

The Effect of Entrepreneurial Competence on Business Success through Entrepreneurial Motivation as an Intervening Variable

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ABSTRACT

As a form of economic recovery during the pandemic, the government has implemented a new normal policy to revive businesses that had collapsed or even open new businesses. The culinary business is the right choice, because there is a shift in consumer behavior in the form of lifestyle to the need for food. MSME actors need to pay attention to internal factors, are entrepreneurial competence and entrepreneurial motivation as MSME strengths to achieve business success. The purpose of this research is to examine the entrepreneurial competency variable on business success through entrepreneurial motivation as an intervening variable. The method used in this study is descriptive quantitative with data collection techniques via Google form as many as 120 respondents who are culinary MSME actors in the city of Serang, Banten. Data is processed using the SmartPLS 3.0 application. The results of the study reveal that entrepreneurial competence has a positive and significant influence on entrepreneurial motivation and business success. The indicators of having a time target, business commitment, and being willing to take risks have the greatest value in the entrepreneurial competence variable. Entrepreneurial motivation does not have a positive and significant influence on business success. Meanwhile, entrepreneurial motivation as an intervening variable has no positive and significant effect on entrepreneurial competence on the success of MSME businesses

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1. INTRODUCTION

The World Health Organization states that Corona Virus Disease 2019 or what is often referred to as (COVID-19) is a global pandemic that is factually still happening and is not the last until now (Mutiarasari, 2022). Various policies such as Large-Scale Social Restrictions to the Implementation of Community Activity Restrictions to minimize the rate of covid-19 transmission in Indonesia. With the implementation of these two policies, there is a significant effect felt by MSMEs, is a decrease in sales, causing turnover or income to drop drastically, (Savitri et al., 2020). According to IDN Times Banten in 2020, it was also revealed that as many as 70 percent or 10,238 MSMEs in Serang City were affected by the Covid-19 pandemic outbreak so that MSME players preferred to close and not sell because they had difficulty selling their merchandise during the pandemic.

As a form of economic recovery during the pandemic, the government has implemented a new normal policy. This is because the new normal concept is a policy of reopening economic, social and public activities on a limited basis by using health protocols to prevent the transmission of Covid-19. The implementation of the new normal provides an opportunity for MSMEs to revive businesses that had been slumped or even open new businesses as a transition due to termination of employment.

According to the Ministry of Investment/BKPM UMKM, MSMEs absorb a large number of workers, namely 97% of the absorption capacity of the business world in 2020. The large number of MSMEs is directly proportional to the large number of jobs in Indonesia so that MSMEs have a large share in employment. According to Yuswohadi, during the Covid-19 pandemic there were four mega shifts in consumer behavior, namely the new lifestyle of staying at home, creating a sense of empathy and social solidarity, switching to digital media, and consumers shifting from the top of the pyramid (self-actualization and respect) to the bottom, namely the need for food, (Fahriyah & Yoseph, 2020). This shift in consumer behavior opens wide opportunities for culinary MSMEs to be able to rise to new normal conditions. Therefore, to achieve business success in new normal conditions, MSMEs need to pay attention to internal factors and external factors to achieve business success, (Kurniawan et al., 2019).

Internal factors focus more on the advantages of MSME business actors and are used as a force for them to achieve business success. Where MSME business actors have knowledge, skills and individual abilities that directly affect business success. A successful MSME actor is someone who has knowledge, skills and individual qualities which include attitudes, values, and behaviors needed to carry out work or activities. Entrepreneurial competences consists of managerial skill, conceptual skill, human skill, decision making skill, and time managerial skill, (Suryana, 2003). Several studies have shown that entrepreneurial competence has a significant influence on business success, is (Claudia & Sangen, 2022) and (Nururly et al., 2020). In addition, entrepreneurial competence also has a significant effect on entrepreneurial motivation. Several previous studies have shown the results of their research, is (Romanto & Hidayah, 2020). Based on the explanation above, researchers have a temporary hypothesis regarding entrepreneurial competence towards business success and entrepreneurial motivation, including the following.

