**INTERNAL FACTOR EFFECTS IN FORMING**

**THE SUCCESS OF SMALL BUSINESSES**

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**ABSTRACT.** The objective of this study to analyses the effects of entrepreneurial competency, marketing capability, financial resources, technology usage, knowledge sharing to business success on Small-Micro Enterprises built by Industrial and Trade Agency of Surabaya. This study employs explanatory study type. Data collection technique that used is Structural Equation Model (SEM) with Smart Partial Least Square (PLS) aided tools. The upshot of this research shows that : (1) Entrepreneurial Competency has significant effect to Business Success, (2) Marketing Capability has significant effect to Business Success ; (3) Financial Resources has not significant to Business Success; (4) Technology Usage has significant effect to Business Success; (5) Knowledge sharing has significant effect to Business Success.

Keywords : Entrepreneurial Competency, Marketing Capability, Financial Resources, Technology Usage, Knowledge Sharing

1. **INTRODUCTION**

Micro, Small and Medium Enterprises (MSMEs) are community economic activities that are independent and small scale and managed by community groups or families. MSMEs greatly affect national economy, because it able to absorb a grossly number of unemployment and make too much contribution to Gross Domestic Product (GDP). MSMEs are the economy backbone in East Java as evidenced by the processing industry performance during the last five years, the share of the nation has increased, from 19.91 percent in 2013 to 21.70 percent in 2017 [12].

MSMEs development also occurred in Surabaya which was seen in the number of MSMEs year by year experiencing rapid growth. Based on data from the Surabaya Cooperative and Micro Business Office, number of MSMEs now reached more than 4,800 businesses [37]. The number is predicted to continue to grow, but along with this, the MSME sector continues to face challenges because MSMEs react to changes in environmental factors such as the emergence of markets and standards for better product quality throughout the world, the need for faster delivery times and tighter business partnerships [30]. Therefore, MSME actors need to understand these challenges. In understanding various challenges that exist, each MSME needs to pay attention to its internal factors.

Internal factors can be considered as unique factors that include the company's resources and capabilities that can be controlled [7]. On the other side Internal factors, reveal how management preferences and company characteristics influence every decision that must be made regarding the resolution of the company's problems or expansion plans for the company's products and/ or services [15].

Based on the above background, the objectives of this study is to analyze internal factors consisting of entrepreneurial competency, marketing capability, financial resources, technology usage, knowledge sharing on business success in UMKM guided by the Surabaya Ministry of Industry and Trade.

1. **LITERATURE REVIEW**

**Entrepreneurial Competency**

Successful entrepreneurship is someone who has knowledge, skills and qualities of individuals which includes attitudes, values, and behaviors needed for the process of completing work and assignments. According to [33] competence is the knowledge, skills and abilities of individuals who can directly influence performance, performance for entrepreneurs is a goal they want to achieve. Entrepreneurial competence refers to knowledge, skills and abilities of small business owners (achieved through education, training, and experience), effectiveness of interpersonal relationships, network effects, and communication skills [22].

Entrepreneurial competency is defined as the underlying characteristics such as specific knowledge, motives, traits, self-image, social roles and skills that spur birth, survival and/or business growth [17]. Commonly, [14] clarify that the characteristics that lead to competence can be in the form of motives, traits, aspects of self-image or one's social role, skills, or body of knowledge that he uses. Specifically, regarding entrepreneurial competencies, entrepreneurial experience, training, education, family background and other demographic variables are considered as factors that influence entrepreneurial competence. There are several factors that influence the competencies possessed by entrepreneurs [33]:

1. Managerial skill

Managerial skills are provisions that entrepreneurs must have. An entrepreneur must be able to carry out the functions of planning, organizing, mobilizing and controlling so that the business he runs can achieve the desired goals. Ability to analyze and develop markets, the ability to manage human resources, material, money, facilities and all company resources is an absolute requirement for becoming a successful entrepreneur.

