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# The Effect of Entrepreneurial Characteristics on Entrepreneurial Competence and Entrepreneurial Competence on Business Performance of Micro and Small-Scale Coffee Shops in Bogor

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**Abstract**

*This research aims to analyze the influence of entrepreneurial characteristics towards entrepreneurial competencies and entrepreneurial competencies towards the business performance of micro and small scale coffee shops in Bogor. In this research, entrepreneurial characteristics consist of individual and psychological characteristics; which individual characteristics were reflected by age, education, experience, cosmopolitan; psychological characteristics reflected by motivation and need of achievement; entrepreneurial competencies reflected by managerial skill, conceptual skill, social skill, decision making skill and time managerial skill; business performance reflected by profit and sales volume. This research used 60 data samples of coffee shops consisting of 30 unit micro scale and 30 unit small scale coffee shops that were collected through random sampling in Bogor from February 2018 until June 2018. The data were analyzed by SEM-PLS analysis with SMART PLS 3 software. The result showed that entrepreneurial competencies in small scale model were influenced by individual characteristics and psychological characteristics whereas entrepreneurial competencies in micro scale model were only influenced by individual characteristics. The business performance was influenced by entrepreneurial competencies both in micro scale model and small scale model.*

**Keywords:** *Entrepreneurial Characteristics, Entrepreneurial Competencies, Business Performance, Coffee Shop*

## INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are very important sectors where the growth of MSMEs is increasing every year so that they can become a strategic force to accelerate national development. This is in accordance with the contents of Law No. 20 of 2008 Chapter 3 article V which reads "Increasing the role of MSMEs can accelerate regional development, increase job creation, income distribution, economic growth and alleviation of people from poverty".

The role of MSMEs in driving the wheels of the national economy is not only as a seed for the growth of big business, but also as a provider of products and services that cannot be produced by large businesses because they are less efficient in terms of cost.

MSMEs that are currently developing, one of which is the coffee shop business. Coffee shops grow with various concepts. Today's coffee shops are not only found on the side of the road, but now we can also find them in malls and office buildings. Not only selling coffee and snacks, now the coffee shop also sells a comfortable atmosphere, plus there is a touch of

emotion that is presented, such as prestige, pride and warmth. This has received good interest from coffee lovers and has become a lifestyle for urban communities.

Coffee shops in Indonesia are available on various scales, from micro, small, medium to large scale. The micro scale is synonymous with simplicity; the facilities provided are as-is, usually sufficient with tables, chairs, and tents located on the side of the road, as opposed to the facilities provided by the above scale, where the facilities are more appealing. Indonesian people are more familiar with micro-scale coffee shop businesses, whereas if the facilities offered are adequate.

Micro-scale coffee shops or traditional coffee shops are usually enjoyed by the lower middle class, which are sold at a price of IDR 4000 per cup. Small and medium-scale coffee shops or coffee shops come with attractive concepts that attract the upper middle class even though they are sold 5 times more expensive. Not only attractive, they grow with bigger assets, they use coffee machines and various furniture that is not cheap.

The significant increase in coffee consumption in Indonesia, on average 8 percent per year, is the reason why coffee shops continue to grow and develop in big cities. However, there is a difference in the rate of growth between micro-scale coffee shop businesses (coffee shops) and small-scale coffee shops (coffee shops) in the city of Bogor, where coffee shops have a much higher growth rate of 25 percent per year compared to coffee shops, which is 0.5 percent per year.

Due to the difference in business scale between micro coffee shops and small-medium coffee shops, it is suspected that there are differences in the relationship of entrepreneurial competence to business performance at each scale. Entrepreneurial competence will directly affect the level of business success. (Mitchelmore & Rowley, 2010). This shows the importance of having entrepreneurial competence and everything that affects it. One of the factors that influence entrepreneurial competence is entrepreneurial characteristics. This is supported by research results.

Muharastri et al. (2015) shows that entrepreneurial characteristics have a positive relationship with entrepreneurial competence.(Rahman et al., 2016)

Therefore, research on the different effects of entrepreneurial characteristics on entrepreneurial competence and entrepreneurial competence on the performance of micro and small-scale coffee shops in Bogor is considered important. The purpose of this study was to analyze the effect of entrepreneurial characteristics on entrepreneurial competence and entrepreneurial competence on the performance of micro and small-scale coffee shops in Bogor.