H1: Entrepreneurial competence has a positive and significant effect on business success.

H2: Entrepreneurial competence has a positive and significant effect on entrepreneurial motivation.

One of the internal factors that also needs to be considered by MSME business actors is the motivation for entrepreneurship. Motivation in entrepreneurship includes motivation that aims to achieve entrepreneurial goals, (Aini & Oktafani, 2020). Entrepreneurial motivation is a source of energy needed by an entrepreneur (Meliani & Panduwinata, 2022), so that in managing his business he is mentally prepared in total which will then have a significant effect on the success of the business. Entrepreneurial motivation consists of several indicators, are freer activity, applying new ideas, develop hobbies in business, acquire a better position, feel challenges, continue family traditions. lost his job, and earned a better income, (Venesaar et al., 2006). Several previous studies have shown the results of his research that Entrepreneurial motivation has a significant effect on business success, (Gultom & Agustine, 2021), and (Nagel & Suhartatik, 2022). Based on the explanation above, researchers have a temporary hypothesis regarding entrepreneurial motivation for business success, is as follows.

H3: Entrepreneurial motivation has a positive and significant effect on the success of MSMEs

By giving attention to the internal factors of MSMEs, is entrepreneurial competence and entrepreneurial motivation, it is expected to have an effect on the success of MSME businesses even though the business is run during the new normal period. MSME business actors can compare the work produced by MSMEs with an increase in sales, not having dead stock, return on investment, increasing profits, increasing relationships, and having business unit (Kasmir, 2013). Therefore, researchers are interested in conducting research on entrepreneurial competence towards business success through entrepreneurial motivation as an intervening variable in Culinary MSMEs in Serang City. Where the purpose of this study is to know and explain the variables of entrepreneurial competence to business success and entrepreneurial motivation; and knowing and explaining the variables of entrepreneurial motivation towards business success. This research is important to do because it will be a scientific development of human resources and as input and correction for MSME actors.

2. RESEARCH METHODS

The research carried out is a type of quantitative descriptive research. This means research that describes a situation objectively using numbers, starting from data collection, interpretation of data, and appearance and results. The number of samples used in this study was adjusted to the analysis method used, is Partial Least Square - Structural Equation Modeling (PLS-SEM). In this method, the number of samples needed is five to ten times the number of indicator variables. The number of indicators in this study was 24 indicators so 120 to 240 samples were needed. Quantitative data was collected through questionnaires that were randomly distributed to MSMEs in the culinary field in the city of Serang, Banten through a google form as a questionnaire tool. The respondent is an MSME owner because he is considered to best understand the situation of MSMEs. For data collection, this study used the measurement scale used using the questionnaire uses a level interval scale of 5, from (1) strongly disagreeing to (5) strongly agreeing (Sugiyono, 2019). PLS-SEM was used in this study as a data analysis technique to test hypothesized models.

To test the validity or validity of the research results, validity and reliability testing is needed to test the results of the questionnaire. Entrepreneurial competence is assessed from indicators of being able to make planning, having entrepreneurial knowledge, being able to know strategies/ways to compete, being able to control people, being experts in marketing products, being committed to entrepreneurship, being able to analyze sites, daring to take risks, being able to manage time and having time targets. While the motivation for entrepreneurship consists of several indicators, is freer activity, implementing new ideas, developing hobbies in business, obtaining a better position, feeling challenges, continuing family traditions, losing his job, and earning a better income.

In conducting a hypothesis test, there are three criteria that need to be considered. They're coefficient value, t-statistical, and p-value. First, the value of the coefficient on the hypothesis test results shows the relationship between positive or negative variables. Second, the t-statistical value is used to compare the t-table value, where the t-statistic > t-table. Third, the significance level used is 5% so that in this study it has a confidence level of 95%. If all three criteria are met, then a previously formulated hypothesis is acceptable, and vice versa if one of the criteria is not met, it means that the previously formulated hypothesis is not accepted.