1. Conceptual skill

Ability to formulate goals, policies and business strategies is the main foundation for successful entrepreneurship. It's not easy to get this ability. We must learn extra hard from various sources and continue to learn from our own experiences and experiences of others in entrepreneurship.

1. Human skills (skills of understanding, understanding, communicating and relating)

Easy, sociable, sympathetic and empathetic to others is a skill capital that strongly supports us towards business success. With skills like this, we will have many opportunities in pioneering and developing businesses. Efforts can be made to improve this ability, for example by training ourselves in various organizations, joining hobby clubs and training our personalities so that they behave appropriately for others

1. Decision making skills (skills to formulate problems and make decisions)

As an entrepreneur, we are often faced with conditions of uncertainty. Various problems usually arise in situations like this. Entrepreneurship is required to be able to analyze the situation and formulate various problems to find various alternative solutions.

1. Time managerial skill (skill set and use time)

Psychologists say that one of the causes or sources of stress is a person's inability to regulate time and work. The inability to manage time makes the work pile up or never finish so it makes his soul upset and not calm. An entrepreneur must continue to learn to manage time. Time management skills can facilitate the implementation of the work and plans outlined.

***Marketing Capability***

Marketing capability is the marketing aspect of a company that deals with managing client relationships and managing their expectations. The marketing capability criteria must be met to produce superior performance from the resources owned [2]. Marketing capability refers to the company's ability to utilize tangible and intangible resources to understand complex consumer needs and ultimately achieve superior brand recognition [18].

Marketing capability also includes company’s skills and competencies related to market information collection, sharing, and distribution to all organizations; successfully launching new products and customer relations and developing supplier relationships to achieve business success (26). Increased marketing capability by using customers and relevant business intelligence, enhanced customer research and analysis or markets, and increased marketing and shipping processes lead to the company's innovation performance in the market [26]. [24] added that a strong marketing capability can enable companies to use limited resources more effectively, and can also enhance customer collaboration. Market-oriented companies align their processes, capability performance metrics, and customer-related activities with the aim of involving customers and building stronger relationships with their customers to achieve a kind of success in the global market [20].

***Financial Resources***

Financial resources are very important for businesses to operate profitably. SMEs have relatively limited resources and greater difficulties in accessing funding sources, are more dependent on one product, have inadequate budget control systems, less economies of scale. According to [34] financial resources, namely resources in the form of funds / financial capital owned.

***Technology Usage***

Technology is the development and application of tools, machines, materials and processes that help humans solve their problems. Technology resources, is one of the most important elements in the success of any business. Companies that use the latest technology tend to capture their customers more than their competitors. Although technology has its costs, in the end businesses usually recover these costs when they operate [11]. Technology plays an important role in the development of MSMEs. Technology has a close relationship with increasing production processes [11].

***Knowledge Sharing***

Knowledge sharing is a series of processes from the activities of transferring, making, integrating, combining, and using knowledge [27]. Knowledge sharing refers to providing task and knowledge information by helping others and collaborating with others to solve problems, develop new ideas, or implement policies or procedures [5].

Knowledge sharing knowledge is a deliberate action that makes knowledge can be reused by others through the transfer of knowledge [10]. Then Lumbantobing in [3] explains that knowledge sharing is a systematic process in sending, distributing, and disseminating knowledge and multidimensional contexts between individuals or organizations through various methods or media.

Knowledge sharing according to Dyer and Nobeoka in [16] is an activity that facilitates the exchange of knowledge, helps people work together, increases the ability to achieve organizational goals, and others. Whereas according to Hoof & Hendrix in [16] suggested that knowledge sharing is a process in which individuals involved exchange knowledge in tacit and explicit forms and are used to create new knowledge. Knowledge sharing is more than just sharing, and is also "working together".

***Business Success***

Business success is about achieving company goals and objectives, which are not explicitly defined [22]. This can also be characterized as the company's ability to create acceptable results and actions.

