRF 1	- 0.002	0.7	Invalid
PRF 2	0.807	0.7	Valid
PRF 3	0.798	0.7	Valid
PRF 4	0.851	0.7	Valid
PRF 5	0.833	0.7	Valid
PRF 6	0.857	0.7	Valid
PRF 7	0.771	0.7	Valid
PRF 8	0.502	0.7	Invalid

Based on Table 6 above, it is concluded that 6 statement items from the organizational performance variable have an outer loading value > 0.7 so that they can be declared valid or meet the convergent validity requirements, namely Items 2,3,4,5,6, and 7. Meanwhile, statement items 1 and 8 must be eliminated because they do not meet the requirements.

Table 7. Average Variance Extracted (AVE) Results

Variabel	Average Variance Extracted (AVE)
PRF	0,691
CI	0,851
OS	0,682
EO	0,708
KM	0,683
IN	0,750

Based on Table 7 above, it can be seen that the organizational performance variable is 0.691 > 0.5, competitive intensity is 0.851 > 0.5, organizational slack is 0.682 > 0.5, entrepreneurial orientation is 0.708 > 0.5, knowledge management is 0.683 > 0.5 and innovation is 0.750 > 0.5 so it can be concluded that all variables in this study meet the requirements and are suitable for testing at the next stage.

Table 8. Composite Reliability Results

Variables	Results	Terms Composite Reliability	Conclusion
Competitive Intensity	0.829	0.7	Reliable
Organizational Slack	0.763	0.7	Reliable
Entrepreneurial Orientation	0.939	0.7	Reliable
Knowledge Management	0.933	0.7	Reliable
Innovation	0.939	0.7	Reliable
Organizational Performance	0.910	0.7	Reliable

Based on the results in table 8 above, it can be seen that the variables of competitive intensity, organizational slack, entrepreneurial orientation, knowledge management, innovation, organizational performance are declared reliable because they have a composite reliability value > 0.7 so it can be concluded that the variables tested are reliable or suitable for use in research.

Inner Model Test Result Direct Effects

The Inner Model test is used to answer the hypothesis and conclusion of the results of this study. The following are the results of the conclusion of the direct effect of the tested variables

Table 9. Hypothesis Test Results Direct Effect

Hypothesis	Variable	Coefficients/ Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	p-Values	Results
H1	CI→IN	0,053	0,052	0,008	0,000	Supported
H2	OS→IN	0,034	0,033	0,013	0,008	Supported
H3	EO→IN	1,094	1,095	0,009	0,000	Supported
H4	KM→IN	0,133	0,134	0,007	0,000	Supported
H5	IN→PRF	7,011	6,893	1,023	0,000	Supported
H6	CI→PRF	0,363	0,371	0,101	0,000	Supported
H7	OS→PRF	0,662	0,676	0,078	0,000	Supported
H8	EO→PRF	7,321	7,193	1,107	0,000	Supported
H9	KM→PRF	0,972	0,953	0,158	0,000	Supported

Based on the results of the above conclusions, it show that all direct influence hypotheses tested are supported and have a positive effect.

Inner Model Test Result Indirect Effects

The following are the results of the conclusion of the indirect effect of the tested variables

Table 10. Hypothesis Test of Results Indirect Effect

Hypothesis	Variable	Coefficients/ Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	p-Values	Results
H10	CI→IN→PRF	0,375	0,363	0,087	0,000	Supported
H11	OS→IN→PRF	0,241	0,230	0,100	0,016	Supported
H12	EO→IN→PRF	7,671	7,546	1,117	0,000	Supported
H13	KM→IN→PRF	0,934	0,922	0,137	0,000	Supported

Based on the results of the above conclusions, it show that all indirect effect hypotheses tested are supported and have a positive effect.

