

The Effect of Entrepreneurship Competency on the Sustainability of Small and Medium Enterprises (SMEs)

Nur Hidayah¹, Rodiah²

^{1,2} Faculty of Economics & Business Tarumanagara University Jakarta Indonesia
nurh@fe.untar.ac.id, rodiah@fe.untar.ac.id

Abstract

Competence is a characteristic that underlies a person to produce effective and/or superior performance in a job. SMEs, face many situations that require to make quick decisions, therefore having the ability to perform high-level conceptual activities is important for business survival and success. A competency model can explain several ways to increase the possibility of survival. The purpose of this study is to determine the determinants of entrepreneurial competencies consisting of innovation competencies, leadership competencies and network competencies, their influence on business success in small and medium enterprises (SMEs) with various types of businesses. . The study was conducted on 100 SMEs located in Tangerang City. The sampling technique used was purposive sampling. Data was collected by distributing questionnaires to respondents who were selected as research samples. The analysis technique uses SEM with Smart PLS devices. The results of the study show that innovation competence has a positive and significant impact on the survival of SMEs; leadership competence has a positive and significant influence on the survival of SMEs; network competence has a positive but not significant effect on the survival of SMEs. This research is expected to provide benefits for SMEs in using entrepreneurial competencies in order to maintain business continuity in the future. The analysis technique uses SEM with Smart PLS devices. The results of the study show that innovation competence has a positive and significant impact on the survival of SMEs; leadership competence has a positive and significant influence on the survival of SMEs; network competence has a positive but not significant effect on the survival of SMEs. This research is expected to provide benefits for SMEs in using entrepreneurial competencies in order to maintain business continuity in the future. The analysis technique uses SEM with Smart PLS devices. The results of the study show that innovation competence has a positive and significant impact on the survival of SMEs; leadership competence has a positive and significant influence on the survival of SMEs; network competence has a positive but not significant effect on the survival of SMEs. This research is expected to provide benefits for SMEs in using entrepreneurial competencies in order to maintain business continuity in the future network.

Keywords

Entrepreneurial competence;
innovation; leadership;
networking; business success;
SMEs



I. Introduction

Entrepreneurship is an ability to create added value in the market through the process of managing resources in new and different ways. One of the most common entrepreneurial activities carried out in various countries, especially developing countries, is Small and Medium Enterprises (SMEs). One of the most important roles of SMEs in the context of poverty alleviation is through job creation (Jasraet al., 2011). Especially in Indonesia, SMEs are considered as one of the most important pillars. Socio-economic

development as these businesses serve as the basis for increasing production capacity as well as contributing to poverty reduction and unemployment problems. SMEs are considered as engines of growth and development of countries because of their great contribution to the manufacturing sub-sector, diversification of output, and reduction of unemployment (Adeoye 2015).

In Indonesia, SMEs can be regarded as a driver of economic growth. Every region in Indonesia has many SMEs, but in the course of their business they have quite sharp competition, especially facing attacks from big businesses. Small firms compete with large business firms in new ways (Mele, 2015) who has the mindset and act globally. In addition, big business people have technology investments that make them more aggressive in improving operations and making their business more advanced (Oxford Economics, 2013). The bankruptcy rate of SMEs can be said to be quite high in the first three years of operation. Efforts directed at increasing survival and growth ultimately need the attention of researchers, policy makers and governments. Many SMEs have problems in maintaining the viability of their business. Ng and Kee (2013) argue that in order to survive and be successful in a competitive and rapidly changing market environment SMEs need to continuously acquire and improve their entrepreneurial competencies.

The success, performance, survival and growth of SMEs are highly dependent on the competence of entrepreneurs (Mitchelmore & Rowley, 2013). Mitchelmore and Rowley (2010) show that there is an overall consensus on the discussion that individuals starting to change businesses to have entrepreneurial competencies. The authors state that these entrepreneurial competencies can be described as a specific group of competencies that relevant to successful entrepreneurial performance. Entrepreneurial competence is related to business survival and success. In their study, the researchers summarized that entrepreneurial competence can be defined as a higher level characteristic that represents the total ability of an entrepreneur to succeed, perform job roles and consists of knowledge, skills, and personality traits that are influenced by education, training, family background, , experience and other demographic aspects of entrepreneurs. Training has the ultimate effect of shaping competence or entrepreneurial orientation and therefore contributes to entrepreneurial survival and performance (Mukulu, 2012). According to Vijay and Ajay (2011), competence is a characteristic that underlies people that results in effective and/or superior performance in a job. SMEs, facing many situations that require entrepreneurs to make quick decisions, therefore need to have the ability to carry out high-level conceptual activities, this is important for business survival and success. Some argue that the competency model can explain ways to increase the likelihood of survival.

