

Impact of Managerial Ability on MSME Performance: The Mediating Roles of Entrepreneurial Motivation and Business Climate in Bandar Lampung City's Culinary Sector

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Abstract

This study explores the influence of managerial ability on the performance of Micro, Small, and Medium Enterprises (MSMEs) in the culinary sector of Bandar Lampung City, Indonesia. Employing a quantitative approach with Structural Equation Modeling (SEM) on data from 60 MSMEs, the research identifies both direct and mediating effects of managerial skills on MSME performance. Key findings reveal that managerial ability significantly enhances MSME performance, entrepreneurial motivation, and the business climate. Specifically, a one-unit increase in managerial ability results in a 29.7% increase in MSME performance, a 77.4% rise in entrepreneurial motivation, and a 70% improvement in the business climate. Furthermore, entrepreneurial motivation and business climate mediate the relationship between managerial ability and MSME performance, contributing to a 32.4% and 41.1% increase in performance, respectively. The total effect coefficient of managerial ability on MSME performance is 0.814, underscoring its substantial impact. The study underscores the importance of integrating managerial skills with entrepreneurial motivation and adapting to a favorable business environment to enhance MSME performance. Future research is recommended to explore additional mediating factors.

Keywords: Managerial Ability; MSME Performance; Entrepreneurial Motivation; Business Climate; Structural Equation Modeling (SEM); Culinary Sector

Introduction

In the highly competitive environment of the current business world, micro, small, and medium-sized enterprises (MSMEs) face a wide range of challenges that extend beyond merely providing products. These challenges include maintaining high service quality, contending with the threat of substitute goods, and the imperative for consistent performance excellence to ensure sustainable product demand, profitability, and growth (Marques et al., 2012) (Maruchek et al., 2011) (Cohen & Kouvelis, 2021) (Koudal & Coleman, 2005). Despite their crucial role in the Indonesian economy, where MSMEs constitute 99.99% of all firms and account for 97% of employment, their contribution to the Gross Domestic Product (GDP) remains below 62%. This discrepancy underscores a significant productivity gap when compared to larger enterprises.

The food and beverage industry is a notable sector within Indonesian MSMEs, projected to continue leading as a driver of economic growth due to its increasing contribution to GDP (Yuvanda et al., 2020) (Suhaili, 2019) (Yuvanda et al., 2020). Despite this sector's significant market presence and abundant raw materials, there is a pressing need to enhance its productivity to foster accelerated expansion. In Lampung Province, which hosts 156,150 MSMEs, only 18 have successfully penetrated international markets, indicating a substantial potential for growth through exports. However, MSMEs (Carvalho et al., 2021) (Manuain et al., 2021) (Maharani et al., 2022) (Fatimah et al., 2021) currently contribute only 15.7% to total exports, highlighting a significant opportunity that remains underexploited.

The performance of MSMEs is influenced by several critical factors, including entrepreneurial character, managerial abilities, marketing strategies, capital availability, and the overall business climate (Mukson et al., 2021) (Bandopadhyay & Khan, 2020)

(Tambunan, 2021). Previous studies have identified weak entrepreneurial orientation and suboptimal management practices as key contributors to the underperformance of Indonesian MSMEs (Silviani.A, 2021). Therefore, effective management and robust entrepreneurial motivation are essential to overcoming these challenges and enhancing performance.

A review of the current literature reveals a research gap regarding the intricate relationship between managerial skill, entrepreneurial motivation, and the business climate, particularly how these factors jointly influence MSME performance. This study aims to address this gap by examining the impact of managerial skill on MSME performance, with entrepreneurial motivation and the business climate serving as intervening variables (A. R. P. Barusman & Habiburrahman, 2022).

The study pursues three main objectives: First, to analyze the extent to which managerial skills influence MSME performance. Second, to evaluate the role of entrepreneurial motivation in mediating the relationship between managerial skill and MSME performance. Third, to assess how the business climate affects MSME performance and interacts with managerial skill. By addressing these objectives, the study seeks to provide valuable insights into enhancing MSME performance through improved managerial practices and increased entrepreneurial motivation, while also considering the impact of the business climate.

This comprehensive approach aims to contribute to the existing academic literature and offer practical recommendations for MSMEs striving to improve their performance in a dynamic and competitive market. Through this study, it is hoped that MSMEs can better navigate their challenges, capitalize on their opportunities, and achieve sustainable growth and profitability (Barusman & Barusman, 2017).

