

ANALYSIS OF THE INFLUENCE OF ENTREPRENEURSHIP SELF-EFFICACY AND ENTREPRENEURIAL INNOVATION BEHAVIOR ON SMES BUSINESS PERFORMANCE IN TANGERANG MEDIATED BY LEADERSHIP AND ENTREPRENEURIAL MOTIVATION

Michael Aaron Tianda^{1*}, Oscar Jayanagara²

Universitas Pelita Harapan, Jakarta^{1,2}

michael88tianda@gmail.com

Oscar.fe@uph.edu

ABSTRACT

One of the pillars of the economy in Indonesia that plays a role in economic growth is MSMEs. The development of MSMEs in Indonesia is influenced by internal entrepreneurial factors, namely entrepreneurial innovative behavior, entrepreneurial leadership, entrepreneurial self-efficacy, and entrepreneurial motivation, by taking the object of research as MSME actors in Greater Tangerang. This study aims to analyze the direct and indirect influence of internal entrepreneurial factors. Research data were obtained through the distribution of questionnaires conducted online. Then collected and processed using the SmartPLS 4.0 application. The research process began with a pre-test of 30 respondents, then continued with actual data collection from 275 respondents. Based on the test results, it can be concluded that there is a significant positive relationship between entrepreneurial self-efficacy, entrepreneurial motivation, and entrepreneurial leadership with business performance. Conversely, no significant relationship was found between entrepreneurial innovative behavior and business performance.

Keywords: Entrepreneurial Innovative Behavior, Entrepreneurial Leadership, Entrepreneurial Self-Efficacy, Entrepreneurial Motivation, Business Performance

INTRODUCTION

MSMEs have an important role in the pillars of the Indonesian economy. Based on data compiled from the Ministry of Cooperatives and MSMEs in the first semester of 2021, the number of MSMEs reached 64.2 million, contributing to gross domestic product (GDP) of 61.07% or IDR 8,573.89 trillion. The contribution of MSMEs to the Indonesian economy includes the ability to absorb 117 million workers or around 97% of the total available workforce and collect up to 60.4% of the total investment value. The year 2020 was marked by the outbreak of the COVID-19 pandemic around the world. Various aspects were greatly affected, especially the world economy. Social restrictions imposed by the government also limit the economic activities of a region. MSME players are greatly affected, one of which is a decrease in sales, causing the financial condition of MSMEs to enter a crisis condition. Restrictions on community activities cause MSMEs to experience difficulties in moving to develop their business if they only utilize these conventional methods. Business actors have tried various ways to respond to this difficult condition to maintain their business. The Covid-19 pandemic has dealt a severe blow to MSMEs, especially those that rely on direct sales. The implementation of large-scale social restrictions (PSBB) and various other health protocols,

such as crowd restrictions and mobility restrictions, have limited consumer access to MSME products. As a result, many MSME players have experienced a significant decline in turnover due to difficulties in reaching markets that were previously easily accessible through their stalls (Raharja, 2021).

In the pandemic era, with various adjustments and regulations, MSMEs can still run. The government has a very important role in the recovery of MSMEs after the pandemic. This recovery is the government's focus in saving MSMEs, considering that MSMEs are one of the important pillars in the revival of the national economy. Steps taken by the government include allocating as much as IDR 695.2 trillion in the 2020 Covid-19 Pandemic Handling and National Economic Recovery (PC-PEN) program and as much as IDR 112.3 trillion allocated to support the sustainability of MSMEs. In 2021, the government continues the PEN program with MSMEs as a priority by providing an allocation of IDR 184.43 trillion for the recovery of MSMEs (Setyaningsih, 2021). During the pandemic, which has caused a lot of changes and adjustments, MSMEs have also been affected. To continue running their business, MSMEs can implement several strategies so that their business can continue to run, develop and innovate again. According to Ariyanto (2023), there are several strategies that can be used by MSMEs during a pandemic, including: determining the right product segmentation, convincing customers that the products being sold are safe, innovating products, maintaining good relations with customers and paying attention to the quality standards of our products. Thus, MSMEs can survive in the midst of a pandemic. Apart from strategy, the courage to take risks is one of the things that needs to exist. Risks need to be taken because there are opportunities in it, there are opportunities for profit and also opportunities for loss. However, these opportunities have no certainty, only a brave entrepreneur can take these risks.

MSME players must have creative behavior in running their business. Entrepreneurial creativity must be able to adjust business models in difficult circumstances such as a pandemic so that the business can survive and run. This plays an important role in business sustainability. In the pandemic era, MSME players have made many adjustments, one of the most adopted things is online transactions. With the existing restrictions, MSME players must be able to survive. In achieving good business performance, entrepreneurs must have 4 factors, including: entrepreneurial innovative work behavior, entrepreneurial leadership, entrepreneurial self-efficacy, and entrepreneurial motivation. As a simple example, a study states that with strong self-efficacy, MSME actors will not be afraid to face challenges and overcome obstacles and be able to make better business decisions (Amidjono, 2021).