3. RESULTS & DISCUSSION

Description Analysis

The results of the questionnaire showed that 120 MSMEs who were respondents in this study were from MSMEs in the culinary field. As many as 62% have 1-4 employees, while as many as 18% have 5-19 employees, and as many as 21% have no employees. Based on annual revenue, 83% of MSMEs have an income of < 300 million rupiah, and as much as 15% of MSMEs have an income of 300 million – 2.5 billion rupiah, and 2% of MSMEs have an income of > 2.5 billion rupiahs.

Model Analysis

Evaluation of the measurement model is carried out to assess the validity and reliability of the model. Where validity measurement is used to find out the extent to which the accuracy and accuracy of a measuring instrument performs its function. In validity testing, there are two tests, is convergent validity and discriminant validity. Convergent validity relates to the principle that the gauges (manifest variables) of a construct should be highly correlated. The convergent validity test can be seen from the loading factor value for each construct indicator with a rule of thumb > 0.70 and an Average Variance Extracted (AVE) value > from 0.50.

Convergent Validity**Table 1. Convergent Validity Calculation**

Variable	Indicator	Loading Factor	Minimum Criteria
Entrepreneurial Competence (X)	able to make plans	0.821	0.70
	have entrepreneurial knowledge	0.809	0.70
	know about competitive strategy	0.747	0.70
	able to manage people	0.755	0.70
	able to product marketing	0.886	0.70
	able to get business opportunities	0.790	0.70
	dare to take risks	0.863	0.70
	able to manage the time	0.855	0.70
Entrepreneurial Motivation (Z)	have a target time	0.884	0.70
	freedom	0.805	0.70
	Implement a new idea	0.808	0.70
	develop a hobby	0.840	0.70
	better position	0.797	0.70
	feel the challenge	0.784	0.70
Business Success (Y)	better income	0.781	0.70
	increased sales	0.879	0.70
	return on investment	0.787	0.70
	Increased profits	0.849	0.70
	Have business unit	0.792	0.70

Source: Data Processed (2023)

Based on the results of calculations that have been carried out, it shows that there are several indicators that have an outer loading value of < 0.70 . These include able to product marketing of 0.699; continue the family tradition of 0.481; lost of job of 0.287; and increasing relationship of 0.631. Due to the outer loading value < 0.70 , it was removed from the model. After that, a recalculation is carried out using the algorithm on SmartPLS 3.0 and shows that the loading factor has met the minimum requirement of 0.70.

Average Variance Extracted (AVE)

Furthermore, the calculation of Average Variance Extracted (AVE) with a rule of thumb > 0.50 is carried out as part of the validity of the construct as well. Here are the test results in the table below.

Table 2. AVE Calculation of Entrepreneurial Motivation Variables

Variable	AVE	Minimum Criteria
Entrepreneurial Competence (X)	0.644	0.50
Entrepreneurial Motivation (Z)	0.680	0.50
Business Success (Y)	0.680	0.50

Source: Data Processed (2023)

Discriminant Validity

Furthermore, testing the validity of discriminants is by conducting cross-loading tests where the resulting value is higher than each construct compared to indicators on other constructs.

Table 3. Discriminant Validity

Variable	Business Success	Entrepreneurial Competence	Entrepreneurial Motivation
Business Success	0.828		
Entrepreneurial Competence	0.823	0.825	
Entrepreneurial Motivation	0.691	0.748	0.803

Source: Data Processed (2023)

Based on the table above, the results of the discriminant validity calculation show that it has a good model because the cross loading test results are higher than each construct compared to indicators on other constructs.

Reliability Test

Reliability test is to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to the statement are consistent over time. Composite Reliability is a group of indicators that measure a variable has good composite reliability based on composite reliability scores, while Alpha Cronbach is a group of indicators that measure a variable has good composite reliability based on the value of the alpha coefficient. With the provision of composite reliability > 0.70 and alpha cronbach > 0.60 , each variable is met.