Methodology

This study employs a quantitative approach utilizing Structural Equation Modeling (SEM) to analyze data related to the performance of the culinary subsector in Bandar Lampung City. Primary data were collected through a structured survey, and the analysis was conducted using path analysis with the aid of SmartPLS software. SEM through Partial Least Squares (PLS) was chosen for hypothesis testing due to its capability to evaluate complex relationships between variables effectively (Othman & Mahmood, 2020) (Kautsarina et al., 2020).

The study targeted 163 micro, small, and medium enterprises (MSMEs) within the culinary subsector in Bandar Lampung City. To determine the appropriate sample size, the sample size should be calculated using the formula: number of samples = number of observable variables x 5. Given that the research questionnaire contains 12 observable variables, the required sample size was calculated to be 5 x 12, resulting in a minimum of 60 respondents. Consequently, a sample of 60 MSMEs in the culinary subsector was selected, ensuring that each participant had implemented managerial skills impacting performance through entrepreneurial motivation and business climate (F. Hair Jr et al., 2014).

The research methodology encompasses several key aspects: firstly, it examines the effect of managerial ability on MSME performance through the mediating variables of entrepreneurial motivation and business climate. Secondly, it investigates the direct effects of managerial ability, entrepreneurial motivation, and business climate on MSME performance. Thirdly, the study assesses the direct effect of managerial ability on entrepreneurial motivation. Lastly, it evaluates the direct effect of managerial ability on the business climate. This comprehensive methodological approach allows for a thorough evaluation of how managerial capabilities influence MSME performance, with particular

attention to the roles of entrepreneurial motivation and business environment factors (Mukson et al., 2021) (Salazar-Elena & Guimón, 2019).

To ensure the robustness of the analysis, the survey instrument was meticulously designed to capture data on the relevant variables. The questionnaire included items that measured managerial ability, entrepreneurial motivation, business climate, and MSME performance. Respondents were asked to rate their perceptions and experiences on a Likert scale, providing quantifiable data for the SEM analysis (Mulyadi et al., 2021) (Asah et al., 2015).

Data collection was conducted in a systematic manner to ensure reliability and validity. The survey was distributed to the selected MSMEs, and follow-up reminders were sent to maximize response rates. Once the data were collected, they were input into SmartPLS for analysis. The SEM-PLS approach was particularly suitable for this study due to its ability to handle small sample sizes and its effectiveness in exploring complex variable relationships (F. Hair Jr et al., 2014) (Othman & Mahmood, 2020).

In conclusion, this research methodology provides a detailed and systematic approach to understanding the impact of managerial abilities on the performance of MSMEs in the culinary subsector of Bandar Lampung City. By focusing on the mediating roles of entrepreneurial motivation and business climate, the study aims to offer comprehensive insights into the factors that drive MSME success, thereby contributing to both academic knowledge and practical applications in the field of business management.

Results and Discussion

This research employs SmartPLS 3.0 to test the hypotheses regarding the relationships between variables. Specifically, the study examines how the exogenous variable, managerial ability, affects the endogenous variable, MSME performance, with the mediating roles of entrepreneurial motivation and business climate. The significance of these relationships is assessed through statistical tests, as illustrated in Figure 1, which presents the results of the hypothesis testing and the effects among the variables.