Discussion

Based on the research results above, it can be concluded that:

Hypothesis 1 (H1) is accepted, where there is a positive influence between competitive intensity on innovation. Pandemic conditions encourage business actors to take immediate action to maintain business stability. The real form is to increase customer service innovation and create new variants to provide product choices. Therefore, when the competition in the market is tight, the actors will innovate to increase competitive advantage and competitiveness. The intensity of competition has a relationship with innovation, where the existence of high competitive intensity in an organization will provide an increase in competition to continue to develop innovations in MSMEs (Kmieciak & Michna, 2018). This is in line with the ideas of Marín-Idárraga & Cuartas-Marín, (2019) and Yang & Yang, (2019) This research contradicts the results of Suryawan, (2020) which show the results that there is a negative correlation. Stating that the higher intensity of competition has a less-than-optimal impact on the development of innovation in the culinary field.

Hypothesis 2 (H2) is accepted, where there is a positive influence between organizational slack on innovation. The pandemic period provides a stimulus for culinary businesses to overhaul all aspects of it, optimizing available resources to increase innovation in both the service sector and the products produced. This is in line with the results of research by Asemokha et al., (2019); Marín-Idárraga & Cuartas-Marín, (2019); Murro et al., 2016); Kim et al., (2017) However, the results of this study contradict Suryawan, (2020)

which shows negative correlation results. These findings assume that the organization slack owned by the company does not affect innovation.

Hypothesis 3 (H3) is accepted, the results of this study indicate a positive relationship between entrepreneurial orientation and innovation. Based on field observations, it is concluded that MSME players who have a good entrepreneurial spirit, and the businesses they run will be better in terms of products and services. Based on the results of these findings, supports the results of research from researchers, namely Manahera et al., (2018); Utami & Ferdiansah, (2017); Asemokha et al., (2019); Zhai et al., (2018); Iqbal et al., (2021).

Hypothesis 4 (H4) is accepted, the results show a positive correlation between knowledge management and innovation. The results of field observations show that with knowledge management, knowledge in MSMEs is easy to create, use, and share so that new ways and instruments emerge in solving problems so that decisions can be made and resolved more quickly and better. The existence of good cooperation between employees and business owners of culinary MSMEs creates a healthy work environment during a pandemic. Openness and exchanging experiences to create new innovations is a challenge for culinary MSME players. The results of this study support Byukusenge et al., (2016); Iqbal et al., (2019); Kmiecik & Michna, (2018); Qader et al., (2022); Mardani et al., (2018) However, the results of this study contradict and do not support research from Suryawan, (2020) which shows the results of no influence between knowledge management on innovation. This finding explains that there is no relationship between knowledge development in the organization and innovation.

Hypothesis 5 (H5) is accepted, the results showed a positive correlation between innovation and organizational performance resulting in a positive correlation. Pandemic conditions require culinary business actors to be flexible in adjusting market desires as well as limitations and space for movement in operations. This encourages business actors to explore the potential to improve existing production processes and improve insights related to technological changes that shift offline sales to online sales to make it easier for customers to order and still maintain health protocols by applying the CHSE concept (Cleanliness, Health, Safety, Environmental, Sustainable). In addition, culinary MSME business actors are aggressively making many product variants to help increase the body's immunity during a pandemic. Changes in these conditions are business opportunities to respond quickly to services. This finding also further strengthens that the higher the innovation carried out, the better the performance of MSMEs. This is also in line with observations in the field where culinary MSMEs that have a high level of innovation will have better performance (profit) because the novelty of these products and services will provide new experiences for customers. This research strengthens the findings of Khalil & Mehmood, (2018); Marín-Idárraga & Cuartas-Marín, (2019); Suryawan, (2020); Nursal et al., (2022) and Mardani et al., (2018); Rianto et al., (2022).