Complexity in business operations in a constantly changing competitive business environment resulting from rapid technological advances requires corrective action (Otieno, Bwisa & Kihoro, 2012). An entrepreneur is expected to interact with environmental forces that require him to be highly competent in various dimensions such as intellectual, attitude, behavioral, technical and managerial aspects (Penchev & Salopaju, 2011). Entrepreneurs are challenged to apply a set of competencies to succeed in their entrepreneurial ventures. In fact Competence is a broader concept that includes knowledge, attitudes, behaviors and skills that help a person to be able to turn his ideas into reality with excellence in his performance in a certain context. It does not refer to that behavior which does not perform very well. Finally, competencies do not function motives, but include observable behaviors related to motives (Mitchelmore & Rowley, 2010) found that the entrepreneurial competencies of innovation, leadership and social networking drive business sustainability, the higher the competencies described by SME owners, the more lasting the business is likely to survive. Entrepreneurial competence has a positive impact

on the viability of entrepreneurship. Entrepreneurship Competence the higher the competence described by the SME owner the more lasting the business's possibility to survive. Entrepreneurial competence has a positive impact on the viability of entrepreneurship. Entrepreneurship Competence the higher the competence described by the SME owner the more lasting the business's possibility to survive. Entrepreneurial competence has a positive impact on the viability of entrepreneurship. Entrepreneurship Competence is a predictor of SME business continuity and success (Ahmad, Ramayah, Wilson & Kummerow, 2010; Gerli, Gubitta & Tognazo, 2011; Griffin, 2012; Ropega, 2011)

This study focuses on entrepreneurial competence, because competence is a driver of the survival rate of a business. Previous research (Ahmad, 2007; Ahmad, Halim & Zainal, 2010; Madata, 2011; Kochadai, 2012; Ng & Kee, 2013; Sanchez, 2012) conducted in other countries has found a positive relationship between existence and found a positive relationship between the presence of competence and survival of SMEs. Sanchez, (2012), shows that in Spain entrepreneurial competence not only has a direct impact, but also has an indirect impact on the performance of SME companies through the mediating effect of organizational capability. Madatta (2011) found that in Tanzania entrepreneurial competence is directly related to business success. Since each market and economy has its own features that provide a unique environment, for SMEs to thrive and operate, requires their own analysis. Ochanda, (2014); Ong'olo & Awino, (2013), in finding the determinants of entrepreneurial competence, it is necessary to explore the prospects for survival and more specifically examine the effects of competence and viability of SMEs. For this reason, the research aims to determine the influence of innovation competence on the survival of SMEs, the influence of leadership competence on the survival of SMEs and knowing the effect of network competence on the survival of SMEs.

II. Review of Literature

SME growth is highly dependent on the competence of entrepreneurs (Mitchelmore & Rowley, 2013). Entrepreneurial competence can be described as a group of entrepreneurs related to their survival and success. According to Vijay and Ajay (2011), competence is the underlying characteristic of people, which results in effective and/or superior performance in a job. A job competency is a person's underlying characteristics, which may be a person's motives, traits, skills, aspects of one's self-image, a collection of knowledge, a set of skills, and a collection of motives/appropriate traits that a person possesses to perform a particular task. Tehseen, (2015) found that entrepreneurial competence consists of innovation competence, leadership competence, Social network competence will encourage the survival of a business, the higher the competence described by the SME owner, the higher the possibility of a better business survival. Competence has a positive impact on entrepreneurial viability is a predictor of SME business continuity and success (Gerli, 2011; Griffin, 2012). Ahmad (2010) proposes a direct relationship between entrepreneurial competence and business success in SMEs by considering the various roles that entrepreneurs have in managing their own businesses. In other words, it is important for entrepreneurs to equip themselves with relevant competencies that will ultimately improve their business viability and performance (Ahmad et al 2010)

2.1 Innovation Competence and Survival of SMEs

Innovation is the only solution as the main driver of company growth and productivity (Ganotakis, 2012). The prevailing view in the empirical literature shows that there is a positive relationship between firm innovation and subsequent viability (Wagner & Cockburn, 2010). Firms innovating will lead to better economic performance, higher growth, more jobs and higher wages (Duran, 2016).

Then the research hypothesis:

H1: There is a positive influence of innovation competence on the survival of SMEs

2.2 Leadership Competence and SME Survival

Effective leadership is seen as a strong source for management development and sustainable competitive advantage for improving organizational performance (Edoka, 2015). Kehinde et al. (2014) argues that leadership is very important for the survival and effectiveness of organizational performance. As organizations grow, expectations about their performance increase and the demand for good leadership tends to multiply. Leadership ability is a valuable skill and those who possess it reap high rewards. They argue that, from every indication, there is a strong relationship between leadership strategy and organizational survival (Roomi & Harrison, 2011), hence the research hypothesis:

H2: There is a positive influence of leadership competence on survival SMEs

2.3 Network Competence and SME Survival

Business networks play an important role in enhancing the competitiveness of SMEs.. Turyakira & Mbidde, (2015) networks are significantly positively related to business viability. Kalm (2012) argues that network relationships can provide emotional support for entrepreneurs who bear risks and thereby improve business viability. the desire of entrepreneurs to continue to run the business. Networking is essential for opportunity discovery, for testing ideas and for gathering resources for the formation of new organizations (Klyver & Schott, 2011).Kozan and Akdeniz (2014) found that entrepreneurial networking is positively related to viability life of a business, then the research hypothesis:

