



The Influence of Entrepreneurial Behavior and Business Ability on Business Performance: Groups Role as Moderation

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Abstract

This study aims to test and analyze entrepreneurial behavior and business ability on business performance. Examine and analyze the role of groups in moderating the effect of entrepreneurial behavior and business ability on business performance. This type of research is Explanatory Research. The sampling technique is non-probability sampling with the technique taken is saturated sampling (census) with a sample of 154 business actors in the SME Group, Kelud Mandiri Kediri, East Java. The data analysis used in this research is statistical inferential Structural Equation Model (SEM) using Partial Least Square (PLS). The results of the hypothesis test show that Entrepreneurial Behavior and Business Ability have a significant and positive effect on business performance. The role of the group does not moderate the influence of Entrepreneurial Behavior and Business Ability on Business Performance.

Keywords: *Entrepreneurial Behavior; Business Ability; Business Performance; Group Role*

Introduction

SMEs have a significant role in the global market, and in certain countries SMEs are able to generate income in the international market which is much greater than the income in the domestic market. SMEs in Indonesia dominate business units up to 99.9% of the total 57.89 million. The contribution of SMEs to Gross Domestic Product reached 57.56 percent, employment reached 96.9 percent and non-oil exports reached 15.68 percent (Bank Indonesia, 2018). Given the important contribution of SMEs to national development, the performance of SMEs is an important thing to be considered by the government and stakeholders at large.

One of the factors that influence the successful performance of entrepreneurs is entrepreneurial behavior in operating their businesses. Entrepreneurial Behavior is a creative and innovative ability that is used as the basis for resources, processes and struggles to create added value for goods and services carried out with the courage to face risks (Suryana, 2014). Entrepreneurial Behavior is the ideal behavior that should be carried out by an entrepreneur when operating their business. The development of Entrepreneurial Behavior will foster a positive entrepreneurial attitude in the form of the ability to control

the situation and focus attention on the activities or results to be achieved. This is because business actors who have Entrepreneurial Behavior will be more active in taking advantage of opportunities, be innovative and dare to take risks. Empirical evidence that supports the relationship between Entrepreneurial Behavior and the performance of SMEs is the research of Amir et al (2018) which found evidence of Entrepreneurial Behavior Factors having a positive and significant effect on business performance. Entrepreneurial Behavior plays an important role in improving business performance through the courage to take risks and perseverance in doing business. Furthermore, Lisa (2019) and Pati et al (2021) found evidence that Entrepreneurial behavior has a significant effect on MSME performance. Entrepreneurial Behavior is described with originality which is reflected in the work done in accordance with experience, meaning that it is done creatively, innovatively, and flexible, with great knowledge, so that it can improve performance, which is shown financially where MSMEs managed have increased business profits.

Micro and Small Enterprises in their development have several obstacles, including in terms of capital, marketing, human resources, product innovation, and product quality, as well as sales volume. So that these obstacles do not continue, it is necessary to involve stakeholders including government agencies, educational institutions, NGOs, cooperatives, banks and business associations or groups, so that it will improve the business performance of SMEs. The existing involvement has been independent and less integrative between stakeholders with one another. (Karsidi and Irianto, 2005)

Entrepreneurial success is determined by the abilities of an entrepreneur. According to Hitt, et al., (2005), business capability is a combination of tangible and intangible organizational/company resources, which can be carried out by the organization/company, thus providing the power capability to create and develop competitive advantage in a company. entrepreneurship will directly affect the success of business performance (Camuffo et al., 2012). Entrepreneurs who have the ability, knowledge, creativity, imagination, and easy capture of opportunities are important factors that influence business success not only in the early stages but also in the future, and this becomes an incentive to encourage entrepreneurial wealth creation (Zahra et al., 2009). Empirical evidence of the relationship between business ability and business performance is found in the research of Sembiring (2016), Adriana, et al., (2010) which states that business ability has a significant influence on business performance. Business ability in small businesses is directly more dominantly influenced by the role of the government. (Helmy and Hutagalung: 2008). Increasing business capabilities will improve the business performance of salak SMEs in Banjarnegara (Astuti and Murwatiningsih, 2016).