Hypothesis 6 (H6) is accepted, the results show a positive correlation between competitive intensity and organizational performance of MSMEs. This finding also reinforces that the higher the competitive intensity, the better the performance of MSMEs. This result is also in line with observations in the field where the level of population growth and people's lifestyles that have begun to change make the culinary business in the city of Depok a high opportunity and market share, therefore MSME players will always increase competitive intensity in order to compete for the market. Competitive intensity will have a positive impact on MSMEs because, with high competitive intensity, MSME players will look for the best way to capture the market and have an impact on the performance (profit) of MSMEs. The results of this study support Marín-Idárraga & Cuartas-Marín, (2019); Alinejad & Anvari, (2019); and Kwarteng et al., (2020). However, this study contradicts the results of research by Ahmed & Afza, (2019); and Suryawan, (2020) which shows a negative relationship between competitive intensity and organizational performance.

Hypothesis 7 (H7) is accepted, the results showed a positive correlation between organizational slack and organizational performance. Culinary MSME players who have sufficient resources can be optimized in facing challenges and environmental changes. The Covid-19 pandemic shows that many large companies in different business sectors are experiencing poor performance, but it is different for culinary MSME players who have improved performance during Covid-19. Culinary MSME players face challenges in developing their abilities in determining market strategies and significant competition in pandemic conditions. This shows that MSME actors have sufficient organizational slack to deal with changes in the future. The results of this study are in line with research conducted by Geiger et al., (2019); Suryawan, (2020); Nguyen et al., (2019); Adomako & Nguyen, (2020); Fadol et al., (2015).

Hypothesis 8 (H8) is accepted, the results showed a positive correlation between organizational performance. Entrepreneurial orientation is a description of the extent to which the actions of culinary MSME actors can increase competitive advantage. The results of this study indicate that culinary MSME players are very sensitive to environmental changes that occur. Strategies to improve business performance continue to be explored in the hope of doing something new and exploiting business opportunities in maintaining the market. The use of technology, social media, and digital marketing is part of the actions taken by MSME players to improve performance. It is evident that the use of technology such as grab food and go food has a positive impact such as profit and new customer entry. This finding strengthens the relationship between entrepreneurial orientation and organizational performance, where the higher entrepreneurial orientation in a culinary MSME, will improve performance. This result is in line with Nursal et al., (2022); Rianto et al., (2022); Asemokha et al., (2019); Isichei et al., (2020).

Hypothesis 9 (H9) is accepted, the results show a positive correlation between knowledge management and organizational performance. Knowledge management is important for company growth and performance. Culinary MSME players are quite flexible in adjusting to situations and conditions, especially during a pandemic. There is cooperation between culinary MSME business actors and their employees to exchange experiences and knowledge in responding to technological changes that are expected to be up-to-date and responsive in responding to customer desires. Teamwork is carried out by MSME players to explore their abilities. Some business actors involve their employees to attend training courses or seminars conducted online. The development of potential resources owned is optimized to make new breakthroughs in maintaining the performance of culinary MSME businesses. The results of field observations also found that business actors implement knowledge management in the MSME environment. However, MSME actors experience constraints in the level of education and different backgrounds, so management becomes less efficient. The findings of this study support Rianto et al. (2021); Obeso et al. (2020); and Mardani et al. (2018). The results of this study do not support the findings of Suryawan, (2020) and Mardani et al., (2018) which show the findings of no correlation between knowledge management and organizational performance.

Hypothesis 10 (H10) is accepted, the results show a positive correlation between competitive intensity and organizational performance mediated by innovation. Field results show that business people must find new innovations, either new culinary products or new services to attract the interest of consumers who are competing in the market. The emergence of many product variants with processed herbal ingredients to maintain body immunity during pandemic conditions is of particular concern to seek customer sympathy. The online sales system using social media facilities is an alternative choice for marketing the products sold. MSMEs that have good innovation will be the choice of consumers so that performance increases. Therefore, through innovation, it is expected that competitive intensity will be better to improve the performance of MSMEs. Innovation has a full mediating effect with a

coefficient value of 0.375 which is greater than the coefficient of the direct effect of competitive intensity on organizational performance. This research supports Marín-Idárraga & Cuartas-Marín, (2019); and Yang & Yang, (2019). However, this research contradicts the results of research from Suryawan, (2020) and Alinejad & Anvari, (2019). The findings show the results that there is no correlation for the relationship between competitive intensity and organizational performance mediated by innovation. The conclusion of the study states that organizational business performance is not solely influenced by increased innovation but by the thrust of the pressures faced by business actors which will be a trigger in improving business performance.