LITERATURE REVIEW

Entrepreneurial Self-Efficacy and Business Performance

According to (Utari & Sukidjo, 2020), an entrepreneur's self-efficacy has a very crucial role in determining the success of his business. Confidence in success and qualified abilities in running a business will encourage the creation of careful planning. This careful planning will be the key to achieving optimal business performance. Research shows that an entrepreneur's level of confidence or self-efficacy significantly affects their actions and behavior. This, in turn, will positively impact on the overall performance of the business they run (Mair, 2005). Strong self-efficacy encourages entrepreneurs to be more committed to their business, thus indirectly

improving small-scale business performance (Sahabuddin, 2018). Based on this theory, the hypothesis will be proposed as follows:

H1: Entrepreneurial self-efficacy has a positive effect on Business Performance

Entrepreneurial Self-Efficacy and Entrepreneurial Motivation

Entrepreneurial self-efficacy, a strong belief that a person has in starting and running their own business, is one of the important pillars in the world of entrepreneurship. This belief acts as a key driver for individuals to take risks, overcome challenges and achieve their business goals. When someone has high self-efficacy, they tend to be more proactive in seeking business opportunities, more persistent in facing obstacles, and more optimistic about the future of their business (Deliana, 2023). Previous studies have consistently proven that the stronger a person's belief in their entrepreneurial ability, the greater their motivation to start a business. This shows that there is a positive relationship between entrepreneurial self-efficacy and motivation for entrepreneurship (Deliana, 2023). Based on this theory, the hypothesis will be proposed as follows:

H2: Entrepreneurial self-efficacy has a positive effect on Entrepreneurial Motivation

Entrepreneurial Motivation and Business Performance

Entrepreneurs with a spirit of innovation and risk-taking have long been regarded as the main drivers of economic growth. Their creativity in generating new business ideas, as well as their courage in implementing these ideas, catalyze the birth of new firms and the expansion of existing ones. The actions of entrepreneurs in this case not only create new jobs, but can also encourage product and service innovations that can improve people's quality of life (Cheng, 2021). Entrepreneurial motivation influenced by internal and external factors is a determining factor for business success. Intrinsic drives such as interests and values, as well as external support from the environment, will spur innovation and persistence of entrepreneurs (Nangpiire, 2019). Many studies prove that the higher a person's motivation in entrepreneurship, the better their business performance (Nangpiire, 2019). Based on this theory, the hypothesis will be proposed as follows:

H3: Entrepreneurial Motivation has a positive effect on Business Performance

Entrepreneurial Leadership and Business Performance

Entrepreneurial leadership is key to the success of a business. By encouraging risk-taking, innovation and opportunity utilization, leaders drive sustainable growth and change (Hensellek et al., 2023). The risk-taking that characterizes entrepreneurial leadership is key to unlocking new business opportunities. By creating an environment conducive to innovation, these leaders encourage businesses to move out of their comfort zone and gain market advantage in an increasingly competitive environment (Rauch, 2016). This research shows that entrepreneurial leadership is key to driving innovation and achieving better performance, especially in dynamic business conditions (Rauch et al, 2017). Based on this theory, the hypothesis will be proposed as follows:

H4: Entrepreneurial leadership has a positive effect on business performance

Entrepreneurial Leadership and Entrepreneurial Innovative Behavior

Entrepreneurial leadership plays a significant role in creating an environment conducive to the growth of creative ideas and the implementation of innovation in organizations (Leitch, 2018). Researchers have identified entrepreneurial leadership as a crucial factor that is significantly correlated with firm performance, both in small and large scales, and in various industry sectors (Leitch, 2018). Empirical studies conducted across different cultural backgrounds have confirmed that entrepreneurial leadership has a positive impact on the innovative behavior of organizational entrepreneurs, although there are variations in the way this concept is manifested and its effectiveness in different contexts (Gupta et al, 2004). Based on this theory, the hypothesis will be proposed as follows:

H5: Entrepreneurial Leadership has a positive effect with Entrepreneurial innovative behavior

Entrepreneurial Innovative Behavior and Business Performance

In the fast-paced era of globalization, the innovative behavior of entrepreneurs has become a determining factor for business success. The ability to create new ideas, develop unique products or services, and effectively adopt the latest technology has become the key to achieving competitive advantage. Innovative entrepreneurs are not only able to survive intense competition but are also able to open new market opportunities and drive industry transformation (Hughes, 2018). Innovative behavior aims to create competitive advantage through the development of unique products or services (Hughes, 2018). Entrepreneurial innovative behavior has been shown to have a positive effect on various aspects of business performance (Mohammadkazemi, 2016). Based on this theory, the hypothesis will be proposed as follows:

H6: Entrepreneurial innovative behavior has a positive effect on Business Performance

Entrepreneurial Self-Efficacy and Business Performance mediated by Entrepreneurial Motivation

Entrepreneurship is a major driving force in economic and social development, encouraging the birth of new ideas, opening employment opportunities, and improving people's welfare (Li et al, 2022). An important aspect of successful entrepreneurship is entrepreneurs' belief in their own abilities, referred to as entrepreneurial self-efficacy (Drnovšek, 2010). This construct has been shown to motivate individuals to be active and engaged in entrepreneurial activities and show high perseverance (Zhao et al, 2005). Existing research shows that entrepreneurial self-efficacy has a positive impact on business performance mediated by entrepreneurial motivation (Drnovšek, 2010). Based on this theory, the hypothesis will be proposed as follows:

H7: Entrepreneurial self-efficacy has a positive effect on business performance mediated by entrepreneurial motivation.