Business performance in this research, besides being influenced by Entrepreneurial Behavior and business ability, is also influenced by the role of the group. The role of groups in MSEs is to become a forum for entrepreneurs to continue to improve their knowledge. Basically, all the goals they want to achieve are to improve their performance. The role of this group is expected to help in advancing the SME business. A group is formed because of the desire of its members to achieve certain goals that have been mutually agreed upon. Yustika (2012) argues that the similarity of goals and areas is one of the characteristics of the formation of social capital that can help the growth and development of SMEs. This is the social capital of the community that places a common area as a place to live, while groups are individuals who are joined because of a common interest or identity, and locality is a set of closeness that lives in the community.s

Research conducted by Borda, et al., (2017) states that business groups of several SMEs in Latin America have a significant influence on improving business performance. Creative communities or groups have a partially positive and significant effect on industrial performance (Anjaningrum, et.al., 2018). Research by Hongyun, et al., (2019) on the Effect of Social Capital on Firm Performance: The Role of Entrepreneurial Orientation and Dynamic Capability, found evidence that social capital as measured by trust, shared norms, shared culture, and business networks have a strong relationship.

positive and direct with the performance of small and medium enterprises in Ghana. Then dynamic capabilities mediate the relationship between social capital and firm performance.

Referring to several previous research results and existing theories, this study seeks to examine and develop a more representative model of the Impact of Entrepreneurial Behavior and Business Ability on the Performance of SMEs, with the novelty of research using Group Roles as Moderating Variables. Specifically, this study aims: first, to examine and analyze the influence of Entrepreneurial Behavior and business ability on business performance. Second, examine and analyze the role of groups in moderating the influence of Entrepreneurial Behavior and business ability on business performance in SMEs.

Theoretical

Entrepreneurial Behavior Concept

According to Dirlanudin (2010) Entrepreneurial behavior is an entrepreneurial activity that: looks at opportunities. Considering the encouragement of values in the business environment (value-driven), ready to accept risks and creative. The ideas are adapted to the format of business start-up, business growth or business transformation. Entrepreneurship is the process of applying creativity and innovation in solving problems and finding opportunities to improve lives (Zimmerer, Scarborough, & Wilson, 2008). Robbins (2003) adds that entrepreneurship is the process of pursuing opportunities to fulfill needs and wants through innovation. Entrepreneurial Behavior is the behavior of people who can see and assess business opportunities, gather the resources needed to take advantage and take appropriate actions to ensure success. Entrepreneurial Behavior is very important in entrepreneurship. Someone who has an entrepreneurial mindset will take various actions related to entrepreneurship with enthusiasm (Septiana et al, 2017).

Entrepreneurial Behavior is a creative and innovative ability that is used as the basis for resources, processes and struggles to create added value for goods and services carried out with the courage to face risks (Suryana, 2014). Empirical evidence that supports, the research of Dirlanudin (2010), Puspitasari (2013), both state that Entrepreneurial Behavior has a direct effect on business success, namely increasing profits, increasing the number and customer loyalty, increasing sales volume, increasing product quality and quantity, product diversification. , marketing expansion, and competitiveness. Rante (2011), Iskandar (2017), Ekaputri et al (2018) conclude that there is a positive relationship between Entrepreneurial Behavior and business performance.

Based on supporting empirical evidence and it can be concluded that Entrepreneurial Behavior has an effect on the performance of running a business, so that the research hypothesis can be taken as follows:

H1: Entrepreneurial Behavior has a significant effect on Business Performance

Business Ability

The company's organizational capability is a combination of tangible and intangible organizational/company resources that can be carried out by the organization/company. The indicator of business/organizational capability is to provide the power to create and develop competitive advantage (Hitt, et al., 2005). The concept of business capability, rooted in underlying assumptions and beliefs, is often implicit, hidden or possibly overlooked. Furthermore, Business ability are always used as an important parameter and focus on self-development methods and procedures. The findings indicate that the important components used to assess and change Business ability are personality, intelligence, motivation, memory and system processing. In increasing business growth (Nuthail 2001). In another

part, Latif (2002) states that Business ability have several management models based on effectiveness. The results state that Business ability can contribute to business performance.