## RESEARCH METHODS

### Framework

Jain makes a model that environmental factors affect entrepreneurial competence and performance, besides that in the model we can also see that competence affects business performance which can be seen in Figure 1 (Jain, 2011).

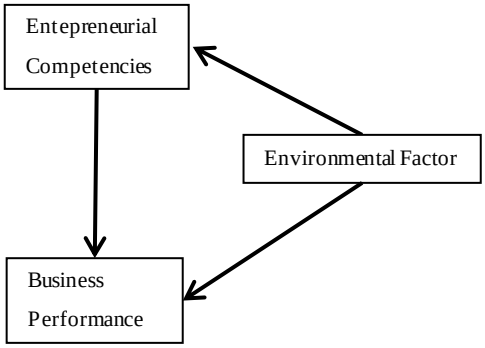


**Figure 1**. Model of Entrepreneurial Competence, Environmental Factors and Business Performance

Jain's model is less relevant in this study because it has to examine entrepreneurial intention and its effect on business performance. What should be needed is a direct influence of entrepreneurial competence on business performance.

Delmar made a model that direct influence of entrepreneurial competence on business performance (Delmar, 1996). Individual factors are one of the factors that determine entrepreneurial performance which can be seen in Figure 2.

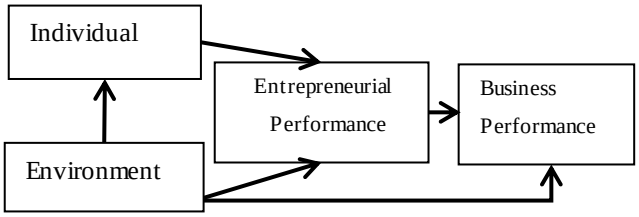


**Figure 2**. Model of Entrepreneurial Performance

This is in accordance with the research hypothesis that entrepreneurial competence affects business performance and entrepreneurial competence is influenced by individual factors.

Individual characteristics are personal characteristics inherent in an entrepreneur from birth, while psychological characteristics are characters that are formed based on life experiences. (Mahadalle & Kaplan (2017) shows that entrepreneurial characteristics and entrepreneurial competencies have an overall positive influence on business performance in Mogadishu, Somalia. (Gusti et al. (2012) research shows the results where entrepreneurial competence and business performance have a positive relationship.

The data to be collected is analyzed qualitatively and quantitatively. Qualitative analysis using descriptive analysis. While quantitative analysis uses PLS (Partial Least Square) analysis to analyze the effect of entrepreneurial characteristics on entrepreneurial competence, characteristics on competence and competence on the performance of MSME coffee shops in Bogor City. In quantitative analysis, the data were recapitulated with the help of the WPS Spreadsheet and SPSS 18 programs and then processed with the help of the SMART PLS 3 program.