H3: There is a positive influence of network competence on the survival of SMEs

III. Research Methods

The population in this study are all business people who have a minimum of five years of business. Domiciled in Tangerang City. This study used a sample with purposive sampling technique. The sample size is 100 scattered in the Tangerang City area. In measuring innovation competence, 4 items are used as indicators. To measure leadership competence as many as 6 items, social networks, as many as 8 items, business survival as many as 4 items. Data collection techniques by distributing questionnaires via google form. SEM analysis technique using Smart PLS. The analysis technique used is SEM with PLS software. PLS model specifications to be estimated in this study are as follows:

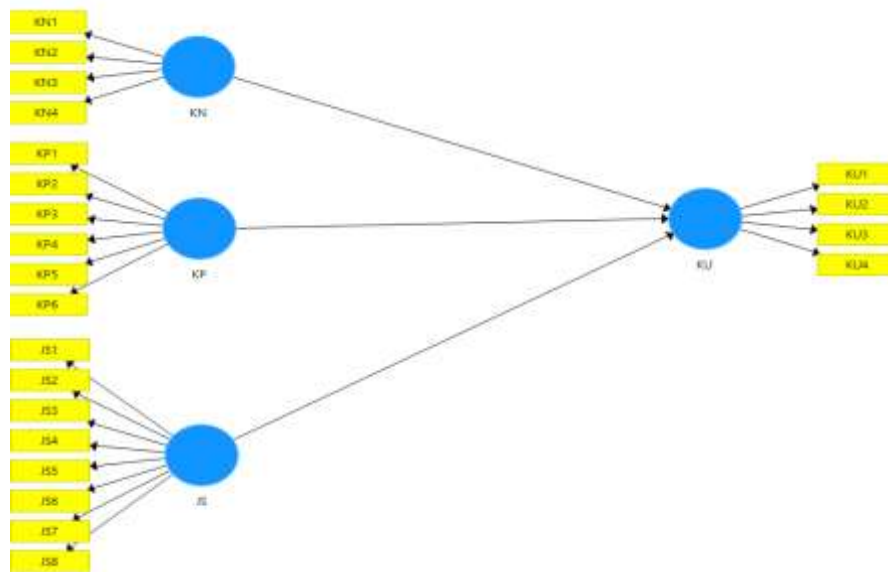


Figure 1. PLS Model Specifications

IV. Results and Discussion

4.1 Respondent Profile

This study used 100 respondents, who were selected by sample. Of the 100 respondents used, the majority of respondents are female as much as 62%. Respondents who gave the most assessments were at the age of 35 to 45 years, the highest level of education was in education less than and equal to high school, the most years of running a business for 5 to 10 years. Respondents who gave an assessment based on the type of business, the most were the types of culinary businesses, namely 65 respondents.

4.2 Analysis

Processing research data using PLS-SEM software which consists of two analyzes, namely the outer model and the inner model.

4.3 Outer Model

Based on the analysis of the results of the measurement model (Outer Model Analysis) it was found that all the indicators used to measure the research variables were valid and reliable so that they could represent the research variables and were trustworthy and reliable.

a. Convergent Validity

Table 1. AVE Value Results

	Average Variance Extracted
Innovation Competence	0.729
Leadership	0.861
Social network	0.625
Business Continuity	0.615

Based on the results of the analysis above, the AVE value of each variable in the table has a value above 0.5 so it can be concluded that the above variable has met the analysis of convergent validity which can be measured by the AVE value.

b. Discriminant Validity:

Table 2. Discriminant Validity

	Social network	Innovation Competence	Leadership	Business Continuity
Social network	0.791			
Innovation Competence	0.608	0.854		
Leadership	0.655	0.380	0.928	
Business Continuity	0.820	0.618	0.553	0.784

From the results of the discriminant validity analysis in the table it shows that the value of the Heteroit-Monotrait Ratio on each indicator variable has a value less than 0.90 (<0.90) so that all indicators of each variable can be accepted.

c. Composite Reliability Test

Sekaran and Bougie (2013) stated that the reliability of a measurement indicates that the indicator is consistent to be used from time to time. Testing reliability by looking at the value of composite reliability and Cronbach's Alpha. If each item used in measuring the variable has a composite reliability value > 0.60 then the variable is declared reliable, if each item used in measuring the variable has a Cronbach's Alpha value > 0.60 then the indicator or item to measure the variable is declared reliable. (Malhotra, 2020).

Table 3. Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Innovation Competence	0.628	0.843
Leadership	0.839	0.925
Social network	0.881	0.909
Business Continuity	0.793	0.865

From the results of the reliability analysis, it shows that the value of Cronbach's Alpha and Composite Reliability on each variable indicator has a value greater than 0.60 (> 0.60) so that all indicators of each variable have met the requirements and are declared reliable.

4.4 Inner Model

a. Coefficient of Determination Test (R²)

1. The Result of the Coefficient of Determination

The value of R-Square (R²) is used to determine the coefficient of determination and measure the level of variation of changes in the independent variable to the dependent variable. The R-Square value has 3 criteria, namely as follows: a value of 0.75 – 1 indicates (the influence is strong), a value of 0.5 – 0.74 indicates (the influence is moderate), then a value of 0.25 – 0.49 indicates (the influence is weak).