Table 4. Composite Reliability and Cronbach Alpha Values

Variable	Composite Reliability	Cronbach Alpha
Entrepreneurial Competence (X)	0.941	0.897
Entrepreneurial Motivation (Z)	0.889	0.916
Business Success (Y)	0.846	0.897

Source: Data Processed (2023)

Based on the table above, composite reliability value data was obtained and Cronbach's alpha had a $>$ value of 0.70. That is, that all research variables have good reliability. Evaluation of the measurement model seen from the convergent validity test, discriminant validity test and

reliability test can be concluded that all variables in this research model are declared valid and reliable.

Structural Model Evaluation

In the evaluation of this structural model, it can be seen from the results of the significance of the relationship between constructs/variables obtained from the calculation results of mellui bootstrapping. This can be seen from the path coefficient which describes the forces of relations between constructs, can be seen in table 5. In this study, the significance level used was 5%, so in this study it had a confidence level of 95%, while the t-statistical value was 2,617. When the t-statistical value of the > value is 2.617 then the influence between the variables is significant. If all three criteria are met, then the previously formulated hypothesis is acceptable, and vice versa; If one of the criteria is not met, it means that the previously formulated hypothesis is not accepted.

Table 5. Hypothesis Calculation

Hypothesis	Model	Coefficient	T-Statistic	P Values
H1	Entrepreneurial competence - > Business Success	0.694	6.986	0.000
H2	Entrepreneurial Competence - > Entrepreneurial motivation	0.748	8.626	0.000
H3	Entrepreneurial motivation -> Business Success	0.172	1.541	0.124

Source: Primary Data Processed (2023)

The table above shows that there is an influence of entrepreneurial competence on business success with a coefficient value of 0.694, with a T statistic > T-table of 6.986. Then the p-value is obtained by 0.000. This means that H1 is acceptable. This implies that the importance of entrepreneurial competence in the success of MSME businesses. The results of this study are in line with several previous studies where entrepreneurial competence encourages the success of MSME businesses, (Purnamasari et al., 2019); (Kurniawan et al., 2019); (Astuti & Hidayah, 2022); (Widjajani et al., 2021); (Widjana et al., 2021). This proves that the better the entrepreneurial competence possessed by MSME actors, the effect on the success of MSME businesses.

Meanwhile, the variable of entrepreneurial competence towards entrepreneurial motivation with a coefficient value of 0.748, with a T-table > statistical T of 8.626. Then the p-value is obtained by 0.000. This means that H2 is acceptable. This shows that the importance of entrepreneurial competence in entrepreneurial motivation. The results of this study are in line with several previous studies where entrepreneurial competence increases the entrepreneurial motivation of MSME actors, (Romanto & Hidayah, 2020)

Meanwhile, H3 is rejected. The motivation for entrepreneurship does not have a significant effect on business success, where the coefficient value is 0.172, with a t-statistical value < t-table of 1.541 and a p-value of 0.124. There are two criteria that do not meet for an acceptable

hypothesis. The results of this study are in line with several previous studies (Ardiyanti & Mora, 2019); (Claudia & Sangen, 2022).

Then the R-Square value for the entrepreneurial motivation variable is 0.560. This means that the contribution of the entrepreneurial competence variable to entrepreneurial motivation is 56%, while the remaining 44% is the contribution of other variables that were not studied. Then the R-Square value is used for the business success variable of 0.69. This means that the contribution of the variables of entrepreneurial competence and entrepreneurial motivation to business success is 69% while the remaining 31% is the contribution of other variables that were not studied.