Hypothesis 11 (H11) is accepted, the results show a positive correlation between organizational slack and organizational performance mediated by innovation. The same thing that is novel about this finding is the role of innovation that connects organizational slack to organizational performance. This finding shows the partial mediation of innovation in the influence of organizational slack on organizational performance with a coefficient value of 0.241 which is smaller than the coefficient value of the direct influence of organizational slack on organizational performance of 0.662. The company's ability to have both financial and non-financial resource slack will provide better innovation opportunities in the future and to survive in the midst of change. In addition, the proper utilization of innovation opportunities will improve the performance of MSMEs. Some field observations mention that during the Covid-19 pandemic MSMEs that have organization slack can build innovations in services due to PSBB carried out by the government. The innovations made are online services, digital marketing, to dine-in cars. This research is supported by previous research conducted by Marín-Idárraga and Cuartas-Marín, (2019); Bao et al., (2020); Kim et al., (2017); Adomako & Nguyen, (2020). However, this research contradicts Suryawan, (2020) who found that improving business performance does not only utilize the available slack to develop innovation.

Hypothesis 12 (H12) is accepted, the results show a positive correlation between entrepreneurial orientation on organizational performance mediated by innovation. This can be seen from the coefficient value of indirect effect which is greater than the coefficient value of direct effect. The action of entrepreneurial orientation will help entrepreneurs to find ways to continue to develop their businesses. The development of the business will certainly lead to the use of resources, and business processes which will then lead to innovation as a force to compete. A culinary entrepreneur must have entrepreneurial orientation skills so that it will increase innovation in his business in the form of product or service innovation. It is hoped that with this innovation, the entrepreneurial orientation actions possessed by MSME actors will be able to have a better effect on MSME performance. This research is in line with research conducted by Manahera et al., (2018); Asad et al., (2018); Nursal et al., (2022) and Rianto et al., (2022); Asemokha et al., (2019) and Subagja et al., (2017).

Hypothesis 13 (H13) is accepted, the results show a positive correlation between knowledge management and organizational performance mediated by innovation. This finding further clarifies the important role of innovation in connecting knowledge management to performance. The knowledge that has been received, used, and shared must find new ways (innovation) to be effective and survive so it needs innovation it. It is expected that knowledge management through innovation can improve the performance of MSMEs better. These results are also in line with observations where MSME actors find it easier to interact with short message application groups (WhatsApp) as one of the innovations developed in the dissemination of knowledge, making it faster in organizational learning and decision making. This research is in line with research conducted by Iqbal et al., (2019); Byukusenge et al., (2016); Nawab et al., (2015). However, this research contradicts Suryawan, (2020) which results in no correlation between knowledge management and organizational performance mediated by innovation.

CONCLUSION

Based on the research results, it can be concluded in general that competitive intensity, organizational slack, entrepreneurial orientation and knowledge management have a positive effect on innovation. The same thing is also found in the effect of competitive intensity, organizational slack, entrepreneurial orientation, knowledge management, and innovation on the performance of MSMEs. The mediating role of innovation mediates the relationship between competitive intensity, organizational slack, entrepreneurial orientation, and knowledge management on MSME performance. It is hoped that further researchers can add new variables as external aspects in strengthening the performance of MSMEs by adding aspects of marketing orientation and leader attitudes to MSME business actors in improving business performance. Researching on different research objects to help business actors in different sectors in improving business performance such as banking, manufacturing industry.

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