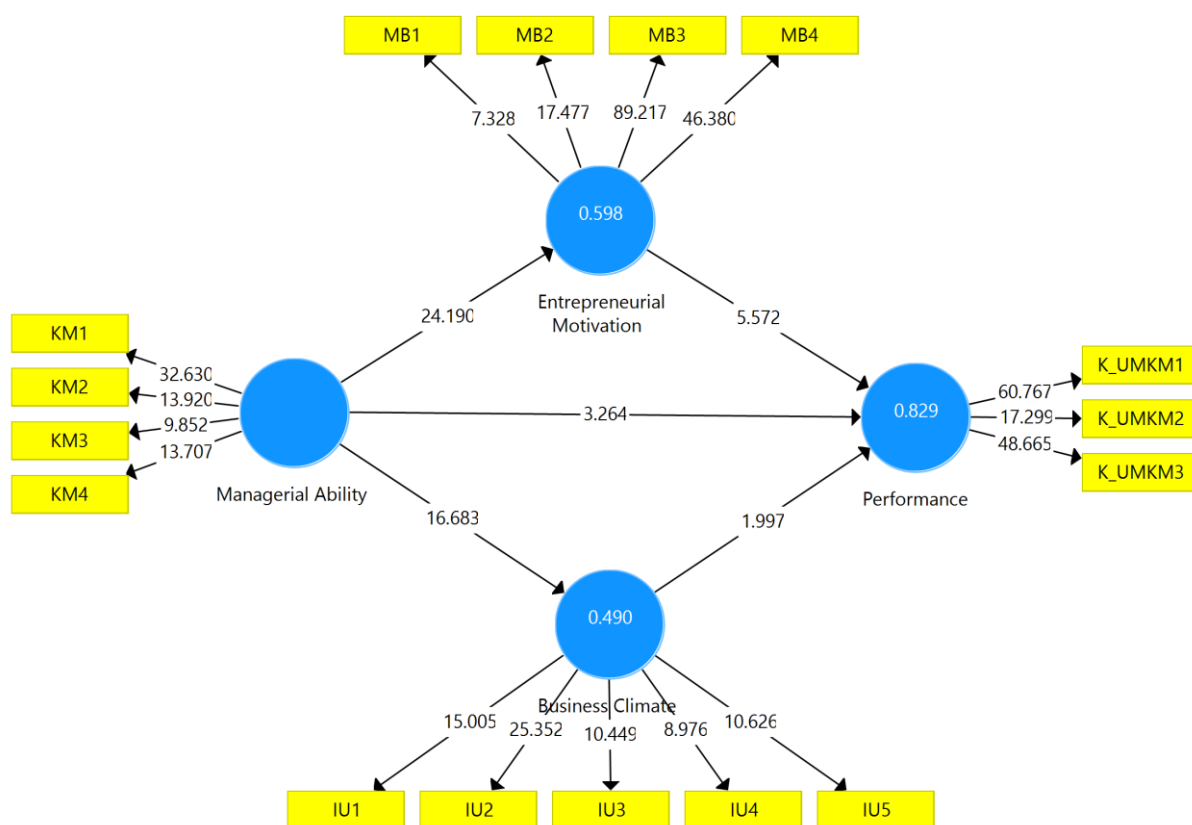


Figure 1. Outer Loading

To accept the hypotheses, two minimum criteria must be satisfied: 1) the beta coefficient must be positive, and 2) the t-statistic must exceed 1.67109 for a standard error with an alpha level of 5%. Figure 1 presents the relationships between variables, while Table 1 provides the results of hypothesis testing, including the path coefficients that reflect these relationships.

Table 1. Path coefficients

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kemampuan Manajerial -> Kinerja UMKM	0.297	0.279	0.091	3.264	0.001
Kemampuan Manajerial -> Motivasi Berwirausaha	0.774	0.788	0.032	24.190	0.000
Kemampuan Manajerial -> Iklim Usaha	0.700	0.715	0.042	16.683	0.000
Motivasi Berwirausaha -> Kinerja UMKM	0.531	0.544	0.095	5.572	0.000
Iklim Usaha -> Kinerja UMKM	0.151	0.158	0.075	1.997	0.046

Source: Research data processing results (2023)

The analysis reveals several key direct effects of managerial ability and related variables on the performance of Micro, Small, and Medium Enterprises (MSMEs). First, managerial ability has a positive and significant impact on MSME performance. As shown in Table 1 and Figure 1, the parameter coefficient for managerial ability's effect on MSME performance is 0.297. This indicates that an increase of one unit in managerial ability results in a 29.7% increase in MSME performance. Bootstrapping results confirm this relationship, with an estimated coefficient of 0.279, a t-value of 3.264 (greater than the t-table value of 1.671), and a p-value of 0.001, which is less than 0.05, affirming the direct and statistically significant positive effect of managerial ability on MSME performance.

Similarly, managerial ability significantly influences entrepreneurial motivation. The coefficient for this relationship is 0.774, suggesting that an increase in managerial ability results in a 77.4% increase in entrepreneurial motivation. This positive effect is further supported by bootstrapping results, with an estimated coefficient of 0.788, a t-value of 24.190 (well above the t-table value of 1.671), and a p-value of 0.000, confirming the positive and statistically significant effect of managerial ability on entrepreneurial motivation.

Managerial ability also positively impacts the business climate. The coefficient of 0.700 indicates that each unit increase in managerial ability results in a 70% improvement in the business climate. Bootstrapping results show an estimated coefficient of 0.715, a t-value of 16.683 (exceeding the t-table value of 1.671), and a p-value of 0.000, reinforcing the significant and positive direct effect of managerial ability on the business climate.

Entrepreneurial motivation has a direct and favorable effect on MSME performance, with a parameter coefficient of 0.531. This suggests that a one-unit increase in entrepreneurial motivation leads to a 53.1% improvement in MSME performance. This relationship is statistically significant, with bootstrapping results showing an estimated coefficient of 0.544, a t-value of 5.572 (greater than the t-table value of 1.671), and a p-value of 0.000, supporting the significant positive impact of entrepreneurial motivation on MSME performance.