According to Islam, [9], there are at least two dimensions of business success that are related: (1) finance vs. non-financial, and (2) short-term vs. long-term success. Based on this context, there are various ways to measure business success that include survival, profit, return on investment, sales growth, number of personnel employed, happiness, company reputation, and others [20].

Small business success industries are influenced by various factors. The business success of the company is one of the goals of every entrepreneur. Small business success industry can be interpreted as the level of success in achieving the intended goals / objectives. As a measure of the success of a company's business can be seen from various aspects, such as: financial performance, corporate image, and others [21]

1. **RESEARCH METHOD**

This study includes an explanatory study. Explanatory research is employed along with the aim by analyzing connection between variables through hypothesis testing [31]. The approach used is quantitative methods. According to [32] quantitative methods are methods that use a number of samples and numerical data or in the form of numbers.

***Operational Variables***

1. Entrepreneurial Competency (X1)

2. Marketing Capability (X2)

3. Financial Resources (X3)

4. Technology Usage (X4)

5. Knowledge Sharing (X5)

6. Business Success (Y)

***Data analysis technique***

The analysis technique chosen to analyze the data and test the hypothesis in this study is The Structural Equation Model (SEM). To answer the hypothesis used Partial Least Square (PLS). According to [8] the calculation is done using the Smart Partial Least Square (PLS) tool, because it is in the form of a multi-lane and the model used is in the form of Reflective. The calculation model is done by using Smart PLS tools because in this study it has a multi-lane relationship and is formative and reflective.

**ANALYSIS AND DISCUSSION**

***Inner Model Evaluation***

***Inner Model Test or Structural Model Test***

The Inner Model test is used to evaluate the relationship between latent constructs as hypothesized in the study, based on the PLS output, the following images are obtained:

b = 0,025

t = 0,330

b = 0,160

t = 2,332

b = 0,343

t = 3,839

b = 0,206

t = 2,576

b = 0,290

t = 3,026

**Figure 1.** PLS Research Model

The inner weight value of Figure 3 above shows that Business Success is influenced by Entrepreneurial Competency, Marketing Capability, Financial Resources, Technology Usage, and Knowledge Sharing as shown in the following equation:

Y = 0.160 X1 + 0.206 X2 + 0.025 X3 + 0.343 X4 + 0.290 X5

***Hypothesis testing***

To answer the research hypothesis, we can see the t-statistics in Table 1 below:

**Table 1.** Hypothesis Testing Results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Original Sample Estimate** | **Mean of Subsamples** | **Standard Deviation** | **T-Statistic** |
| ***Entrepreneurial Competency* (X1) -> *Business Success* (Y)** | 0,160Z | 0,151 | 0,069 | 2,332 |
| ***Marketing Capability* (X2) -> *Business Success* (Y)** | 0,206 | 0,201 | 0,080 | 2,576 |
| ***Financial Resources* (X3) -> *Business Success* (Y)** | 0,025 | 0,029 | 0,076 | 0,330 |
| ***Technology Usage* (X4) -> *Business Success* (Y)** | 0,343 | 0,340 | 0,089 | 3,839 |
| ***Knowledge Sharing* (X5) -> *Business Success* (Y)** | 0,290 | 0,302 | 0,096 | 3,026 |

Test results :

a. Entrepreneurial Competency has a significant influence on Business Successes declared acceptable .

b. Marketing Capability has a significant influence on Business Success, declared acceptable.

c. Financial Resources have a significant influence on Business Success, declared unacceptable.

d. Technology Usage has a significant influence on Business Success, declared acceptable.

e. Knowledge Sharing has significant influence on Business Success, declared acceptable.