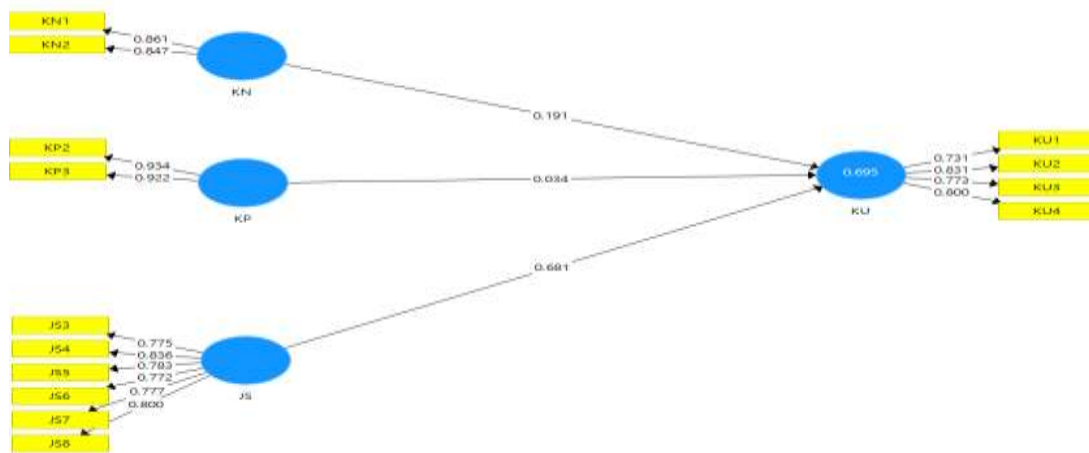
Table 4. Coefficient of Determination R-Square

	R Square
Business Continuity	0.695

Based on the results of testing the coefficient of determination (R^2), it can be explained that the R-square value of business survival is 0.695, which means that 69.5% of the dependent variable can be explained by the variables in this study, the remaining 30.5% is explained by other variables. which were not investigated in this study.

b. Inner Model Test

1. Results from bootstrapping

**Figure 2.** Bootstrapping Test Results

Based on the results of the bootstrapping test which can be seen in Figure 2, the complete significance test results can be seen in table 5 below:

Table 5. Test Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Innovation Competence -> Business Continuity	0.191	0.193	0.089	2,148	0.032
Leadership -> Business Continuity	0.034	0.038	0.096	0.351	0.726
Social Networks -> Business Continuity	0.681	0.681	0.103	6,620	0.000

Based on the test results in table 5 and from the research hypothesis, it can be explained:

1. On the path that shows the influence of innovation competence on business continuity, The p value obtained is 0.032 with a T statistic of 2.148 and a positive path coefficient of 0.191. Because the path p value < 0.05 , T statistic > 1.96 . This shows that supporting H1, which says "There is a positive influence of innovation competence on the survival of SMEs," is accepted.

2. In the path that shows the influence of leadership on business survival, the p value obtained is 0.727 with a T statistic of 3,390,351 and a positive path coefficient of 0.034. Since the path value p value > 0.05, T statistic < 1.96. This shows that it does not support H2 which says "There is a positive influence of leadership competence on the survival of SMEs", is not accepted
3. In the path that shows the effect of social networks on business survival, the p value obtained is 0.000 with a T statistic of 6.620 and a positive path coefficient of 0.681. Therefore the path p value < 0.05, T statistic > 1.96. This shows that supporting H3 which says "There is a positive influence of network competence on the survival of SMEs," is accepted.

4.5 Discussion

The results of the research on the effect of innovation competence on business continuity, showing that there is a positive and significant effect, the results of this study support previous findings which say, that to survive and thrive in an increasingly hypercompetitive market, innovation is the only solution because it has been recognized as the main driver. company growth and productivity. Innovating companies will lead to a better economy, higher performance growth, more jobs and higher wages (Duran, , 2016). Aghion and Jaravel (2015) argue that there is a positive impact of innovation competence on profitability.

On the results of leadership research on business survival, shows the results that there is a positive but not significant effect of leadership competence on the survival of SMEs. This study is not in line with previous studies, such as Kehinde et al. (2014) argues that leadership is very important for the survival and effectiveness of organizational performance. As organizations grow, expectations about their performance increase and the demand for good leadership tends to multiply. Leadership ability is a valuable skill and those who possess it reap high rewards. They argue that, from every indication, there is a strong relationship between leadership strategy and organizational survival (Roomi & Harrison, 2011).

Research results on social networkson business survival, showing that there is a positive influence of network competence on the survival of SMEs," the results of this study are in line with previous research, . Turyakira & Mbidde, (2015) networking is significantly positively related to business viability. Kalm (2012) argues that network relationships can provide emotional support for entrepreneurs who take risks and thereby increase the entrepreneur's desire to continue running the business. Networks are essential for opportunity discovery. , for testing ideas and for gathering resources for the formation of new organizations (Klyver & Schott, 2011) Kozan and Akdeniz (2014) found that entrepreneurial networking is positively related to the viability of a venture.