Entrepreneurial Innovative Behavior and Business Performance mediated by Entrepreneurial Leadership

Studies have consistently shown that the innovative behavior of entrepreneurs has a significant positive impact on business performance (Hughes et al, 2018). Entrepreneurial leadership acts

as a bridge between entrepreneurial innovative behavior and superior business performance. By creating a clear vision, providing consistent support and encouraging measured risk-taking, entrepreneurial leaders can motivate employees to innovate. This will ultimately have a positive impact on the overall performance of the organization (Nguyen, 2021). Based on this theory, the hypothesis will be proposed as follows:

H8: Entrepreneurial innovative behavior has a positive effect on business performance mediated by entrepreneurial leadership.

This research is follow-up research that has previously been conducted by Srimulyani (2023) with the title “Internal factors of entrepreneurial and business performance of small and medium enterprises (SMEs) in East Java, Indonesia” located in East Java Province. This follow-up study chose a location in Tangerang. Based on the hypothesis that has been formulated, the following research model is formed:

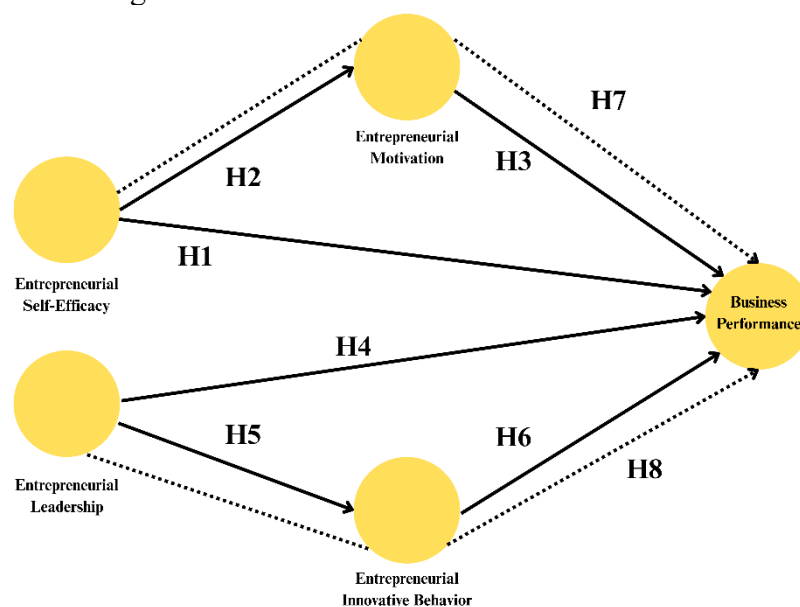


Figure 1 Research Model

RESEARCH METHODS

Research Object

The object of this research is MSME players in the Tangerang area who have been operating for at least 1 year and are able to fill out questionnaire forms using the google form platform from their respective gadgets online.

Unit of Analysis

This study uses an individual analysis unit, because this unit discusses business issues which are related to improving business performance. The individuals to be studied are MSME players in Tangerang who have been operating for at least 1 year.

Research Type

This research uses quantitative methods because the data obtained comes from questionnaires given and answered based on structured questions. The purpose of using this quantitative

method is to test previously existing research. Existing data can be measured and is easy to understand and can predict phenomena that occur using previously obtained data. This study uses an explanatory design which provides an explanation of the position of the variables studied and the relationship between variables. The reason is to test the hypothesis that has been proposed. The results of this study are expected to explain the relationship and influence between the independent and dependent variables in the hypothesis (Sugiyono, 2017).

Variable Measurement Scale

In this study, an ordinal scale was used to measure research variables. The Likert scale, which is one type of ordinal scale, will be used in measuring the respondent's level of agreement with a series of statements that have been compiled. The answer choices on the Likert scale are usually in the form of a range from strongly disagreeing to strongly agreeing with the existing variables (Sugiyono, 2019).

Population and Sample

This study took a sample from the population of MSME players located in Tangerang who have been operating for at least 1 year. This research uses Purposive sampling in research sampling. The reason is that researchers have certain requirements for individuals who will become research samples with the conditions.

Data Collection Method

This study uses primary data derived from survey results through the medium of questionnaires distributed to MSME actors in Tangerang. The use of questionnaires in this study is based on efficiency considerations. This method is considered faster and more economical than interviews or observations. With a questionnaire, data can be collected from a large number of respondents in a relatively short time and at a relatively lower cost (Sugiyono, 2019). This research uses Google Forms as an instrument to collect data. The questionnaire created will be disseminated online through various social media platforms such as Instagram, WhatsApp, and Line to reach respondents.