Finally, the business climate also affects MSME performance positively. The coefficient for this relationship is 0.151, indicating that an improved business climate results in a 15.1% increase in MSME performance. Bootstrapping results further validate this effect, with an estimated coefficient of 0.158, a t-value of 1.997 (greater than the t-table value of 1.671), and a p-value of 0.046, which is less than 0.05, confirming the positive and statistically significant effect of the business climate on MSME performance.

Overall, these findings highlight the significant roles that managerial ability, entrepreneurial motivation, and business climate play in enhancing MSME performance. Each variable contributes uniquely and significantly to improving the performance of MSMEs.

Table 2. indirect effect

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Managerial Ability - > Entrepreneurial Motivation -> MSME Performance	0.324	0.346	0.073	3.552	0.024
Managerial Ability - > Business Climate - > MSME Performance	0.411	0.429	0.083	4.935	0.000

Source: Research data processing results (2023)

Table 2 presents the parameter coefficients for the indirect effects of managerial ability on UMKM performance through entrepreneurial motivation and the business climate. The coefficient for managerial ability's effect on UMKM performance mediated by entrepreneurial motivation is 0.324. This indicates a positive effect, meaning that a higher level of managerial ability, when mediated through entrepreneurial motivation, results in a 32.4% increase in UMKM performance. This relationship is statistically significant, as evidenced by bootstrapping results, where the estimated coefficient is 0.346, with a t-value of 3.552 (exceeding the t-table value of 1.671) and a standard deviation of 0.073. The p-value of 0.024, which is less than 0.05, confirms that the indirect effect of managerial ability on UMKM performance through entrepreneurial motivation is both positive and statistically significant.

Similarly, the parameter coefficient for managerial ability's effect on UMKM performance mediated by the business climate is 0.411. This suggests that managerial ability, when mediated through the business climate, leads to a 41.1% improvement in UMKM performance. Bootstrapping results support this finding, with an estimated coefficient of 0.429, a t-value of 4.935 (well above the t-table value of 1.671), and a standard deviation of 0.083. The p-value of 0.000, which is less than 0.05, indicates that the indirect effect of managerial ability on UMKM performance through the business climate is also positive and statistically significant.

Overall, these results underscore the importance of both entrepreneurial motivation and the business climate as significant mediators in the relationship between managerial ability and UMKM performance.

Table 3. Total effect

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Managerial Ability -> MSME Performance	0.814	0.822	0.024	33.709	0.000

Source: Research data processing results (2023)

Based on the results of the direct, indirect, and total effects analyzed in this study, it is evident that all variables examined exhibit significant and positive impacts. Consequently, Hypothesis 1 is accepted. Following this, the Variance Accounted For (VAF) method was employed to evaluate the mediating effects of entrepreneurial

motivation and business climate on the relationship between managerial ability and MSME performance. The results indicate that managerial ability has a direct and significant impact on MSME performance, satisfying the criteria to proceed with VAF calculations. The VAF results for mediation effects are as follows: with a VAF value ranging between 0.324 and 0.411, the mediation falls into the category of partial mediation (20%-80%). This suggests that both entrepreneurial motivation and business climate partially mediate the effect of managerial ability on MSME performance. Entrepreneurial motivation mediates the effect of managerial ability on MSME performance.

$$VAF = \frac{\text{indirect influence}}{\text{total influence}} \times 100\% = \frac{0.324}{0.814} \times 100\% = 39.80\%$$

Business climate mediates the effect of managerial ability on MSME performance.

$$VAF = \frac{\text{indirect influence}}{\text{total influence}} \times 100\% = \frac{0.411}{0.814} \times 100\% = 50.49\%$$

Based on the Variance Accounted For (VAF) calculations, the study finds that both innovation and business climate partially mediate the relationship between managerial ability and MSME performance. Specifically, innovation accounts for 39.80% of the mediation effect, while the business climate accounts for 50.49%. This indicates that while entrepreneurial motivation and business climate significantly mediate the effect of managerial ability on MSME performance, other variables may also play a role. Therefore, there are opportunities for further research to explore additional mediating factors. Overall, this study demonstrates that entrepreneurial motivation and business climate effectively mediate the impact of managerial ability on MSME performance, thereby supporting the hypothesis.