V. Conclusion

Based on the results of the analysis that has been done, it can be concluded that:

1. Innovation competence has a positive and significant impact on the survival of SMEs.
2. Leadership competence has a positive but not significant effect on the survival of SMEs
3. Network competence has a positive and significant impact on the survival of SMEs.

References

- Adeoye, A. A. (2015). The effect of entrepreneurship on economy growth and development in Nigeria. *International journal of development and economic sustainability*, 3(2), 49-65.
- Aghion, P., & Jaravel, X. (2015). Knowledge spillovers, innovation and growth. *The Economic Journal*, 125(583), 533-573.
- Ahmad, N. H., Halim, H. A., & Zainal, S. R. M. (2010). Is entrepreneurial competency the silver bullet for SME success in a developing nation? *International Business Management*, 4(2), 67-75.
- Akindele, R. I., Oginni, B.O., & Omoyele, S. O. (2012). Survival of Private Universities in Nigeria: Issues, Challenges and Prospects. *International Journal of Innovative Research in Management*, 1(2), 30-43.
- Al-Tabbaa, O., & Ankrah, S. (2016). Social capital to facilitate ‘engineered’ university–industry collaboration for technology transfer: A dynamic perspective. *Technological Forecasting and Social Change*, 104(1), 1-15.
- Barbosa, E. G. (2016). Determinants of Small Business Survival: The Case of Very Small Enterprises of the Traditional Manufacturing Sectors in Brazil. Retrieved from <https://mpira.ub.uni-muenchen.de/73346/>.
- Christakis, N. A., & Fowler, J. H. (2009). Social network visualization in epidemiology. *Norsk epidemiologi= Norwegian journal of epidemiology*, 19(1), 5-16.
- Dhladhla, T. J. (2011). The influence of leader behaviour, psychological empowerment, job satisfaction, and organizational commitment on turnover intention. Unpublished PhD Thesis, Stellenbosch: University of Stellenbosch.
- Dimitrijevic, A., & Engel, M.A. (2004). Climbing the corporate ladder. *Supervision*, 65(11), 8-11. Dirisu, J.I; Uluwolw Iyiola; Ibidunni. 2013. “Product Differentiation : A Tool Of Competitive Advantage And Optimal Organizational Performance (A Study of Unilever Nigeria PLC)”, *European Scientific Journal* Vol. 9 N0. 34, ISSN 1857-7431
- Duran, P., Kammerlander, N., Van Essen, M., & Zellweger, T. (2016). Doing more with less: Innovation input and output in family firms. *Academy of Management Journal*, 59(4), 1224- 1264.
- Edoka, J. (2015). Effective leadership and organizational performance: A case study of national youth service corps (NYSC) Kogi State. Unpublished PhD Thesis, Nigeria : University of Nigeria.
- Ganotakis, P. (2012). Founders’ human capital and the performance of UK new technology-based firms. *Small Business Economics*, 39(2), 495-515.
- Gerli, F., Gubitta, P., & Tognazzo, A. (2011). Entrepreneurial Competencies and Firm Performance: An Empirical Study Paper presented at t h e VIII International Workshop on Human Resource Management Conference Proceedings, Seville. Retrieved from: https://www.researchgate.net/publication/228314296_Entrepreneurial_Competencies_and_Firm_Performance_An_Empirical_Study.
- Goksoy, A., Vayvay, O., & Ergeneli, N. (2013). Gaining competitive advantage through innovation strategies: an application in warehouse management processes. *American Journal of Business and Management*, 2(4), 304-321.
- Grant, C., & Osanloo, A. (2014). Understanding, Selecting, and Integrating a Theoretical Framework in Dissertation Research: Creating the Blueprint for Your" House". *Administrative Issues Journal: Education, Practice, and Research*, 4(2), 12-2.