Data Analysis Method

In this study, in analyzing the data using the Partial Least Square-Structural Equation Modeling (PLS-SEM) analysis method using the SmartPLS version 4.0 application. Structural Equation Modeling (SEM) is a multivariate method for statistical analysis that combines regression analysis and factor analysis. The simultaneous linear relationship between observed variables (indicators) and latent variables that cannot be measured directly can be described by SEM. Structural Equation Modeling-Partial Least Square (SEM-PLS) is a very effective analytical method because it allows modeling structural equations with the assumption that the data used does not have to be normally distributed. In addition, SEM-PLS could use very small samples and use indicators that are reflective, formative, or a combination of both. This study investigates the impact of latent variable indicators (Nusrang, 2023). PLS analysis consists of two sub models, namely the structural model (inner model) and the model (outer model) (Adam, 2015). This study uses descriptive statistical data where this research aims to explain current phenomena, such as natural or man-made phenomena, or to analyze or explain subject results, but does not intend to provide broader implications (Adiputra et al., 2021). Descriptive statistics use frequency, mean, and standard deviation to collect data.

RESULTS AND DISSCUSSIONS

Respondent Characteristic

This research questionnaire was distributed to MSME players who have been operating for at least 1 year in Tangerang, 275 respondents were obtained. Respondents of this study have met the requirements given, namely: MSME actors in the Tangerang area who have been operating for at least 1 year and are able to use the google form platform. Respondent profiles collected include gender, age, business location, type of business, monthly turnover and length of business. Respondents in this study were grouped by gender, namely women and men. The total respondents in this study were 275 people, 132 male respondents with a percentage of 48% and 143 female respondents with a percentage of 52%. Respondents in this study were grouped by age, namely: < 20 years, 20-25 years, 26-35 years, 36-45 years, 46-50 years and > 50 years. Based on this age range, data obtained for ages <20 years were 14 respondents with a percentage of 5%, ages 20-25 years were 91 respondents with a percentage of 33%, ages 26-35 years were 106 respondents with a percentage of 39%, ages 36-45 years were 52 respondents with a percentage of 19%, ages 46-50 years were 10 respondents with a percentage of 3.5% and ages >50 years were 2 with a percentage of 0.5%. In this study, the age range 26-35 years dominates.

Respondents in this study were grouped based on their business location, namely Tangerang Regency, Tangerang City and South Tangerang City. Based on the location of the business, the data obtained from the location of the Tangerang Regency were 100 respondents with a percentage of 36%, Tangerang City were 118 respondents with a percentage of 43% and South Tangerang City were 57 respondents with a percentage of 21%. In this study, the location of the Tangerang city dominates. Respondents in this study are grouped based on the type of business, namely: daily necessities, Bimbel (Online Tutoring), Fashion, Furniture and building materials, handicrafts, food and beverages, Pet hotels, beauty products and online stores. From the data collected, the type of business of daily necessities received 53 respondents with a percentage of 19%, Online Guidance (Bimbel) as many as 1 respondent with a percentage of 0.4%, Fashion as many as 47 respondents with a percentage of 17%, Furniture and building materials as many as 48 respondents with a percentage of 17.5%, handicrafts as many as 23 respondents with a percentage of 8.4%, Food and Beverages as many as 60 respondents with a percentage of 22%, Pet hotels as many as 1 respondent with a percentage of 0.4%, Beauty products as many as 1 respondent with a percentage of 0.4% and online stores as many as 41 respondents with a percentage of 14.9%. In this study, the type of food and beverage business dominates.

Respondents in this study were grouped based on monthly turnover, namely: <5,000,000, 5,000,000-10,000,000, 11,000,000-20,000,000, 20,000,000-50,000,000, and >50,000,000. Based on the data obtained, monthly turnover <5,000,000 got 44 respondents with a percentage of 16%, 5,000,000-10,000,000 as many as 127 with a percentage of 46.2%, 11,000,000-20,000,000, as many as 73 respondents with a percentage of 26.5%, 20,000,000-50,000,000 as many as 20 respondents with a percentage of 7.3% and >50,000,000 as many as 11 respondents with a percentage of 4%. In this study, monthly turnover of 5,000,000-10,000,000 dominates. Respondents in this study were grouped based on length of business, namely: 1-5 years, 6-10 years, 11-20 years and >20 years. From the data collected, the range of 1-5 years received 140 respondents with 51%, 6-10 years as many as 114 respondents with a percentage of 41%, 11-20 years as many as 18 respondents with a percentage of 7% and >20 years as many as 3

respondents with a percentage of 1%. In this study, the length of business of 1-5 years dominates.

Table 1 Respondent Profile

<i>Description</i>	<i>Category</i>	<i>Amount</i>	<i>Percentage</i>
Gender	Male	132	48%
	Female	143	52%
Age	18-20 years old	14	5%
	21-25 years old	91	33%
	26-35 years old	106	39%
	36-45 years old	52	19%
	46-50 years old	10	3,5%
	>50 years old	2	0,5%
Business Location	Tangerang Regency	100	36%
	Tangerang City	118	43%
	South Tangerang City	57	21%
Type of Business	Daily necessities	53	19%
	Online Guidance (Tutoring)	1	0,4%
	Fashion	47	17%
	Furniture and building materials	48	17,5%
	Handicrafts	23	8,4%
	Food and Beverage	60	22%
	Pet Hotel	1	0,4%
	Beauty Products	1	0,4%
	Online Shop	41	14,9%
	<5.000.000	44	16%
	5.000.000-10.000.000	127	46,2%
Monthly Turnover	11.000.000-20.000.000	73	26,5%
	20.000.000-50.000.000	20	7,3%
	>50.000.000	11	4%
Length of business	1-5 tahun	140	51%
	6-10 tahun	114	41%
	11-20 tahun	18	7%
	>20 tahun	3	1%

To test the accuracy and consistency of measurement, validity and reliability tests were carried out on 275 respondent data that had been obtained, this aims to identify the relationship between indicators and latent variables. To test convergent validity, this study analyzed outer loading, Cronbach's Alpha value, and Average Variance Extracted (AVE). This analysis aims to ensure that the indicators used can accurately measure the latent construct under study.