The results of research by Sembiring (2016), Adriyana, et al., (2012) state that business ability has a significant influence on business performance. Muryati (2004), that internal factors have a positive and significant effect on export performance. Parnell research (2010), that there is a relationship between strategic capabilities, business strategy, and performance in retail businesses in Argentina, Peru, and the United States. Furthermore, Hajar et al., (2012) stated that the company's high resource capabilities, namely the ability to respond, the ability to create quality, the ability to imitate, create a system that can accelerate the production process, and the efficiency of production costs, are used to implement an appropriate competitive strategy, namely a differentiation strategy in a location near the market and a cost-leading strategy in a location near raw materials to increase sales results, profits, and company assets in the small wood furniture industry in Southeast Sulawesi. Based on the supporting empirical evidence and it can be concluded that:

H2: Business Ability has a significant effect on Business Performance

Group Role

A group is a collection of people who have a common goal who interact with each other to achieve a common goal, get to know each other, and view them as part of the group (Mulyana, 2005). Soebiyanto (1998) said that the role of the group must be able to function harmoniously, in a mutually supportive and dynamic state so that the independence and resilience of individual groups can be developed. The role of the group as a place for learning activities is able to produce products as expected, and able to increase family income and groups are able to solve problems faced by SMEs together.

The business ability of a business is supported by the role of several individuals who join to form a group. Luo and Tung (2007) and Yaprak and Karademir (2010) both state that group businesses will be more efficient and effective in conducting their business activities. According to Hafsa (2004), one of the crucial problems faced by MSMEs is the Weak Business Network and Market Penetration Ability. Small businesses, which are generally family business units, have very limited business networks and low market penetration capabilities, because the products produced are very large. limited and have less competitive quality. In contrast to large businesses that already have a solid network and are supported by technology that can reach internationally and good promotions.

The ability to interact and collaborate, for Micro and Small Business actors will be able to increase income and innovation for the quality of their services and products. This ability is the capital to form a network or organization, where the existence of a network or community is important in developing a business for Micro and Small Business actors because there is a community that can establish good cooperation and interaction between each individual Micro Business actor. and Small, the problems encountered are resolved more quickly as well as through information sharing activities.

Research by Abbas, et al. (2019), found evidence that entrepreneurial business networks have a significant positive relationship with the sustainable performance of small companies. Bengesi and Roux (2014) found evidence of a positive influence on the role of groups with the performance of SMEs. Borda, et al., (2017) found evidence that business groups from several SME actors had a significant influence on improving business performance

H3: The Role of Groups in Moderating the Effect of Entrepreneurial Behavior on Business Performance.

H4: The Role of the Group Moderates the Effect of Business Capability on Business Performance

This study develops a conceptual model that shows the relationship between Group Roles as a moderator of the relationship between Entrepreneurial Behavior and Ability to Business performance of small and medium enterprises as shown in Figure 1.

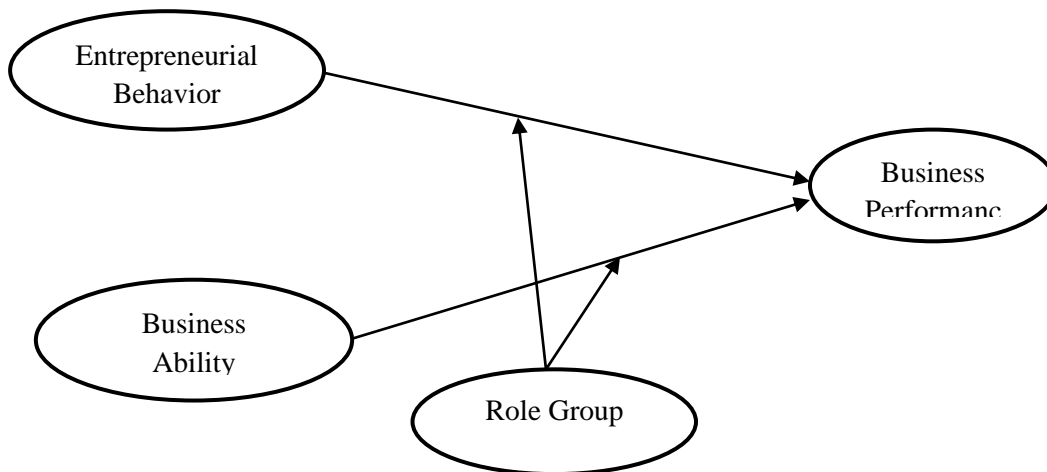


Fig 1. Research model

Methodology

The type of research used is Explanatory Research, which explains the relationship between research variables through hypothesis testing. The population in this study are micro and small enterprises engaged in manufacturing. The unit of analysis used was the SMEs center and 154 members of SMEs Kelud Mandiri. The sampling technique used purposive sampling with the first criteria, business owners/managers of Kelud Mandiri micro and small businesses. Second, Micro and small businesses in the food and beverage culinary business that are still active and productive are actively selling continuously. The number of samples based on predetermined criteria is 154 business actors. Data collection is done by sending a list of questions to respondents related to research.