- Griffin, R. W. (2012). Managing New Venture Formation and Entrepreneurship. In Griffin, R. W. (Ed.), *Management: Principles and Practices*: Stamford, CT: South-Western Cengage Learning.
- Hurst, E., & Pugsley, B. W. (2011). What do small businesses do? (No. w17041). *Brookings Papers on Economic Activity*, 43(2), 73-118.
- Jasra, J.M., Hunjra, A.I., Rehman, A.U., Azam, R.I. and Khan, M.A. (2011), "Determinants of business success of small and medium enterprises", *International Journal of Business and Social Science*, Vol. 2 No. 20, pp. 274-280.
- Kang, BO (2011), " Sebuah studi tentang pengaruh kewirausahaan CEO di UKM pada kinerja bisnis: bisnis waralaba ", tesis Dokter, Graduate School of Chung-Ang University . [Beasiswa Google]
- Kalm, M. (2012). The Impact of Networking on Firm Performance-Evidence from Small and Medium-Sized Firms in Emerging Technology Areas (No. 1278). Retrieved from <https://www.etla.fi/wp-content/uploads/2012/09/dp1278.pdf>.
- Kehinde J, Idris A. & Oluitan R. (2014) "Organizational Survival: The Effects of leadership Skill and Strategy". *Science Journal of Business and Management*, 2(2), 44 - 49.
- Kiveu, M., & Ofafa, G. (2013). Enhancing market access in Kenyan SMEs using ICT. *Global Business and Economics Research Journal*, 2(9), 29-46.
- Klyver, K., & Schott, T. (2011). How social network structure shapes entrepreneurial intentions. *Journal of Global Entrepreneurship Research*, 1(1), 3-19.
- Kozan, M. K., & Akdeniz, L. (2014). Role of strong versus weak networks in small business growth in an emerging economy. *Administrative Sciences*, 4(1), 35-50.
- Laguna, M., Wiechete, M. and Talik, W. (2012), "The competencies of managers and their business success", *Central European Business Review*, Vol. 1 No. 3, pp. 7-13.
- Machirori, T., & Fatoki, O. (2013). The impact of firm and entrepreneur's characteristics on networking by SMEs in South Africa. *Journal of Economics*, 4(2), 113- 120.
- Madatta, J. (2011). The role of entrepreneurial competencies on the success of the SME's in Tanzania: The case study of Ilala and Temeke Municipals. An Unpublished MSc Thesis Tanzania: University of Tanzania.
- Maina, J. N., Marwa, S. M., & Waiguchu, M. (2016). Network relationships and firm performance. An empirical study of Kenyan manufacturing firms. *International Journal of Economics, Commerce and Management*, 4(3), 258-272.
- Martinez, M. A. & Aldrich, H. E. (2011). Networking strategies for entrepreneurs: Balancing cohesion and diversity. *International Journal of Entrepreneurial Behaviour and Research*, 17(1), 7-38.
- Mele, N. (2015), "Why more M&As is a sign that scale is no longer an advantage", *Harvard Business Review*, available at: <https://hbr.org/2015/10/why-more-mas-is-a-sign-that-scale-is-no-longer-an-advantage> (accessed 15 November 2015).
- Mitchelmore, S. & Rowley, J. (2010). Entrepreneurial competencies: a literature review and development agenda. *International Journal of Entrepreneurial Behavior & Research*, 16(2), 92-111.
- Mitchelmore, S., & Rowley, J. (2013). Entrepreneurial competencies of women entrepreneurs pursuing business growth. *Journal of Small Business and Enterprise Development*, 20(1), 125-142.
- M.R. Azadehdel, F. Farahbod, M.A. Jamshidinejad. The Relationship between Knowledge Sharing, Innovation, and Performance, *Interdisciplinary Journal of Contemporary Research In Business*, 2013, vol. 5, No 5, 408 - 412.
- Mukulu, E. (2012). *Transfer of Training in Micro and Small Enterprises in Kenya*. Aurora, IL: Lambert Academic Publishing.

- Muzychenko, O., Zalan, T., & Wells, S. (2008). Developing Competencies for International Entrepreneurship: The role of a Global Mindset. *International Journal of Entrepreneurship Education*, 6 (4) , 217 -240.
- Ng, H. S., Kee, D. M. H., & Ramayah, T. (2016). The role of transformational leadership, entrepreneurial competence and technical competence on enterprise success of owner- managed SMEs. *Journal of General Management*, 42(1), 23-43.
- Ngugi, J., & Bwisa, H. (2013). Factors influencing growth of group owned small and medium enterprises: A case of one village one product enterprises. *International Journal of Education and Research*, 1(8), 1-13.
- Northouse, P.G (2010). *Leadership: theory and practice* (5th Ed). Los Angeles, CA: Sage.
- Nyagah, C. N. (2013). Non-financial constraints hindering growth of SME 'S in Kenya: the case of plastic manufacturing companies in industrial area in Nairobi County. Unpublished PhD Thesis, Nairobi: Kenyatta University.
- Otieno, S., Bwisa, H.M., & Kihoro, J. M. (2012). Influence of entrepreneurial orientation on Kenya's manufacturing firms operating under East African regional integration. *International Journal of Learning & Development*, 2(1),299 – 320.
- Oxford Economics (2013), "SMEs equipped to compete – innovation and differentiation", availableat:<http://go.sap.com/docs/download/2014/01/96d61054-397c-0010-82c7-eda71af511fa.pdf> (accessed15 February 2016).
- Packard, T. (2009). Leadership and performance in human service organizations. *The Handbook of Human Services Management* (143-164). Thousand Oaks, CA: Sage Publications
- Penchev, P., & Salopaju, A. (2011). Entrepreneurial competencies needed by managers in their work. Unpublished Master's Thesis, Sweden: Jönköping International Business School,.
- Rathwell, K. J., & Peterson, G. D. (2012). Connecting social networks with ecosystem services for watershed governance: a social ecological network perspective highlights the critical role of bridging organizations. *Ecology & society*, 17(2), 24-44.
- Roomi, M. A., & Harrison, P. (2011). Entrepreneurial leadership: What is it and how should it be taught? *International Review of Entrepreneurship*, 9(3), 1-44.
- Ropega, J. (2011). The Reasons and Symptoms of Failure in SME. *International Advances in Economic Research*, 17(4), 476-483.
- Rhenald kasali, dkk. (2010). *Modul Kewirausahaan untuk Program Strata 1*. Jakarta: PT Mizan Publikasi
- Sánchez, J. (2012). The Influence of Entrepreneurial Competencies on Small FirmPerformance. *Revista Latinoamericana de Psicología*, 44(2), 165-177.
- Schumpeter, J.A. (1943), *Capitalism Socialism and Democracy*. London: Allen and Unwin