Table 2 Convergent Validity Test

	Entrepreneurial Self-Efficacy	Business Performance	Entrepreneurial Leadership	Entrepreneurial Motivation	Entrepreneurial Innovative Behavior
EDW1	0.828				

EDW2	0.815				
EDW3	0.833				
KBS1		0.741			
KBS3		0.786			
KBS4		0.763			
KBS5		0.777			
KKW2			0.779		
KKW3			0.822		
KKW4			0.716		
KKW5			0.761		
KKW6			0.791		
KKW7			0.793		
MWU1				0.846	
MWU2				0.752	
MWU3				0.798	
MWU4				0.752	
PIW1					1.000

Ghozali (2021) states that an indicator is said to be reliable if it has a strong correlation with its factor loading above 0.7. The test is said to be valid because the value is above 0.7.

Table 3 AVE Convergent Validity Test

Variable	Value of Average Variance Extracted (AVE)
Entrepreneurial Self-Efficacy	0.681
Business Performance	0.588
Entrepreneurial Leadership	0.605
Entrepreneurial Motivation	0.621
Entrepreneurial Innovative Behavior	0.642

Malhorta (2016) states that AVE is considered ideal if the value is above 0.5. In the table above, the AVE value is above 0.5, so thus it can be said to be valid so that it can be continued in the next analysis. Discriminant validity analysis in this study was carried out by referring to the Heterotrait-Monotrait Ratio of Correlation (HTMT) criteria. The data used in this analysis came from 275 respondents.

Table 4 HTMT Discriminant Validity Test

	Entrepreneurial Self-Efficacy	Entrepreneurial Leadership	Business Performance	Entrepreneurial Motivation	Entrepreneurial Innovative Behavior
Entrepreneurial Self-Efficacy					

Entrepreneurial Leadership	0.767				
Business Performance	0.722	0.886			
Entrepreneurial Motivation	0.671	0.899	0.873		
Entrepreneurial Innovative Behavior	0.532	0.650	0.573	0.688	

According to Hair's rule of thumb, HTMT will be considered good if the value is below 0.9. Based on the table above, all variables are not more than 0.9 so they are declared valid.

Table 5 Reliability Test

	Cronbach's Alpha	Composite Reliability
Entrepreneurial Self-Efficacy	0.766	0.865
Business Performance	0.767	0.851
Entrepreneurial Leadership	0.869	0.902
Entrepreneurial Motivation	0.796	0.867
Entrepreneurial Innovative Behavior	0.813	0.877

Hair et al. (2019) suggests that a Cronbach's alpha value of at least 0.7 and a composite reliability of more than 0.7 indicates that the items in an instrument are sufficiently reliable to measure the same construct. Based on the table above, the overall variable value of the Cronbach's Alpha and Composite Reliability numbers is more than 0.7, it can be declared reliable. The following figure shows the outer model of the research processed using the SMART-PLS 4.0 output:

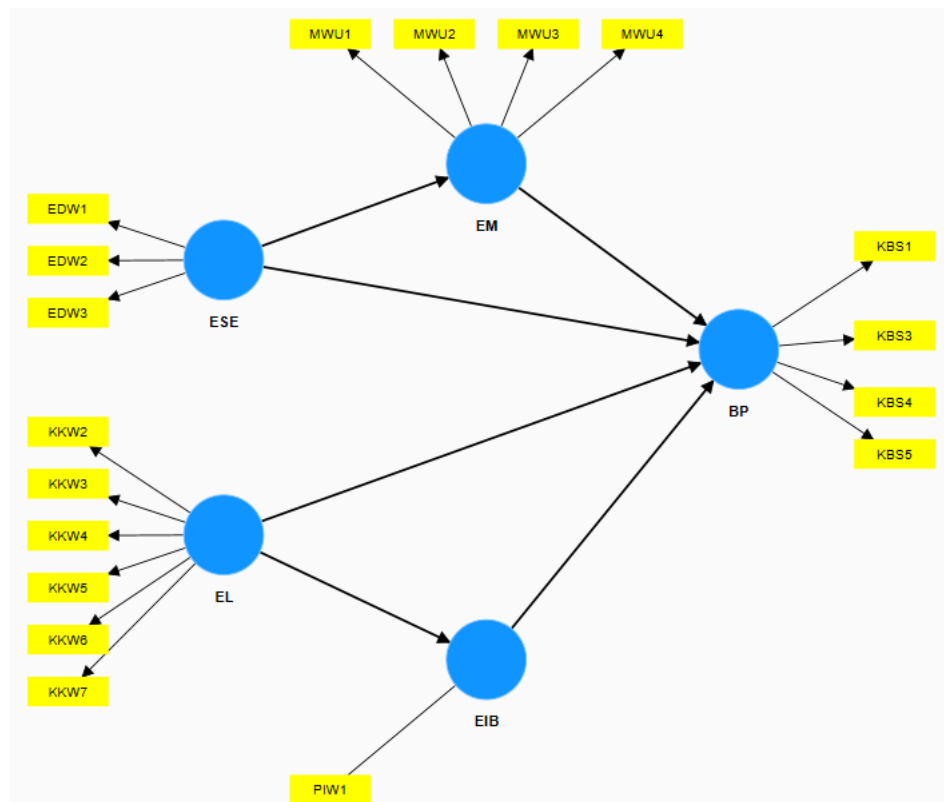


Figure 2 Outer Model

In testing the structural model, there are several analyses carried out to reveal the relationship between research variables. This analysis includes multicollinearity test, coefficient test, and path coefficient. To identify the presence of multicollinearity in research data involving 275 respondents, the Variance Inflation Factor (VIF) value of each independent variable was tested.

Table 6 Multicollinearity Test

	Entrepreneurial Self-Efficacy	Entrepreneurial Leadership	Business Performance	Entrepreneurial Motivation	Entrepreneurial Innovative Behavior
Entrepreneurial Self-Efficacy			1.693	1.000	1.000
Entrepreneurial Leadership			3.009		
Business Performance					
Entrepreneurial Motivation			2.559		
Entrepreneurial Innovative Behavior			1.772		

Hair et al. (2019) states that a VIF value above 5 indicates multicollinearity. The analysis results show that all variables in this study have VIF values below 5. This indicates that there is no significant multicollinearity problem in the regression model developed.

Table 7 Determination Coefficient Test (R^2)

	R-Square	Kategori
Business Performance	0.595	Moderat
Entrepreneurial Motivation	0.274	Lemah
Entrepreneurial Innovation Behavior	0.379	Lemah

Based on the table above, the business performance variable 59.5% can be explained by the variables of entrepreneurial self-efficacy, entrepreneurial leadership, entrepreneurial innovative behavior and entrepreneurial motivation, the remaining 40.5% is explained by variables outside this study. Then the entrepreneurial motivation variable 27.4% can be explained by the entrepreneurial self-efficacy variable, the remaining 72.6% is explained by variables outside this study. And the entrepreneurial innovation behavior variable 37.9% can be explained by the entrepreneurial leadership variable, the remaining 62.1% is explained by other variables outside this study. According to Ghazali (2021), a moderate coefficient of determination (R^2) is 0.50. The coefficient of determination is a number that measures how much influence the independent variable has on the dependent variable. The coefficient of determination ranges between 0 and 1, with the following classification: 0: No correlation, 0-0.49: Weak correlation, 0.50: Moderate correlation, 0.51-0.99: Strong correlation, 1.00: Perfect correlation.

Analysis of questionnaire data using bootstrapping in SmartPLS requires calculation of t-statistics and p-value. This study uses one-tailed with a significant level value of 5% and critical t-values with a value of 1.65. The research hypothesis is supported if the t-statistic value is greater than 1.65 and the p-value is less than 0.05. Conversely, the hypothesis is rejected if the t-statistic value is less than 1.65 or the p-value is greater than 0.05.

Table 8 Hypothesis Test Results

		Original Sample	T Statistics	P Values	Description
H1	Entrepreneurial self-efficacy → Business Performance	0.135	2.615	0.009	Supported
H2	Entrepreneurial self-efficacy → Entrepreneurial Motivation	0.523	10.035	0.000	Supported

H3	Entrepreneurial motivation → Business Performance	0.295	4.585	0.000	Supported
H4	Entrepreneurial Leadership → Business Performance	0.426	6.361	0.000	Supported
H5	Entrepreneurial leadership → Entrepreneurial innovative behavior	0.616	13.675	0.000	Supported
H6	Entrepreneurial innovative behavior → Business performance	0.003	0.058	0.954	Not supported
H7	Entrepreneurial self-efficacy → Entrepreneurial motivation → Business performance	0.282	3.913	0.000	Supported
H8	Entrepreneurial innovative behavior → Entrepreneurial leadership → Business performance	0.033	1.137	0.355	Not supported

Conclusions and Implications

Entrepreneurial Self-Efficacy on Business Performance

From the research that has been conducted, entrepreneurial self-efficacy has a positive and significant effect on business performance. This can be seen from the t-statistic value is 2.615 whose value is > 1.650 and the p-value is 0.009 whose value is <0.05. So, it can be concluded that the hypothesis is supported. This statement is in accordance with research conducted by Ambarwati (2021) which examines entrepreneurial self-efficacy which has a positive effect on the business performance of MSMEs in Malang city. Previous research conducted by Dessyana (2017) proved that high entrepreneurial self-efficacy will improve business performance. This is reinforced by research conducted by Ahlin, Drnovšek, & Hisrich (2014) which confirms that self-efficacy is the key to success for MSME actors. High self-efficacy not only motivates entrepreneurs to work hard but also encourages them to continue to innovate and overcome various business challenges. In other words, self-efficacy is a key driver for optimal performance in the business world.