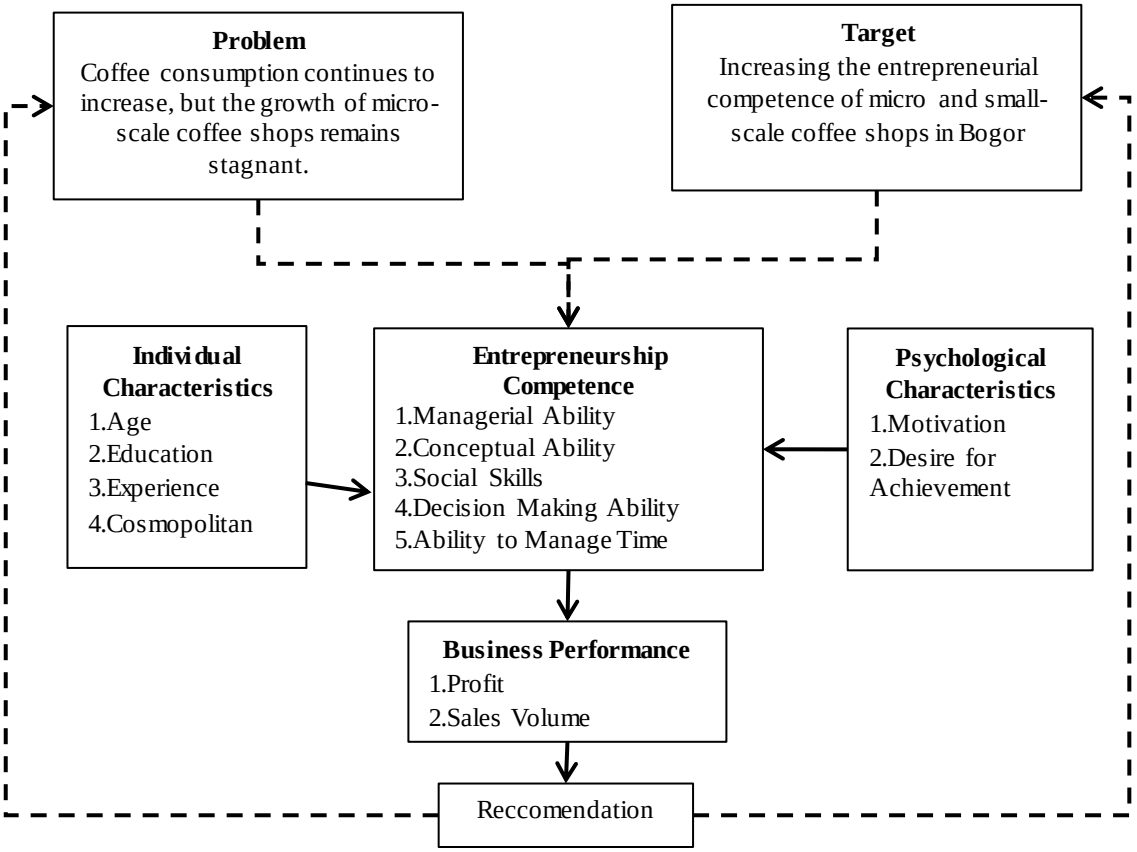


**Figure 3**. The Operational Framework of the Influence of Entrepreneurial Competence on the Performance of Micro-scale and Small-scale Coffee Shops

**Research Time and Location**

This research was conducted in the city of Bogor for a period of 2 months from February 2018 to April 2018. The selection of research locations based on considerations in the city of Bogor is one of the centers of MSME coffee shops that have very significant business growth. This is presumably because the trend of gathering in coffee shops has become a necessity or lifestyle for urban people.

**Data Source**

This study uses primary data and secondary data. Primary data was obtained from observations and interviews with coffee shop MSME owners at the research location with the help of a questionnaire. Secondary data was obtained from the Central Statistics Agency, Bogor's Department of Industry and Trade, the City of Bogor's Office of Cooperatives and SMEs, the Association of Indonesian Coffee Exporters, the Specialty Coffee Association of Indonesia (SCAI), the International Coffee Organization (ICO), and other literature.

**Sampling Method**

The population in this study were all 107 SME coffee shop entrepreneurs in Bogor. The sample was determined using a margin of error of 10 percent, so the minimum number of samples that could be taken was 51.69. To improve the study's results, the sample was divided into 60 respondents using a random sampling technique and divided into 30 micro-scale units and 30 small-scale units.

**Research Variable**

Research variables are concepts that can be measured. The variables that will be used in this study consist of latent variables and manifest variables as indicators of latent variables. To be able to measure latent variables, indicator variables are needed. The indicator variable or manifest variable is a variable that explains or measures the latent variable. Variables of individual characteristics, psychological characteristics, entrepreneurial competence and business performance cannot be measured directly. Other variables are needed, known as indicator variables that can explain the condition of individual characteristics, psychological characteristics, entrepreneurial competence and business performance. Individual characteristics are explained in this study by the variables of age, education, experience, and cosmopolitanism. Psychological characteristics are explained by motivation and achievement needs. Entrepreneurial competence is explained by the variables of managerial ability, conceptual ability, social ability, decision-making ability and ability to manage time. Business performance is explained by profit and sales volume variables.

**PLS (*Partial Least Square*)**

Partial Least Square is an analytical method used to analyze quite complex things that combines regression with path analysis to test hypotheses regarding direct or indirect relationships between observed variables and latent variables.