***Testing of Structural Models (Inner Model)***

In assessing PLS model started by looking at the R-square for each dependent latent variable. Changes value of R-square can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have substantive effects. For endogenous latent variables in a structural model that has a R2 value of 0.67 indicating that the "good" model, R2 of 0.33 indicates that the "moderate" model, R2 is 0.19 indicates that the model is "weak" [ 8]. The PLS output as explained below:

**Table 2.** Value of R-Square

|  |  |
| --- | --- |
|  | **R-square** |
| ***Entrepreneurial Competency* (X1)** |  |
| ***Marketing Capability* (X2)** |  |
| ***Financial Resources* (X3)** |  |
| ***Technology Usage* (X4)** |  |
| ***Knowledge Sharing* (X5)** |  |
| ***Business Success* (Y)** | 0,980 |

For the independent variables are Entrepreneurial Competency, Marketing Capability, Financial Resources, Technology Usage and Knowledge Sharing that affect the Business Success variable in the structural model has R2 value of 0.980 which indicates that the model is "Good".

**Discussion**

***The effect of Entrepreneurial Competency on Business Success in MSMEs Guided by Surabaya Ministry of Industry and Trade***

Based on the results of partial hypothesis verification that Entrepreneurial Competency has an effect on Business Success in MSMEs guided by the Surabaya Ministry of Industry and Trade. This can be seen from the t-statistic value of 2.332 which means it is greater than 1.96. The influence both variables is positive, which is indicated by the estimate or regression coefficient of 0.160, which means that if there is an increase in the Entrepreneurial Competency, the Business Success will increase as well. This shows that the higher entrepreneurial competencies possessed by MSME entrepreneurs will increasingly be able to shape business success.

The existence of a significant and positive influence of Entrepreneurial Competency on Business Success shows that Business Success in MSMES guided by the Surabaya Ministry of Industry and Trade can be improved through an increase in good entrepreneurial competencies. Therefore, if the MSMEs assisted by the Surabaya Ministry of Industry and Trade want to improve their Business Success, it is crucial to pay attention to the Entrepreneurial Competency they have. Some researchers have established a connection between entrepreneurial competence and business success [6]. Therefore it can be explained that business owners, especially in the context of small businesses, act as business leaders. This business owner allows the internal resources of a company to be optimized to achieve business success [1], through its entrepreneurial competencies.

Results of this study finds that Entrepreneurial Competency had a significant and positive effect on Business Success in line with the findings of research conducted by [22] which examined small businesses under the Federal Land Development Authority (FELDA) evidence that entrepreneurial competency had an effect on business success. This shows the prominent role of entrepreneurial competence in forming a successful business. This entrepreneurial competency can help companies become proactive in terms of gaining profits as the first movers that can facilitate companies to obtain premium market segments and predict markets in front of competitors. This is important to do, especially with an increasingly competitive global market, thus helping business success.

***The Influence of Marketing Capability on Business Success in MSMEs Guided by Surabaya Industry and Trade Ministry***

The analysis results show that Marketing Capability has a significant effect on Business Success. This can be seen from the t-statistic value of 2.576 which means greater than 1.96. Marketing Capability effect on Business Success is positive, which is indicated by the estimate or regression coefficient of 0.206, which means that when there is an increase in Marketing Capability, the Business Success will also increase. This point out that the higher the Marketing Capability, the more Business Success will be. In other words, the better the marketing capabilities possessed by entrepreneurs in MSMEs guided by the Surabaya Industry and Trade Ministry, the more they will be able to shape business success in these MSMEs.

The significant and positive influences of Marketing Capability on Business Success denote that Business Success in MSMES guided by the Surabaya Industry and Trade Ministry can be established through good Marketing Capability. Therefore, if the MSMEs assisted by the Surabaya Industry and Trade Ministry want to form a Business Success, it is very important to pay attention to the extent of their marketing capabilities. The results in this study are in line with the results of research conducted by [11] which examined small and medium enterprises (SMEs) in Pakistan found that marketing strategies have a significant influence on business success.

These proceeds also support the research findings [25] which prove the necessity influence of marketing capability on business success. Therefore, in demonstrating the impact of marketing capability on the success of the company to encourage more companies to accelerate their internationalization process. Marketing capability contributes to the expansion of new international businesses by influencing corporate decisions to choose entry modes including higher resource involvement in foreign markets [23].