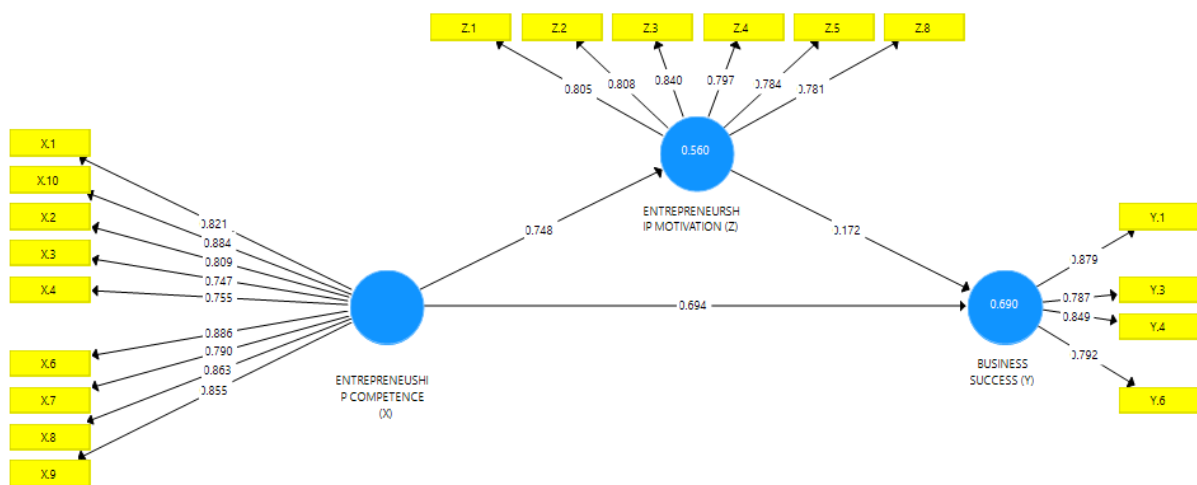


Figure 1. Structural Model Evaluation Measurement

Source: Data Processed, 2023

In developing a business until it succeeds, an entrepreneur must not only have knowledge but also must have sufficient skills (Rizky et al., 2022). The success of MSME businesses is influenced by individual and environmental factors. Individual factors are related to the competencies of MSME actors. Competence is very necessary in the entrepreneurial process which greatly affects the success of MSMEs. Competence refers to the ability to observe the environment in choosing opportunities, have the ability to communicate, technical, and have conceptual abilities (Noerchoidah et al., 2022). The direction of the positive relationship between entrepreneurial competencies shows that good entrepreneurial competencies tend to be followed by work improvements in MSMEs (Ludiya & Kurniawan, 2020).

The results of this calculation show that entrepreneurial competence, especially indicators of having a target time, being committed to entrepreneurship, and daring to take risks is the biggest value that supports the variable of entrepreneurial competence. This shows that entrepreneurial competence encourages the success of MSMEs. The success of MSME businesses depends on the vision, motivation, and competence of each individual, (Syafe'i & Jalaludin, 2021). Competencies are related to the expertise possessed which can then be implemented and support success. Competence is not just in technical matters, but in ideas or ideas as well. Because MSME players need to have creative and innovative abilities to see opportunities and continue

to receive positive feedback and changes that can support business growth and bring value (Gohae, 2021).

In facing the new normal where MSME businesses are starting to rise, actors must be able to have the ability to manage time. MSME actors need to have a target work time that must be achieved. The goal is that the implementation of the work can run smoothly and the predetermined plan can be carried out. Because based on respondents from this study, it is more dominated by micro-scale MSME business actors, is 62%, while MSME business actors who do not have employees are 21%. This means that with the limited number of employees, MSME business actors must be able to manage time well so that work targets can be achieved.

In addition, the indicator that has the largest nilai on the variable of entrepreneurial competence is having a commitment to entrepreneurship. The indicator of having a commitment in entrepreneurship is an ability that will have many opportunities in starting and developing their business because this is related to the determination of MSME business actors in running their business. Have a committed attitude in running a business, which is the key for MSME actors to maintain their business or even increase their business. Businesses that are run on a micro and small-scale show that there is a determination that they have to remain committed to the business being run. With a commitment that is upheld, the hope of the business being carried out can survive and develop.