The PLS modeling equation describes all the relationships between the dependent and independent variables in an analysis. PLS analysis was carried out with the help of the SMART PLS 3 program. This program was able to describe the relationships built in the model based on theory so as to be able to analyze the factors that influence entrepreneurial characteristics, entrepreneurial competence and business performance, as well as their relationships and effects.

Some of the advantages of PLS include:

1. Able to model complex models that have many dependent and independent variables.
2. Able to manage multicollinearity problems between independent variables.
3. The results remain solid even though there are abnormal and missing data.
4. Generate independent latent variables directly based on cross production, which involves dependent latent variables as predictive power and can be used in reflective and formative constructs.
5. Can be used on small samples and does not require data to be normally distributed.
6. Can be used on data with different scale types, namely nominal, ordinal, and continuous

The PLS method was chosen based on the consideration that all latent variables cannot be measured directly. It is necessary to study the factors that influence the latent variables, including individual characteristics, psychological characteristics, entrepreneurial competence, business performance. PLS is a method with a variant approach that is predictive of a model, while covariance-based SEM generally tests theory (Ghozali & Latan, 2015).

In PLS there are measurement models and structural models. The measurement model is the relationship between the observed items and the latent variables. Meanwhile, the structural model explains the relationship between latent variables. Therefore, the measurement model must be valid and reliable, while the structural model is assessed by evaluating the explanatory power and the significance level of the path coefficient.

The steps of PLS data analysis according to Ghozali & Latan (2015).

1. **Evaluation of the Measurement Model (Outer Model)**

   It is important to evaluate whether the manifest variable measurement model (indicator) can measure the latent variable (construct) correctly. One thing that can be done is to assess the level of validity of the manifest variable based on the value of the loading factor whether it is greater or less than 0.5. If the loading factor value is greater than 0.5 then the manifest

variable is declared valid (valid) to measure the latent variable, but if it shows a number less than 0.5 then the manifest variable must be discarded because it is not good for measuring the latent variable.

**Table 1**. Small-scale Loading Factor (λ) Value

| Latent Variable | Manifest Variable | λ | Information |
|---|---|---|---|
| Individual Characteristics | Age (X1.1) | 0.001 | Not Valid |
| | Education (X1.2) | 0.764 | Valid |
| | Experience (X1.3) | 0.469 | Not Valid |
| | Cosmopolitan (X1.4) | 0.851 | Valid |
| Psychological Characteristics | Motivation (X2.1) | 0.884 | Valid |
| | Desire to Achieve (X2.2) | 0.901 | Valid |
| | Managerial Ability (Y1.1) | 0.739 | Valid |
| Entrepreneurial Competence | Conceptual Ability (Y1.2) | 0.736 | Valid |
| | Social Ability (Y1.3) | 0.750 | Valid |
| | Decision Making Ability (Y1.4) | 0.838 | Valid |
| | Time Managerial Ability (Y1.5) | 0.784 | Valid |
| Business Performance | Profit | 0.964 | Valid |
| | SalesVolume | 0.954 | Valid |

**Table 2**. Micro-scale Loading Factor (λ) Value

| Variabel Laten | Variabel Manifest | λ | Keterangan |
|---|---|---|---|
| Individual Characteristics | Age (X1.1) | 0.660 | Valid |
| | Education (X1.2) | 0.850 | Valid |
| | Experience (X1.3) | -0.686 | Not Valid |
| | Cosmopolitan (X1.4) | 0.662 | Valid |
| Psychological Characteristics | Motivation (X2.1) | 0.872 | Valid |
| | Desire to Achieve (X2.2) | 0.889 | Valid |
| | Managerial Ability (Y1.1) | 0.835 | Valid |
| Entrepreneurial Competence | Conceptual Ability (Y1.2) | 0.801 | Valid |
| | Social Ability (Y1.3) | 0.756 | Valid |
| | Decision Making Ability (Y1.4) | 0.432 | Not Valid |
| | Time Managerial Ability (Y1.5) | 0.668 | Valid |
| Business Performance | Profit | 0.928 | Valid |
| | SalesVolume | 0.914 | Valid |

Based on the evaluation results of this measurement model, it can be seen that not all indicator variables in this model can explain the latent variables. Furthermore, several tests, such as reliability, unidimensionality, and discriminant validity, must be performed.