The variables used in this study consisted of Entrepreneurial Behavior with 6 indicators developed by Suryana (2014). Business Ability consists of 9 indicators developed by Hitt et al. (2005) ; Hajar (2012). The role of the group consists of 7 indicators developed by Yenni et al. (2016). Business Performance consists of 6 indicators developed by Lambing (2003). The research uses Method Of Successive Interval (MSI) Analysis to convert ordinal scale data into interval scale. Respondents were asked to rate the questionnaire items with seven scale (Strongly disagree: score 1, close to strongly disagree: score 2, Disagree: score 3, Neutral: score 4, Agree: score 5, close to strongly agree: score 6, Strongly Agree: Score 7)

The model used in this study is a model of causality or influence relationship. The research hypothesis is submitted using the Structural Equation Model (SEM) approach using Partial Least Square (PLS) with component-based or variance-based structural equations (SEM). In the analysis using PLS there are 2 things to do, namely: First, assessing the outer model or measurement model. Second, assessing the Inner Model or Structural Model

Results

Evaluation of the Measurement Model (Outer Model)

The measurement model (outer model) defines how each indicator block relates to its latent variable. The measurement model was used to test the validity and reliability of the constructs. The results validity are presented in Table 1 as follows:

Table 1. Outer Loading

Construct	item	Loading	p-value	Explanation
Entrepreneurial Behavior	EB.1	0.707	<0.001	Valid
	EB.2	0.634	<0.001	Valid
	EB.3	0.422	<0.001	Valid
	EB.4	0.602	<0.001	Valid
	X1.5	0.548	<0.001	Valid
Business Ability	BA.1	0.659	<0.001	Valid
	BA.2	0.588	<0.001	Valid
	BA.3	0.51	<0.001	Valid
	BA.4	0.451	<0.001	Valid
	BA.5	0.386	<0.001	Valid
	BA.8	0.47	<0.001	Valid
	BA.9	0.483	<0.001	Valid
Role of Business Group	RBG.1	0.861	<0.001	Valid
	RBG.2	0.854	<0.001	Valid
	RBG.3	0.756	<0.001	Valid
	RBG.4	0.842	0.015	Valid
	RBG.5	0.48	<0.001	Valid
Business Performance	BP.1	0.709	<0.001	Valid
	BP.2	0.693	<0.001	Valid
	BP.3	0.763	<0.001	Valid
	BP.4	0.778	<0.001	Valid
	BP.5	0.468	<0.001	Valid
	BP.6	0.598	<0.001	Valid

From the results of data analysis, it is known that all indicators have a factor value greater than 0.30 (Hair et al. 2010), with a significant value of P value <0.001 so that overall these indicators are able to represent the constructs of Entrepreneurial Behavior, Business Ability, Group Role and Business Performance. These criteria are able to assess the validity that the indicator is proven to be a valid construct.

The next test to evaluate the outer model is to test the reliability of the latent construct as measured by Cronbach's alpha and composite reliability. The construct is declared reliable if the value is above 0.60.

Table 2. Cronbach's Alpha Test Results and Composite Reliability

	Cronbachs Alpha	Composite Reliability
Entrepreneurial Behavior	0.622	0.723
Business Ability	0.630	0.710
The Role of Business Group	0.820	0.877
Business Performance	0.756	0.832

Evaluation of the Structural Model (Inner Model)

The suitability test between the theoretical and empirical models can be seen at the level of Goodness-of-fit statistics. A model is said to be fit if the covariance matrix of a model is the same as the covariance of the data matrix (observed). Model fit indices and P values display the results of ten fit indicators.