Discussion

There is a considerable correlation between the performance of Micro, Small, and Medium Enterprises (MSMEs) and the managerial skills of those businesses. The ability of managers to effectively apply management functions, positions, and expertise is connected with higher levels of managerial abilities, which in turn are associated with better corporate performance. This finding is consistent with prior research, which discovered that the ability of an organization has a beneficial impact on its overall performance (Marques et al., 2012).

In addition, managerial abilities impact entrepreneurial motivation. Entrepreneurs who are successful tend to possess competencies that include knowledge, skills, and personal traits necessary for their tasks (Bandopadhyay & Khan, 2020). There is a correlation between management aptitude and entrepreneurial ambition, particularly concerning an entrepreneurial mindset. One of the crucial aspects of management skills, especially in the context of entrepreneurship, is the ability to inspire and motivate others.

Another issue that business players need to consider is the current state of the business climate. There is a correlation between MSME managers who possess high managerial skills and a more favorable business environment (Tambunan, 2021). The business climate is influenced not only by business strategy but also by the strategy established by business community members. Managerial ability relates to the capacity of MSME managers to organize, coordinate, and allocate resources to achieve goals, as well as to solve problems effectively (Maharani et al., 2022).

However, MSME managers often appear less capable of coordinating and optimizing resources and may struggle with problem-solving. This can lead to feelings of powerlessness and vulnerability to government regulations. When the business environment does not foster MSME development, it negatively impacts fundamental components such as service quality, security, growth, resilience, and quality (Fatimah et al., 2021). Despite these challenges, the contribution of managerial aptitude to the business environment remains positive and significant (Yuvanda et al., 2020).

There is also a positive correlation between entrepreneurial motivation and MSME performance. Higher levels of entrepreneurial motivation are associated with better business performance and increased success (Suhaili, 2019). Managers of MSMEs may struggle to learn from business failures, which can impede their ability to build new businesses. A lack of motivation in entrepreneurial activities often correlates with poor business performance, as reflected in financial data and personal satisfaction (Manuain et al., 2021).

To summarize, the performance of MSMEs is significantly influenced by excellent managerial capacity and innovative entrepreneurial motivation. Managers who maintain these factors can achieve the desired level of business performance despite potential impediments or challenges (Maruchek et al., 2011).

The business climate also plays a crucial role in MSME performance, with a more favorable business climate contributing to better performance (Koudal & Coleman, 2005). MSMEs, defined as businesses with fewer than 500 employees, are impacted by the social environment, including industry competitiveness, regulation, taxation, infrastructure conditions, and labor availability. The government can help create a favorable business environment by setting policies that encourage MSME expansion.

For MSME success, managerial ability is vital, especially in a challenging business climate. Managerial ability encompasses the capacity and motivation to deploy resources efficiently. Good managerial skills can help MSMEs survive in unpredictable situations. The success of MSMEs can be evaluated by their ability to deliver value to stakeholders and maintain stable business growth. Entrepreneurial motivation remains crucial for business sustainability and high performance. Entrepreneurial motivation is a profound intention or innate energy that drives individuals to establish and manage firms and achieve goals. Without strong entrepreneurial motivation, MSME managers may find it difficult to expand their businesses in uncertain circumstances.

In conclusion, both the business climate and entrepreneurial motivation are key factors in determining the success of MSMEs. Emphasizing these elements can enhance overall performance and contribute to the success of MSMEs.

Conclusion

This study explores the influence of entrepreneurial motivation and business climate as mediators in the relationship between managerial ability and the performance of Micro, Small, and Medium Enterprises (MSMEs) in Bandar Lampung City. The analysis using PLS-SEM reveals that managerial ability has a significant positive direct effect on MSME performance. Additionally, managerial ability significantly enhances entrepreneurial motivation and positively impacts the business climate. Furthermore, entrepreneurial motivation and business climate both directly and positively affect MSME performance. Notably, entrepreneurial motivation and the business climate both significantly mediate the relationship between managerial ability and MSME performance. These findings have several important implications for MSME owners. Firstly, while managerial ability is crucial, its impact on MSME performance is greatly enhanced when accompanied by strong entrepreneurial motivation. There must be a

harmonious integration of managerial skills and entrepreneurial drive to achieve significant improvements in performance. Secondly, the effectiveness of managerial ability in boosting MSME performance is further amplified when owners are able to adapt to and leverage a favorable business climate. A positive business climate, which reflects current trends and conditions, is essential for optimizing performance outcomes. In conclusion, MSME owners in Bandar Lampung City should prioritize the development of both managerial skills and entrepreneurial motivation while actively engaging with the evolving business environment. By aligning these factors, MSMEs can enhance their performance and achieve sustainable growth.

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