

**MODEL PENINGKATAN KINERJA BISNIS
MELALUI KOMPETENSI KEWIRAUSAHAAN,
ORIENTASI KEWIRAUSAHAAN DAN INOVASI**

(Studi pada UMKM Sektor Industri Pengolahan di Jawa Barat)

DISERTASI

**Diajukan untuk memenuhi salah satu syarat memperoleh Gelar Doktor
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Model Peningkatan Kinerja Bisnis Melalui Kompetensi Kewirausahaan, Orientasi Kewirausahaan, dan Inovasi (Studi pada UMKM Sektor Industri Pengolahan di Jawa Barat)

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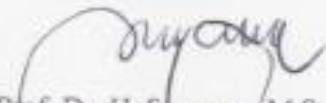
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LEMBAR PENGESAHAN

MODEL PENINGKATAN KINERJA BISNIS MELALUI KOMPETENSI KEWIRAUSAHAAN, ORIENTASI KEWIRAUSAHAAN DAN INOVASI (Studi pada UMKM Sektor Industri Pengolahan di Jawa Barat)

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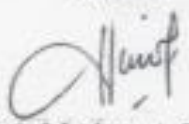
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ABSTRACT

Erna Herlinawati. (1602837). "**Model of Business Performance Enhancement through Entrepreneurial Competence, Entrepreneurial Orientation and Innovation (Study of MSMEs in the Manufacturing Industry Sector in West Java)**". A dissertation of the Doctor of Management at the Graduate School of the Universitas Pendidikan Indonesia, under the guidance of Prof. Dr. H. Suryana, M.S., Prof. Dr. H. Eeng Ahman., M.S., and Dr. H. Amir Machmud, SE., M.Si.

This study aimed at investigating the effect of entrepreneurial competence (technical competence, marketing competence, financial competence, and human relation competence), entrepreneurial orientation (innovativeness, proactiveness, risk-taking, and aggressiveness), and innovation (product, process, and distribution) on business performance using the Balanced Scorecard perspective. Changes in the dynamic business environment had caused MSMEs to compete in the global market. This had an impact on the low performance of MSME business in the manufacturing industry sector in West Java. The weakness of MSMEs in facing competition was characterized by low entrepreneurial competence, lack of entrepreneurial orientation, and lack of ability to innovate in the business. This study employed quantitative methods with descriptive and verification. Data were collected using questionnaires. The population in this study was 203,181 MSMEs engaged in the manufacturing sector in West Java. 346 respondents were selected as samples using a purposive sampling. The data were analyzed using descriptive analysis and Structural Equation Modeling (SEM). The findings revealed that entrepreneurial competence, entrepreneurial orientation, innovation in all dimensions were categorized low. Besides, business performance (financial perspective, customer perspective, internal business process perspective, and learning and growth perspective) were also low. Entrepreneurial competence had a positive effect on entrepreneurial orientation. Entrepreneurial competence and entrepreneurial orientation had a positive effect on innovation. Moreover, entrepreneurial competence, entrepreneurial orientation, and innovation had a positive effect on business performance. This study implies that low entrepreneurial competence, entrepreneurial orientation, innovation, and business performance will have an impact on the weaker competitiveness of MSMEs in the global market. The research findings imply that business performance can be improved by improving entrepreneurial competencies, which will increase entrepreneurial orientation and innovation.

Keywords: Entrepreneurial Competence, Entrepreneurial Orientation, Innovation, and Business Performance.

ABSTRAK

Erna Herlinawati. (1602837). “**Model Peningkatan Kinerja Bisnis Melalui Kompetensi Kewirausahaan, Orientasi Kewirausahaan dan Inovasi (Studi Pada UMKM Sektor Industri Pengolahan di Jawa Barat)**”. Disertasi Doktor Ilmu Manajemen Sekolah Pascasarjana Universitas Pendidikan Indonesia, dibawah bimbingan Prof. Dr. H. Suryana, M.S., Prof. Dr. H. Eeng Ahman., M.S., dan Dr. H. Amir Machmud, SE.,M.Si.

Perubahan lingkungan bisnis yang dinamis menyebabkan UMKM kalah bersaing di pasar global yang berimbas terhadap rendahnya kinerja bisnis UMKM. Ketidaksiapan UMKM menghadapi persaingan ditandai dengan rendahnya kompetensi kewirausahaan, orientasi kewirausahaan dan inovasi. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi kewirausahaan (kompetensi teknis, kompetensi pemasaran, kompetensi keuangan, dan kompetensi relasional), orientasi kewirausahaan (keinovatifan, keproaktifan, berani berisiko, dan keagresifan), dan inovasi (produk, proses, dan distribusi) terhadap kinerja bisnis dengan perspektif *Balanced Scorecard*. Penelitian ini menggunakan metode kuantitatif dengan deskriptif dan verifikatif. Pengumpulan data dilakukan melalui kuesioner. Populasi dalam penelitian ini, UMKM sektor industri pengolahan di Jawa Barat yang berukuran 203.181 dengan *purposive sampling* diperoleh sampel 346 responden. Data yang telah dikumpulkan dianalisis menggunakan analisis deskriptif dan *Structural Equation Modelling* (SEM). Hasil penelitian menunjukkan kompetensi kewirausahaan, orientasi kewirausahaan, inovasi pada semua dimensi berada pada tingkatan cenderung rendah. Demikian pula dengan kinerja bisnis (perspektif keuangan, perspektif pelanggan, perspektif proses bisnis internal, dan perspektif pembelajaran dan pertumbuhan) cenderung rendah. Kompetensi kewirausahaan berpengaruh positif terhadap orientasi kewirausahaan. Kompetensi kewirausahaan dan orientasi kewirausahaan berpengaruh positif terhadap inovasi. Demikian pula kompetensi kewirausahaan, orientasi kewirausahaan, dan inovasi berpengaruh positif terhadap kinerja bisnis. Implikasi dari penelitian ini, rendahnya kompetensi kewirausahaan, orientasi kewirausahaan, inovasi, dan kinerja bisnis akan berdampak terhadap semakin lemahnya daya saing UMKM di pasar global. Temuan penelitian menyiratkan peningkatan kinerja bisnis dapat dilakukan dengan kompetensi kewirausahaan agar orientasi kewirausahaan dan inovasi meningkat.

Kata Kunci: Kompetensi Kewirausahaan, Orientasi Kewirausahaan, Inovasi, dan Kinerja Bisnis.

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