**PERJANJIAN PELAKSANAAN PENELITIAN REGULER
PERIODE I TAHUN ANGGARAN 2022
NOMOR : 0607-Int-KLPPM/UNTAR/V/2022**

Pada hari ini Kamis tanggal 5 bulan Mei tahun 2022 yang bertanda tangan di bawah ini:

1. Nama : Ir. Jap Tji Beng, MMSI., Ph.D.
Jabatan : Ketua Lembaga Penelitian dan Pengabdian kepada Masyarakat
Alamat : Jl. Letjen S. Parman No. 1, Tomang, Grogol Petamburan, Jakarta Barat, 11440
selanjutnya disebut **Pihak Pertama**
2. Nama : Nur Hidayah, S.E., M.M.
Jabatan : Dosen Tetap
Fakultas: Ekonomi dan Bisnis
Alamat : Jl. Tanjung Duren Utara No. 1, Jakarta Barat, 11470

Bertindak untuk diri sendiri dan atas nama anggota pelaksana penelitian:

Nama : Dra. Rodhiah, M.M.
Jabatan : Dosen Tetap

Serta atas nama asisten pelaksanaan penelitian:

1. Nama (NIM) : Rio Taruna (115180443)
Fakultas : Ekonomi dan Bisnis
2. Nama (NIM) : Yefta Leonardi Agusta Wijaya (115180432)
Fakultas : Ekonomi dan Bisnis

selanjutnya disebut **Pihak Kedua**

Pasal 1

- (1). **Pihak Pertama** menugaskan **Pihak Kedua** untuk melaksanakan Penelitian atas nama Lembaga Penelitian dan Pengabdian kepada Masyarakat Universitas Tarumanagara dengan judul “**Pengaruh Kompetensi Kewirausahaan pada Kelangsungan Hidup Usaha Kecil dan Menengah (UKM)**”.
- (2). Biaya pelaksanaan penelitian sebagaimana dimaksud ayat (1) di atas dibebankan kepada **Pihak Pertama** melalui anggaran Universitas Tarumanagara.
- (3). Besaran biaya pelaksanaan yang diberikan kepada **Pihak Kedua** sebesar Rp. 12.000.000 (dua belas juta rupiah), diberikan dalam 2 (dua) tahap masing-masing sebesar 50%.
- (4). Pencairan biaya pelaksanaan Tahap I akan diberikan setelah penandatanganan Perjanjian Pelaksanaan Penelitian.
- (5). Pencairan biaya pelaksanaan Tahap II akan diberikan setelah **Pihak Kedua** melaksanakan penelitian, mengumpulkan:
 - a. Hard copy berupa laporan akhir sebanyak 5 (lima) eksemplar, logbook 1 (satu) eksemplar, laporan pertanggungjawaban keuangan sebanyak 1 (satu) eksemplar, luaran penelitian; dan

- b. Softcopy laporan akhir, logbook, laporan pertanggungjawaban keuangan, dan luaran penelitian.
- (6). Rincian biaya pelaksanaan sebagaimana dimaksud dalam ayat (3) terlampir dalam Lampiran Rencana Penggunaan Biaya dan Rekapitulasi Penggunaan Biaya yang merupakan bagian yang tidak terpisahkan dalam perjanjian ini.
- (7). Penggunaan biaya penelitian oleh **Pihak Kedua** wajib memperhatikan hal-hal sebagai berikut:
 - a. Tidak melampaui batas biaya tiap pos anggaran yang telah ditetapkan; dan
 - b. Peralatan yang dibeli dengan anggaran biaya penelitian menjadi milik Lembaga Penelitian dan Pengabdian kepada Masyarakat.
- (8). Daftar peralatan sebagaimana dimaksud pada ayat (7) di atas wajib diserahkan oleh **Pihak Kedua** kepada **Pihak Pertama** selambat-lambatnya 1 (satu) bulan setelah penelitian selesai.

Pasal 2

- (1). Pelaksanaan kegiatan Penelitian akan dilakukan oleh **Pihak Kedua** sesuai dengan proposal yang telah disetujui dan mendapatkan pembiayaan dari **Pihak Pertama**.
- (2). Pelaksanaan kegiatan penelitian sebagaimana dimaksud dalam ayat (1) dilakukan sejak Januari – Juni 2022.