Entrepreneurial Self-Efficacy on Entrepreneurial Motivation

From the research that has been conducted, entrepreneurial self-efficacy has a positive and significant effect on entrepreneurial motivation. This can be seen from the t-statistic value is 10.035 whose value is > 1.650 and the p-value is 0.000 whose value is < 0.05 . So, it can be concluded that the hypothesis is supported. This statement is in accordance with research conducted by Alessa (2021) which examines entrepreneurial self-efficacy has a significant positive relationship with entrepreneurial motivation. The significant positive relationship between these two variables indicates that strong self-efficacy in entrepreneurial ability encourages a person to have high optimism. In other words, when individuals believe that they can overcome challenges and achieve success in business, they will be encouraged to take real steps in realizing their business dreams. High self-efficacy creates a positive loop, where self-belief triggers motivation, and this motivation in turn strengthens self-belief. This is reinforced by previous research conducted by Munthe (2021) which states that the higher the self-efficacy of entrepreneurs, the greater the entrepreneurial motivation. Strong self-efficacy not only encourages individuals to fulfill basic needs but also triggers the drive to continue to develop and achieve maximum potential. High self-efficacy inspires individuals to set more challenging and growth-oriented goals, thus triggering sustainable motivation.

Entrepreneurial Motivation on Business Performance

From the research that has been done, entrepreneurial motivation has a positive and significant effect on business performance. This can be seen from the t-statistic value is 4.585 whose value is > 1.650 and the p-value is 0.000 whose value is < 0.05 . So, it can be concluded that the hypothesis is supported. This statement is in accordance with research conducted by Handayani (2022), entrepreneurial motivation has a positive and significant effect on business performance. Previous research conducted by Kisker (2016) showed that multidimensional entrepreneurial motivation, including financial, social, service, and self-actualization aspects, has a significant positive correlation with business performance. This statement is reinforced by research conducted by Cepriadi (2020) which states that someone who has strong entrepreneurial motivation means that this person has the drive and desire from within himself to carry out the role of entrepreneur with enthusiasm to achieve business performance. This is in accordance with a person's view of something that can affect a person's intention or interest in taking an action.

Entrepreneurial Leadership on Business Performance

From the research that has been conducted, entrepreneurial leadership has a positive and significant effect on business performance. This can be seen from the t-statistic value is 6.361 whose value is > 1.650 and the p-value is 0.000 whose value is < 0.05 . So, it can be concluded that the hypothesis is supported. This statement is in accordance with research conducted by Anggriani (2017) which states that there is a positive influence of entrepreneurial leadership on MSME business performance. Entrepreneurial leadership is closely related to the leader's ability to take risks. Strong leaders dare to face uncertainty and make innovative decisions so that they are increasingly brave to try new things to improve business performance. This is supported by research conducted by Khalid (2021) MSME actors must have an entrepreneurial spirit, which is different from leaders in general because it has characteristics such as being able to motivate themselves and others, having a high achievement orientation, being creative, having high flexibility towards environmental dynamics, being persistent, being able to recognize and read market opportunities, being able to calculate, consider, and take risks on

previously recognized opportunities, and being able to allocate their resources effectively and efficiently. These characteristics are predicted to improve their business performance.

Entrepreneurial Leadership on Entrepreneurial Innovative Behavior

From the research that has been conducted, entrepreneurial leadership has a positive and significant influence on entrepreneurial innovative behavior. This can be seen from the t-statistic value is 13.675 whose value is > 1.650 and the p-value is 0.000 whose value is < 0.05 . so, it can be concluded that the hypothesis is supported. This statement is in accordance with research conducted by Chuang (2017) which shows a significant positive influence between entrepreneurial leadership on entrepreneurial innovative behavior. This shows that entrepreneurial leaders with innovative behavior can deliberately influence employees' innovative behavior and provide an innovative business environment to generate creative and new ideas and realize them without fear of failure or mistakes. Another study from Khalid (2021) Innovative entrepreneurial leadership has a significant influence on employee innovative behavior. Through their actions and attitudes, leaders can create a work environment that encourages employees to continue to innovate. Entrepreneurial leadership creates an ecosystem that supports the development of innovation. Through various initiatives, leaders encourage employees to abandon established mindsets and adopt new methods. This in turn stimulates the emergence of creative ideas and innovative solutions that can provide a competitive advantage for the organization (Makhdoom, 2020).

Entrepreneurial Innovative Behavior on Business Performance

From the research conducted, entrepreneurial innovative behavior has no significant effect on business performance. This can be seen from the t-statistic value is 0.058 whose value is < 1.650 and the p-value is 0.954 whose value is > 0.05 . So, it can be concluded that the hypothesis is not supported. There is no significant empirical evidence to show that entrepreneurial innovative behavior can improve business performance in the context studied. This research is in accordance with Srimulyani (2023) indicating that entrepreneurial innovative behavior owned by SME owners has not been able to significantly improve current business performance. Previous studies do not support this, presumably because most of the East Java SME owners who are research respondents have not been able to maximize entrepreneurial innovative behavior. Nguyen (2021) states that entrepreneurial self-efficacy is mediated by innovative capabilities, which in turn can have a positive impact on business performance, to increase the influence of entrepreneurial innovative behavior on MSME business performance.