Table 3. Model Fit and Quality Indices

Model Fit and Quality Indices	Fit Criteria	Result	Explanation
Average path coefficient (APC)	P<0.05	0.307, P<0.001	good
Average R-Squared (ARS)	P<0.05	0.983, P<0.001	good
Average Adjusted R-Squared (AARS)	P<0.05	0.982, P<0.001	good
Average block VIF (AVIF)	acceptable if ≤ 5 , ideally ≤ 3.3	3.778	good
Average full collinearity VIF (AFVIF)	acceptable if ≤ 5 , ideally ≤ 3.3	8.337	Marginal
Tenenhaus GoF (GoF)	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	0.603	good
Sympson's paradox ratio (SPR)	acceptable if ≥ 0.7 , ideally = 1	0.500	Marginal
R-squared contribution ratio (RSCR)	acceptable if ≥ 0.9 , ideally = 1	0.976	good
Statistical suppression ratio (SSR)	acceptable if ≥ 0.7	1.000	good
Nonlinear bivariate causality direction ratio (NLBCDR)	acceptable if ≥ 0.7	0.500	Marginal

Table 4. R-Square

	R Square
Business Performance	0.983

The R-square value of Business Performance is 0.983, this means that the contribution of Entrepreneurial Behavior and Business Ability to Business Performance is 98.3%.

Table 5. Hypothesis testing

No	Relationship between Variables (Explanatory Variable → Response Variable)		Path Coefficient	<i>p-value</i>	Explanation
1	Entrepreneurial Behavior	Business Performance	0.130	0.049	Significant
2	Business Ability	Business Performance	1.015	<0.001	Significant n

H1: Entrepreneurial Behavior has a significant effect on business performance.

The Direct Effect of Entrepreneurial Behavior on Business Performance produces a path coefficient of 0.130 with a *p*-value of 0.049. This effect is significant with a positive sign which means that the increase in Entrepreneurial Behavior will increase business performance. The influence of Entrepreneurial Behavior on Business Performance is in accordance with the original prediction that Entrepreneurial Behavior has a significant effect on business performance. These results indicate that Entrepreneurial Behavior is a determining factor for Business Performance

H2: Business ability has a significant effect on business performance

The Direct Effect of Ability on Business Performance produces a path coefficient of 1.015 with *p*-value <0.001. This influence is very significant with a positive sign which means that increasing Business Capability will increase Business Performance. The influence of ability on business performance is in accordance with the original prediction that business ability has a significant effect on business performance. These results indicate that business capability is a determining factor for Business Performance

Table 6. Moderation Test Analysis Results

Explanatory Variable	Moderating Variables	Response Variable	Path Coefficient	<i>p-value</i>	Explanation
Entrepreneurial Behavior	Group Role	business performance	0.052	0.257	Non Moderation Variable
Business ability	Group Role	business performance	0.030	0.355	Non Moderation Variable

H3: The role of groups to moderate the influence of Entrepreneurial Behavior on Business Performance.

Based on the test results presented in table 6., it shows the significance value for the Interaction variable Entrepreneurial Behavior * Role of Groups on Business Performance resulting in a path coefficient of 0.052 with a probability of 0.257. This shows that the role of the group does not strengthen the influence of Entrepreneurial Behavior on Business Performance.

H4: The role of the group to moderate the effect of Business Ability on Business Performance.

Based on the test results presented in table 6. shows the significance value for the Interaction variable Business Ability * Group Role on Business Performance produces a path coefficient of

0.030 with a probability of 0.355. This shows that the Group Role does not strengthen the influence of Business Ability on Business Performance

Discussion

The Influence of Entrepreneurial Behavior on Business Performance

The study found that entrepreneurial behavior affects business performance. The meaning of this finding shows that empirically entrepreneurial behavior is a determinant of business performance. This indicates that the better understanding of entrepreneurial behavior applied by entrepreneurs will certainly support business performance. By understanding entrepreneurial behavior in SMEs, it will be followed by improving the performance of SMEs. This is in accordance with the opinion expressed by Herri (2013) that entrepreneurial behavior has a positive influence on business performance, which means that business performance is determined from the entrepreneurial behavior applied, this explains that the application of good entrepreneurial behavior in a business will result in business performance, which is good and vice versa. Small businesses are flexible enough, proactive, willing to take risks, business experience, and anticipatory. Small entrepreneurs have dared to take risks related to opportunities in the uncertain context of decision making, then flexible according to customer wishes. Small entrepreneurs have the ability to recognize opportunities and a commitment to innovation. The attitude of small entrepreneurs in entrepreneurship and the consequences of behavior to innovation are influenced by backgrounds related to the leadership's business experience. Anticipatory is the ability of small entrepreneurs to cope with or anticipate any changes.