Furthermore, the indicator of daring to take risks has a considerable value on the variable of entrepreneurial competence. Daring to take risks is part of the competence to make decisions. Where MSME actors are often faced with conditions of uncertainty and are required to be able to analyze the situation and formulate various problems to find various alternative solutions. Daring to take risks is part of the leadership owned by business actors. Based on the number of respondents in this study, it was dominated by micro-scale businesses, is 62%. Where the business actor is the owner as well as the administrator also in making decisions. This is in line with (Prakasa & Putri, 2020) that in entrepreneurial competence there is a leader competence that has the highest perceptual value which shows that business actors have the competence to lead businesses and their employees to improve their business.

Then the results of the study stated that there was no positive and significant influence of entrepreneurial motivation on the success of MSME businesses in Serang Banten. The results of this study are in line with (Ardiyanti & Mora, 2019); (Claudia & Sangen, 2022) that entrepreneurial motivation does not have a significant effect on business success. This means that the better the motivation for entrepreneurship owned by MSME business actors but will not be able to provide an increase in the success of MSME businesses. From the results of the questionnaire provided by the respondents, it shows that from several research indicators, the variable motivation for entrepreneurship, in general, provides an illustration that motivation is not the main cause of the success of MSME businesses. Based on the answers obtained based on research indicators for this business motivation variable, there are more responses that lead to less agreeable or disagreeing answers. Indicators of these variables are continuing family tradition and losing their jobs. MSME actors are business actors who run their businesses

motivated by their motivation without any derivative talents or traditions that must be continued by the next generation.

In addition, the second indicator is job loss. Where business actors run their businesses not on the basis of losing their jobs. However, it is more about the interests they have and as opportunities that are utilized by MSME business actors. Because MSME business actors are dominated by nomadic communities (not indigenous people) so that the business carried out is used as their livelihood. Meanwhile, research that has been conducted by (Ardiyanti & Mora, 2019) reveals that the indicators contained in entrepreneurial motivation cannot be used as their motivation in entrepreneurship. Most respondents considered that feeling more respected and obtaining a better position in society was not a motivation for them. However, leaning more towards the cultural community in Aceh Province, Langsa City in particular, the profession/job as an entrepreneur is still considered less prestigious. Meanwhile, the profession/job that is more respected in society is as a civil servant/asn. This means that although between current research and previous research, both have the result that entrepreneurial motivation is not significant to business success but has different reasons caused by culture.

Indirect Effect

In this study, there are intervening variables, is variables that affect the relationship between bound variables into indirect relationships, where these variables also affect the relationship between free variables and bound variables.

Table 6. Indirect Effect Calculation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T- Statistic	P Values
Entrepreneurial competence-> Entrepreneurial Motivation-> Business Success	0.129	0.134	0.081	1.595	0.111

Source: Data Processed (2023)

Based on the results of the calculations above, it shows that entrepreneurial motivation indirectly does not have a significant influence on entrepreneurial competence on business success. Where the coefficient value is 0.129 with a T-statistic of 1.595 and a P-Value of 0.111.

4. CONCLUSION & SUGGESTION

This research provides an overview of the effect of entrepreneurial competence on business success and entrepreneurial motivation. This study used samples on MSMEs in the culinary field during the new normal period. The results of this study show that entrepreneurial competence, especially in indicators of having a target time, being committed to entrepreneurship, and daring to take risks has the greatest value on the entrepreneurial competency variable because it has a good effect on business success and entrepreneurial motivation. Some indicators that do not contribute to the variables of entrepreneurial motivation are indicators of family traditions and job loss. On the other hand, the variable of entrepreneurial

motivation as an intervening variable between entrepreneurial competence and business success indirectly does not have a positional and significant effect on business success. Then in this research object is dominated by micro-enterprises and populations in a certain area so it is suggested that in the next study you should research with more varied objects in small and medium enterprises.

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