**The Influence of Financial Resources on Business Success in MSMEs Guided by the Surabaya Ministry of Industry and Trade**

Based on the consequence of the study it is known that Financial Resources do not affect the Business Success. This can be seen from the t-statistic value of 0.330 which means it is smaller than 1.96. Based on the results, it can be seen that Business Success in MSMEs guided by the Surabaya City Ministry of Industry and Trade cannot be formed through Financial Resources. The results in this study are in line with the results of research conducted by [22] which examined small businesses under the Federal Land Development Authority (FELDA) scheme proving that financial resources did not affect the business success. This shows that business success cannot necessarily be formed through the support of adequate financial resources.

The results in this study are not in concert with research findings conducted by [11] which examined small and medium enterprises (SMEs) in Pakistan found that financial resources had a significant influence on business success. This study found that financial resources are the critical factors that influence the success of SMEs. Financial resources are the key factors that underpin the entire business. Because of the lack of government financial support to entrepreneurs, they face many problems. Because of lack of financial resources, entrepreneurs are not happy with the marketing activities of their products.

**The Influence of Technology Usage on Business Success in MSMEs Guided by Surabaya Ministry of Industry and Trade**

Based on the output of the study it is known that Technology Usage has an effect on Business Success. This can be seen from the t-statistic value of 3.839 which means it is greater than 1.96. This means that better Technology Usage will be able to increase Business Success. The influence of these two variables is positive, which means the higher the Technology Usage, the higher the Business Success. In other words, the better utilization and use of technology in MSMES guided by Surabaya Ministry of Industry and Trade, the higher the possibility of shaping business success in these MSMEs.

The existence of significant and positive influence of technology usage on business success shows that business success can be formed through the use and use of technology that is getting better, so that if the MSMES guided by Surabaya Ministry of Industry and Trade wants to shape business success, it is very important to pay attention to the extent of technology utilization describes that technological resources are one of the most important elements in the success of any business. Companies that use the latest technology tend to capture their customers more than their competitors. Although technology has costs, in the end businesses usually recover these costs when they operate.

The results in this study are in line with the findings of research conducted by [11] which examined small and medium enterprises (SMEs) in Pakistan found that technology usage had a significant influence on business success. The results in this study also support the findings of research conducted by [22] which examined small businesses under the Federal Land Development Authority (FELDA) scheme proving that technology usage has a significant and positive effect on business success.

***The Effect of Knowledge Sharing on Business Success in MSMEs Guided by the Surabaya Ministry of Industry and Trade***

Posit from the study results it is known that knowledge sharing affects the Business Success. This can be seen from the t-statistic value of 3.026 which means it is greater than 1.96. The influence of these two variables is positive, which is indicated by the estimate or regression coefficient of 0.290, which means that if there is an increase in knowledge sharing, the business success will increase as well. This shows that the higher the knowledge sharing activities carried out within the MSMEs guided by the Surabaya Ministry of Industry and Trade the higher the possibility of shaping business success.

The existence of a significant and positive influence of Entrepreneurial Competency on Business Success shows that Business Success in MSMEs guided by the Surabaya Ministry of Industry and Trade can be improved through an increase in good entrepreneurial competencies. Therefore, if the MSMEs assisted by the Surabaya Ministry of Industry and Trade want to improve their Business Success, it is very important to pay attention to the Entrepreneurial Competency they have.

Company Management, for the financial company’s management report it is useful to Measures the management accountable of teh company the owners or shareholders as follows (Zuhroh, Daengs, 2018:399).

1. **CONCLUSION**
2. Entrepreneurial Competency, Marketing Capability, Technology Usage, Knowledge Sharing, has a significant effect on Business Success in MSMEs Guided by the Surabaya Ministry of Industry and Trade. The influence of both variables is positive, which means that the higher the entrepreneurial competency, the more it will be able to increase business success in MSMEs, so that the first hypothesis is accepted.

2. Financial Resources do not have a significant effect on Business Success in MSMEs Guided by the Surabaya Ministry of Industry and Trade, so that the third hypothesis is declared not accepted.

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