a. Convergent Validity
   Assessed based on the correlation between item scores and construct scores calculated by PLS. The reflexive measure is declared high if it has a correlation of more than 0.70 with the construct to be measured.
b. Compositer Reliability
   Cronbach's alpha and composite reliability values can measure the reliability of a construct with reflexive indicators. If the value of Cronbach's alpha > 0.6 and composite reliability > 0.7, it indicates the accuracy, consistency, and accuracy of a measurement.
c. Discriminant Validity
   Discriminant validity is measured based on the value of the cross loading measurement with the construct. Another way is to use the extracted average variance (AVE) value. If the AVE root value of each construct is greater than the correlation value between constructs in the model, it is said to be good.

**2. Evaluation of Structural Model (*Inner Model*)**

This test is done by looking at R-square, Q-square, Goodness of fit (GoF), and F-square. R-square is used to assess the effect of the dependent latent variable and whether it has a substantive effect (Ghozali & Latan, 2015). Q-square is used to measure how good the observation value generated by the model is. More details can be seen in table 3.

**Table 3**. Structural Model Criteria

| Criteria | *Rule of Thumb* | Source |
|---|---|---|
| R-*square* | 0.75: strong ; 0.5: moderate: 0.35: weak | |
| Q-*square* | > 0: good, < 0: not good | Latan and Ghozali |
| GoF | 0.26: big, 0.13: medium, 0.02: small | 2015 |
| F-*square* | 0.35: big, 0.15: medium, 0.02: small | |

The distribution of the R-square value can be seen in table 4 where the entrepreneurial competence variable and the small-scale model business performance variable are 0.694 and 0.687, which means that the factors used to measure entrepreneurial competence and business performance are able to explain the diversity of values of entrepreneurial competence and business performance of 69.4% and 68.7%, the rest is explained by other variables that are not in the model.

The R-square value of the entrepreneurial competence variable and the micro-scale model business performance variable is 0.352 and 0.531, which means that the factors used to measure entrepreneurial competence and business performance, are able to explain the diversity of values of entrepreneurial competence and business performance of 35.2% and 53, respectively. 1%, the rest is explained by other variables not in the model.

**Table 4**. R-*square Value*

| Criteria | *Rule of Thumb* | Source |
|---|---|---|
| R-*square* | 0.75: strong ; 0.5: moderate: 0.35: weak | |
| Q-*square* | > 0: good, < 0: not good | Latan and Ghozali |
| GoF | 0.26: big, 0.13: medium, 0.02: small | 2015 |
| F-*square* | 0.35: big, 0.15: medium, 0.02: small | |

The next step is to look at the Q-square value (predictive relevance) to measure how well the observed values produced by the model and the parameter estimates are. A Q-square value greater than 0 means that the model has predictive relevance and vice versa. If the Q-square is smaller than 0, then the model lacks predictive relevance. The Q-square value has a range from 0 to 1 where the closer to 1, the better.

Q-*square* small-scale = 1 - (1 - 0.694) (1 - 0.687)
= 1 - (0.306) (0.313)
= 1 - 0.096
= 0.904

Q-*square* micro-scale = 1 - (1 - 0.352) (1 - 0.531)
= 1 - (0.648) (0.469)
= 1 - 0.304
= 0.696

Goodness of Fit (GoF) is a measure used to measure whether the measurement model and structural model are valid or not. The GoF value was obtained manually by using the formula for the root mean of the AVE multiplied by the average R-square.

$$GoF = \sqrt{\overline{AVE} \times \overline{R^2}}$$

The GoF value ranges from 0 to 1, with the closer to 1 being the better. The GoF values in the small-scale and micro-scale shop models are 0.719 and 0.603, respectively, which means go.

### 3. Hypothesis Test *(Resampling Boostraping)*

In the PLS model, the tested model can use assumptions; the data does not have to be normally distributed; the measurement scale may be nominal, ordinal, interval and ratio; indicators may be relevant or formative; and not necessarily based on theory (Ghozali & Latan, 2015). Hypothesis testing is assessed based on the t-statistic value. The criteria for rejecting and accepting the proposed hypothesis are assessed based on the comparison of the t-count and t-table values. If the t-count is greater than the t-table, the hypothesis is accepted. However, if the t-count is smaller than the t-table, the hypothesis is rejected. In this study, using 5 percent alpha. The t-table value for alpha 5% is 1.96. The results of hypothesis testing can be seen in table 4 and table 5.