Furthermore, Dirlanudin (2010), stated that behavior is a function of the interaction between individuals and their environment. It can be concluded that an individual with the environment will shape behavior directly, both behavior in entrepreneurship or business. Likewise with entrepreneurial behavior at the Kelud Mandiri SMEs center, which is also influenced by individual desires and is supported by the environment. The behavior of SMEs centers and members of SMEs Kelud Mandiri who have strong entrepreneurial characteristics are more strongly motivated in running a business, not only wanting their business to run smoothly as they are but wanting their business to develop and be able to produce on a larger scale. Research findings support past research Rante (2011), Iskandar (2017), Ekaputri, Sudarwanto, & Marlina (2018) concluded that there is a positive relationship between Entrepreneurial Behavior and business performance.

The Influence of Business Ability on Business Performance

The result of the study supports the view that Business Ability has an effect on Business Performance. The meaning of this finding shows that empirically business capability is a determining factor for business performance. The findings are in line with the opinion of Riyanti (2003), which explains that the development of the concept of entrepreneurship in entrepreneurs is important, considering that people who are able to manage their entrepreneurial abilities tend to have clear and directed concepts in building and fostering their business. They tend to be motivated to continuously improve their competitiveness by producing new products through different methods from other entrepreneurs. Furthermore, Roblesa and Rodriguez (2015) state that the increasing entrepreneurial ability will increase business performance. Entrepreneurs with the ability to control risk well, always seek and analyze information on new business opportunities, are good at communicating, are dynamic, are proven to be able to encourage business performance. This research proves that entrepreneurial competence is very important for entrepreneurs because it is a valuable resource, rare (unique), cannot be imitated (cannot be easily sold or traded), and non-substitutable. This is an advantage and creates performance. The findings of this study support the findings of Sembiring (2016), Adriyana, et al., (2012) stating that business ability has a significant influence on business performance. Furthermore, research by Ibnu Hajar et al., (2012) states that the company's high resource capabilities, namely the ability to

respond, the ability to create quality, the ability to imitate, create a system that can accelerate the production process, and the efficiency of production costs, are used to implement appropriate competitive strategies. , namely a differentiation strategy at a location near the market and a cost leader strategy at a location near raw materials to increase sales results, profits, and company assets in small industries.

Moderating Effect of Group Roles on the Effect of Entrepreneurial Behavior and Business Ability on Business Performance

The role of the group does not moderate the influence of entrepreneurial behavior and capabilities on business performance. The findings of this study indicate that the performance of SMEs is more due to the creative and innovative abilities that are used, the basis of resources, processes and struggles to create added value for goods and services that are carried out with the courage to face risks. The results also indicate that the values contained in the group have not been able to be perceived properly and have no real impact on the performance of SMEs, so that the community has not been able to carry out its function in overcoming the problems faced by SMEs. The problems faced by MSMEs are the main concerns and obstacles, namely lack of capital to maintain and start their business again, decreased domestic demand, loan payments and production disruptions. In this case, the SME group does not have a role in overcoming these obstacles.

Conclusion

Entrepreneurial Behavior has a significant and positive influence on Business Performance. This means that the better the entrepreneurial behavior, the more daring to take risks to run their own business by taking advantage of opportunities to create new businesses or with an innovative approach, able to generate sales turnover and have higher turnover and additional capital.

Binsi's ability has a significant and positive influence on Business Performance. This means that the better, the higher the ability of SMEs to combine tangible and intangible business resources that can be carried out in business activities, the higher the performance in generating sales turnover and having higher turnover and capital increase.

The role of the group does not strengthen the influence of Entrepreneurial Behavior and Ability on Business performance. This means that the success and business performance of SMEs are more influenced by the behavior and ability to take risks to run their own business by taking advantage of opportunities to create new businesses or with innovative approaches, combining tangible and intangible business resources in managing their business.

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