Entrepreneurial Self-Efficacy on Business Performance mediated by Entrepreneurial Motivation

From the research that has been conducted, entrepreneurial self-efficacy has a positive and significant effect on business performance mediated by entrepreneurial motivation. This can be seen from the t-statistic value is 3.913 whose value is > 1.650 and the p-value is 0.000 whose value is < 0.05 . So, it can be concluded that the hypothesis is supported. This statement is in accordance with research conducted by Eliyana (2020) which shows that entrepreneurial motivation plays a role in mediating the effect of entrepreneurial self-efficacy on business performance. This is in line with (Srimulyani, 2023) which explains that business actors with high self-efficacy feel confident in their abilities and always feel optimistic in running their business, so that there will be strong motivation in entrepreneurship to improve business. Increasing entrepreneurial self-efficacy is a strategic step in supporting the development of

SMEs. Research shows that self-efficacy has a positive correlation with motivation and business performance. In other words, the higher the level of self-confidence of an entrepreneur, the more likely he will achieve success in his business (Ordu, 2020).

Entrepreneurial Innovative Behavior on Business Performance mediated by Entrepreneurial Leadership

From the research that has been conducted, entrepreneurial innovative behavior has no significant effect on business performance mediated by entrepreneurial leadership. This can be seen from the t-statistic value is 1.137 whose value is <1.650 and the p-value is 0.355 whose value is > 0.05 . So, it can be concluded that the hypothesis is not supported. There is no significant empirical evidence to show that entrepreneurial innovative behavior directly or mediated by entrepreneurial leadership can improve business performance in the context under study. Previous research states that entrepreneurial innovative behavior can ultimately have a positive impact on business performance when mediated using other variables, namely team creativity (Nguyen, 2021). Previous research conducted on MSMEs in East Java stated that the role of Entrepreneurial Innovative Behavior on Business Performance is not mediated by Entrepreneurial Leadership (Srimulyani, 2023).

4.2 Practical Implication

From the results of this study, several suggestions can be given that can be implemented by related parties, namely MSME actors. The following suggestions can be given:

Business Performance

Based on descriptive statistical data, it can be seen that the KBS3 indicator “I assess the net profit obtained by the business in the past year” has the lowest average so that improvements need to be made, among others: Record all transactions both income and expenses in detail and regularly in a cash book or accounting application, Separate personal and business finances to make financial reports more accurate and make simple financial reports that include income, costs, and net profit. Then, the indicator with the highest average is KBS5 “I have made efforts to grow the business” so it needs to be maintained by analyzing business performance data, identifying areas that need improvement, and adjusting business strategies according to market changes. In addition, building networks with other businesspeople, keeping up with technological developments, and paying attention to the quality of the products or services offered will be very helpful in increasing business competitiveness.

Entrepreneurial Self-Efficacy

Based on the descriptive statistics, the EDW2 indicator “I often take the initiative to develop new products or services for the business” has the lowest average so that improvements need to be made, among others: conducting an in-depth analysis of each new product or service launched. This includes assessing the level of market acceptance, the impact on profitability, and the effectiveness of the marketing strategy used. Thus, MSME players can identify which products or services need to be maintained, further developed, or even discontinued. Then, the indicator with the highest average is EDW3 “I often seek new information and relevant knowledge to improve business performance” so it needs to be maintained by attending training or workshops, utilizing online platforms such as social media, discussion forums, and business

blogs to interact with fellow businesspeople. Joining business communities can also open up opportunities to share experiences and get valuable feedback.

Entrepreneurial Motivation

Based on descriptive statistical data, the MWU4 indicator “I feel more satisfied and fulfilled when I successfully run my own business” has the lowest average so that improvements need to be made, among others: attending training or workshops to improve business skills. Constantly updated knowledge will help face business challenges better. Collaborating with fellow MSME players, suppliers and customers can open new opportunities and provide valuable support. Then, the indicator with the highest average is MWU3 “The desire to provide the best service to customers is my main motivation in entrepreneurship” so it needs to be maintained by ensuring that the products or services produced always meet high quality standards. Evaluate regularly and continue to strive to improve quality. Don't forget to ask for feedback from customers to find out what needs to be improved.

Entrepreneurial Leadership

Based on descriptive statistical data, the KKW6 indicator “I am willing to take risks in running a business to achieve greater opportunities” has the lowest average so that improvements need to be made, among others: dare to try new things and get out of the comfort zone, the opportunity to achieve greater success will be more open. However, it is important to remember that risks must be balanced with careful planning. Then, the indicator with the highest average is KKW5 “If I face obstacles in business, I am persistent in finding solutions and continuing the business” so that it needs to be maintained by improving the quality of products or services, increasing operational efficiency, improving decision-making skills.

Entrepreneurial Innovative Behavior

Based on descriptive statistical data, PIW3 indicator “I am persistent in fighting for innovative ideas despite facing challenges” has the lowest average so that improvements need to be made, among others: never stop learning and developing yourself. Follow the latest developments in the industry, and do not hesitate to collaborate with experts in their fields and establish good relationships with fellow MSME players. Then, the indicator with the highest average is PIW4 “I implement the innovative ideas I create into daily business activities” so that it needs to be maintained by ensuring the sustainability and growth of the innovations made, do not hesitate to adjust existing innovations and involve all team members in the process.

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