**Table 5**. T-value Small-scale Model

| Hypothesis | t-count | p-value | Information |
|---|---|---|---|
| Individual Characteristics--> Entrepreneurial Competence | 4.069* | 0.000* | Significant |
| Entrepreneurial Competence--> Business Performane | 18.399* | 0.000* | Significant |
| Psychological Characteristics--> Entrepreneurial Competence | 2.440* | 0.017* | Significant |

Information : *p-value <0,05 = significant, *t(0.05): 1.96

**Table 6**. T-value Small-scale Model

| Hipotesis | t-count | p-value | Information |
|---|---|---|---|
| Individual Characteristics--> Entrepreneurial Competence | 2.173* | 0.036* | Significant |
| Entrepreneurial Competence--> Business Performane | 9.042* | 0.000* | Significant |
| Psychological Characteristics--> Entrepreneurial Competence | 1.873 | 0.072 | Not Significant |

Information: *p-value <0,05 = significant, *t(0.05): 1.96

## RESULTS AND DISCUSSION

Respondents in this study amounted to 60 people consisting of 30 micro-scale business actors and 30 small-scale business actors. This is in accordance with the sample size recommended by Ghozali & Latan (2015) that in using the PLS (partial least square) method, the sample should be at least 30-100 samples. There are several characteristics studied among the 60 people, including sex, which is dominated by men (91.7 percent), and age, which is divided into micro and small scales. On the micro scale, 80 percent are young people (early adults) between the ages of 18 and 40, while the micro scale is dominated by 73.3 percent of middle adults between the ages of 40 and 60. Generally, young people have low experience but have high motivation, a need for achievement and are cosmopolitan.

There is also a difference in education levels between the micro and small scales, with 70% of the small scale being diploma and undergraduate students, while 56.7 percent of the micro scale being elementary school graduates who are not attending school. This shows that the education level of micro-scale respondents is in the low category. The low level of education illustrates the relatively low ability of human resources. Business actors who have participated

in the training are only small-scale business actors. This shows that there is still a lack of interest in micro-scale business actors to improve their abilities.

**Final Model of the Effect of Entrepreneurial Competence on Business Performance**

After fulfilling all the requirements, the model is declared to be the final model. Based on the final model, the manifest variables that meet the requirements are obtained. The latent variables of individual characteristics of the micro-scale model are reflected by education (X1.2) and cosmopolitan (X1.4) while the small-scale experience (X1.3) and cosmopolitan (X1.4). The latent variables of psychological characteristics in both micro and small scale models are reflected by motivation (X2.1) and achievement needs (X2.2). Entrepreneurial competence in both micro and small scale models is reflected by managerial ability (Y1.1), conceptual ability (Y1.2), social ability (Y1.3), decision-making ability (Y1.4) and ability to manage time (Y1. 5). The latent variable of business performance, both micro and small scale, is reflected by profit (Y2.1) and sales volume (Y2.2). The final model can be seen in Figures 4 and 5.