Pasal 3

- (1). **Pihak Pertama** mengadakan monitoring dan evaluasi (MONEV) terhadap pelaksanaan penelitian yang dilakukan oleh **Pihak Kedua**.
- (2). **Pihak Kedua** diwajibkan mengikuti kegiatan MONEV sesuai dengan jadwal yang ditetapkan oleh **Pihak Pertama**.
- (3). **Pihak Kedua** menyerahkan laporan kemajuan, logbook pelaksanaan penelitian serta wajib mengisi lembar MONEV dan draft artikel luaran wajib sebelum MONEV.

Pasal 4

- (1). **Pihak Kedua** wajib mengumpulkan Laporan Akhir, Logbook, Laporan Pertanggungjawaban Keuangan, dan luaran.
- (2). Laporan Akhir disusun sesuai Panduan Penelitian ditetapkan Lembaga Penelitian dan Pengabdian Kepada Masyarakat.
- (3). Logbook yang dikumpulkan memuat secara rinci tahapan kegiatan yang telah dilakukan oleh **Pihak Kedua** dalam pelaksanaan Penelitian.
- (4). Laporan Pertanggungjawaban yang dikumpulkan **Pihak Kedua** memuat secara rinci penggunaan biaya pelaksanaan Penelitian yang disertai dengan bukti-bukti.
- (5). Batas waktu pengumpulan Laporan Akhir, Logbook, Laporan Pertanggungjawaban Keuangan, dan luaran wajib berupa Artikel di Jurnal/Prosiding Nasional Terakreditasi/Internasional Bereputasi.
- (6). Apabila **Pihak Kedua** tidak mengumpulkan Laporan Akhir, Logbook, Laporan Pertanggungjawaban Keuangan, dan Luarannya sebagaimana disebutkan dalam ayat (5), maka **Pihak Pertama** akan memberikan sanksi.
- (7). Sanksi sebagaimana dimaksud pada ayat (6) berupa proposal penelitian pada periode berikutnya tidak akan diproses untuk mendapatkan pendanaan pembiayaan oleh Lembaga Penelitian dan Pengabdian Kepada Masyarakat.

Pasal 5

- (1). Dalam hal tertentu **Pihak Kedua** dapat meminta kepada **Pihak Pertama** untuk memperpanjang batas waktu sebagaimana dimaksud pada Pasal 4 ayat (5) di atas dengan disertai alasan-alasan yang dapat dipertanggungjawabkan.
- (2). **Pihak Pertama** berwenang memutuskan menerima atau menolak permohonan sebagaimana dimaksud pada ayat (1).
- (3). Perpanjangan sebagaimana dimaksud pada ayat (1) hanya dapat diberikan 1 (satu) kali.

Pasal 6

- (1). **Pihak Pertama** berhak mempublikasikan ringkasan laporan penelitian yang dibuat **Pihak Kedua** ke dalam salah satu jurnal ilmiah yang terbit di lingkungan Universitas Tarumanagara.
- (2). **Pihak Kedua** memegang Hak Cipta dan mendapatkan Honorarium atas penerbitan ringkasan laporan penelitian sebagaimana dimaksud pada ayat (1).
- (3). **Pihak Kedua** wajib membuat poster penelitian yang sudah/sedang dilaksanakan, untuk dipamerkan pada saat kegiatan **Research Week** tahun terkait.
- (4). **Pihak Kedua wajib** membuat artikel penelitian yang sudah dilaksanakan untuk diikuti sertakan dalam kegiatan **International Conference** yang diselenggarakan oleh Lembaga Penelitian dan Pengabdian kepada Masyarakat.
- (5). Penggandaan dan publikasi dalam bentuk apapun atas hasil penelitian hanya dapat dilakukan oleh **Pihak Kedua** setelah mendapatkan persetujuan tertulis dari **Pihak Pertama**.

Pasal 7

- (1). Apabila terjadi perselisihan menyangkut pelaksanaan penelitian ini, kedua belah pihak sepakat untuk menyelesaikannya secara musyawarah.
- (2). Dalam hal musyawarah sebagaimana dimaksud pada ayat (1) tidak tercapai, keputusan diserahkan kepada Pimpinan Universitas Tarumanagara.
- (3). Keputusan sebagaimana dimaksud dalam pasal ini bersifat final dan mengikat.

Demikian Perjanjian Pelaksanaan Penelitian ini dibuat dengan sebenar-benarnya pada hari, tanggal dan bulan tersebut diatas dalam rangkap 2 (dua), yang masing-masing mempunyai kekuatan hukum yang sama.

Pihak Pertama



Ir. Jap Tji Beng, MMSI., Ph.D.

Pihak Kedua



Nur Hidayah, S.E., M.M.

RENCANA PENGGUNAAN BIAYA
(Rp)

Rencana Penggunaan Biaya	Jumlah
Pelaksanaan Penelitian	Rp. 12.000.000,-

REKAPITULASI RENCANA PENGGUNAAN BIAYA
(Rp)

No.	Pos Anggaran	Tahap I	Tahap II	Jumlah
1.	Pelaksanaan Penelitian	6.000.000,-	6.000.000,-	12.000.000,-
	Jumlah	6.000.000,-	6.000.000,-	12.000.000,-

Jakarta, 5 Mei 2022

Peneliti,



(Nur Hidayah, S.E., M.M.)