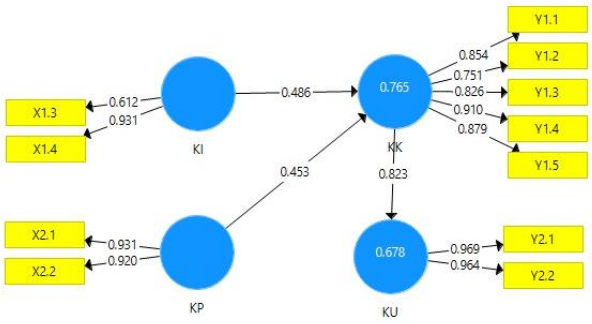


**Figure 4**. Final Model Small-scale

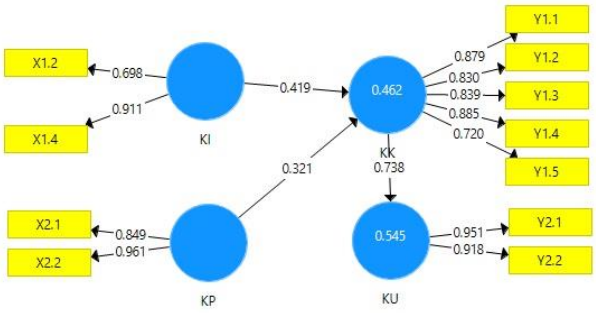


**Figure 5**. Final Model Micro-scale

**The Influence of Entrepreneurial Characteristics on Entrepreneurial Competence**

When the micro-scale and small-scale models are distinguished, there are differences where entrepreneurial characteristics consisting of individual characteristics and psychological characteristics affect entrepreneurial competence on a small-scale model, but psychological characteristics do not affect the micro-scale, as shown in table 5 and 6. This means that the variables reflecting the micro-scale psychological characteristics, namely motivation and desire for achievement, are still low.

The path coefficients of individual characteristics and psychological characteristics of the small-scale model are higher, namely 0.486 and 0.453 compared to the micro-scale model, namely 0.419 and 0.321 which can be seen in Figure 2 and 3. This means that the entrepreneurial characteristics of the small-scale model have a stronger effect than the coffee shop model.

Entrepreneurial competence of small and micro scale models are both more strongly influenced by individual characteristics than psychological characteristics. The t-count value (table 5) of psychological characteristics on the entrepreneurial competence of the coffee shop model is smaller than 1.96. This means that psychological characteristics have no significant effect on entrepreneurial competence.

Figure 2 and 3 show that there is no negative path coefficient value in the micro and small scale models, which means that all variables show a positive effect. Tables 5 and 6 show that in the small-scale model, individual characteristics have a significant effect on entrepreneurial competence with a p-value of 0.000 < 0.050 and psychological characteristics have a significant effect on entrepreneurial competence with a p-value of 0.017 < 0.050. Meanwhile, on the micro-scale model, psychological characteristics have no significant effect on entrepreneurial competence with p-value 0.072 > 0.050, but individual characteristics have a significant effect on entrepreneurial competence with p-value 0.036 < 0.050.

**The Influence of Entrepreneurial Competence on Business Performance**

Based on table 5 and 6, entrepreneurial competence has a significant effect on business performance both on a micro and small scale with a p-value < 0.050. This is in accordance with Aliyu (2017) research which concludes that entrepreneurial competence has a significant effect on business performance in Nigeria. The same goes for Suryana & Burhanuddin (2021) research that entrepreneurial competence affect the business performance of coffee MSMEs in Indonesia.

This demonstrates that business performance has a strong influence relationship, which is consistent with Tehseen & Ramayah (2015) research, which concludes that entrepreneurial competence is related to business performance, competitiveness, growth, and company success. This is supported by research by Mohamad Radzi et al. (2017) which examines the influence of internal factors consisting of entrepreneurial competency, marketing capability, financial resources, technology usage and knowledge sharing on business success. The research proves that only entrepreneurial competence (entrepreneurial competency) has a positive effect on business success. The path coefficient value of entrepreneurial competence on business performance in the small-scale model is higher than the micro-scale with values of 0.823 and 0.738, respectively, which can be seen in Figures 1 and 2. This indicates that the entrepreneurial competence of the small-scale model has a stronger influence on business performance than the micro-scale model. In the Covid-19 Pandemic situation, different things happened, business performance was not influenced by entrepreneurial competence (Aulia, 2020). This research focuses on the influence of the business environment on entrepreneurial competence and entrepreneurial competence on business performance.

## CONCLUSION

At a small-scale coffee shop, the entrepreneurial competence variable is significantly influenced by individual characteristics and psychological characteristics, but differs on a micro scale where entrepreneurial competence is only significantly influenced by individual characteristics and is not influenced by psychological characteristics. Business performance both on a small scale and on a micro scale is significantly influenced by entrepreneurial competence. It is necessary to further study the factors that affected business performance during the Covid-19 pandemic with a larger sample size and a smaller margin of error.

The government must step in to help micro and small coffee shops enter the public safety market (Binh et al., 2020). One of the programs that can be carried out is to increase entrepreneurial competence.

A trade show should be held on a regular basis to allow entrepreneurs to meet their consumers and develop positive relationships with potential clients. (Natha & Taweesak, 2021)

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