



Revealing How Entrepreneurial Motivation Affects Business Success through Entrepreneurial Competence As Intervening Variable

Destiana^{1*}, Jufri Yandes¹, Muhtarom¹, Dedy Juniadi¹

¹Law Faculty, Social Sciences, and Politic Sciences, Terbuka University, Indonesia

*Correspondence: destiana@ecampus.ut.ac.id

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Abstract

Actors of MSMEs have an essential role in encouraging economic growth, especially MSMEs in creative economy. They have a role in labor absorption. The success of the MSMEs business is not only limited to understanding the external factor, but the most important thing is also from the internal factor. Entrepreneurial motivation and entrepreneurial competence are internal factors that MSMEs need to have. These internal factors are the main points that must be understood as internal strengths to achieve business success. This study aimed to determine and explain the effect of entrepreneurial motivation on entrepreneurial competence and its impact on business success. The type of research used was descriptive quantitative with 120 respondents. Data is collected by delivering questionnaires through Google Form to MSME owners, utilizing a Likert scale. Researchers utilized the SmartPLS 3 application and set a significance level of 0.05 for data analysis. The research findings indicate that entrepreneurial motivation positively and significantly influences entrepreneurial competence. However, entrepreneurial motivation does not significantly impact business success. On the other hand, entrepreneurial competence positively and significantly affects business success. Additionally, entrepreneurial motivation positively and significantly contributes to business success through entrepreneurial competence.

1. Introduction

The importance of the role of the creative economy in spurring economic growth in Indonesia cannot be ignored. Creativity and innovation are key factors in strengthening the MSME sector, including in the culinary industry which is one of the

fifteen subsectors of the creative economy. Culinary MSMEs are not only concerned with the preparation, processing, and presentation of food and beverages, but also prioritize elements of creativity, aesthetics, traditions, and local wisdom to increase the value and attractiveness of products to attract consumers. According to data from the Ministry of Tourism and Creative Industry, the food subsector generated IDR 455.44 trillion, or almost 41% of the creative industry's overall GDP, which amounted to IDR 1.134 trillion in 2020. Despite the Covid-19 pandemic, the Gross Domestic Product (GDP) for 2020-2021 saw an increase (Irwanto & Ie, 2023). The culinary sector's creative economy in Indonesia is thriving throughout the economic recovery.

Serang City, Banten is one of the cities with a large number of MSMEs. Based on BPS in 2022, the number of MSMEs in Serang-Banten City in 2018 was 10,321. However, the Gross Regional Domestic Product produced in Serang-Banten City is still fluctuating, because in the last two years, namely in 2019 it was 31,602,577.25, in 2020 it was 31,586,332.78, and in 2021 it increased by 33,347,121.93. This needs attention and correction so that the Gross Regional Domestic Product increases per year. Culinary MSMEs in Serang City-Banten are one of the objects that need to be considered in this regard. Because in perform their business, culinary MSMEs rely on ideas, ideas, and creativity that are owned and then worked in the form of products so that they can drive economic activities.

Internal variables emphasize the benefits held by MSME's actor and serve as internal strengths to help them attain business success, (Destiana et al., 2023). Motivation is a drive that drives a person to take action to achieve a specified goal (Veronika & Yustinus, 2022). Motivation in entrepreneurship encourages MSMEs to engage in entrepreneurial activities independently, with high self-confidence, and courage to face risks in the future. In addition, the motivation also leads to aspects of creativity and appreciation of the need to innovate. Entrepreneurial motivation also helps maintain business and makes MSMEs have creative insights and innovate products to achieve business success (Gaurifa, 2022).

Strength internally can also be in the form of entrepreneurial competence which is an competence that needs to be trained to achieve good results. Competence refers more to skills or knowledge that characterize professionalism or expertise in a particular field. Competency refers to entrepreneurial skills in cognitive, emotional, and social aspects, which can be improved to improve business performance (Suryana & Burhanuddin, 2021). This shows that having competence is one of the important factors in achieving success in business. Prior research has demonstrated that entrepreneurial skill has a notable influence on the success rates of businesses (Rahmi, 2019); (Kurniawan et al., 2019); (Ashari, 2020).

Business success can be assessed by examining the accomplishments of the business in operation. Business success is determined by a company's financial performance and corporate image (Nuryatimah & Dahmiri, 2021). A company's competence to accomplish its objectives is ultimately what determines its level of success. A particular business or field of business is said to be successful when profits increase, partners increase and have a wide market share. Entrepreneurial competence is needed in facing competition and becomes more mainstream in order to take proactive steps against the challenges of the business environment. MSME actors are required to possess managerial competencies such as planning, organizing, administrating, and communicating in order to enhance business success. So, variables of entrepreneurial motivation, entrepreneurial competence,

and business success have strong relation. Because, when someone has a target or motivation to perform their business, they will always have a reason to continue to develop and achieve the planned targets. Likewise with business capabilities, the aspects in it will really support the sustain competence of a business to continue to develop and facilitate all processes carried out.

In previous research entitled, *The Influence of Motivation and Business Competence on the Success of Banana Processing MSME Businesses in Rowosari Village, Semarang*, research results showed that the variables of motivation and business competence had a significant effect on business success simultaneously and partially (Wastuti et al., 2021). The level of business motivation, business competence and business success in Mekarsari MSMEs is relatively high. The urge to establish relationships between people has the highest value. Motivation is a fundamental aspect that entrepreneurs need so that their business can perform well. Meanwhile, for business competence, the marketing factor has the highest value because with an effective and efficient marketing strategy the opportunity to improve other capabilities is greater. Then, research entitled *The Influence of Motivation, Human Resource Competence and Self-Efficacy on the Success of MSMEs in Sale Pisang Purwobakti Bungo Regency*, where in this research the results show that there is a positive and significant influence both partially and simultaneously of the variables of motivation, human resource competency and self-efficacy on success Purwobakti Banana Sale Business, Bungo Regency (Nuryatimah & Dahmiri, 2021). This research uses the SPSS application. The lowest value of indicator motivation is a lack of competence to face business competition. Meanwhile, for the competency variable, the lowest indicator is a lack of competence to understand work rules and the lowest indicator value for the self-efficacy variable is difficulty in overcoming problems in business.

Based on previous researches, there are several novelties in this research. They are, entrepreneurial competence is used as an intervening variable that relate entrepreneurial motivation variables and business success. On the other hand, researcher used the SmartPLS application to support calculating path analysis hypotheses. So this research can develop from previous researchers. Therefore, the researcher is interested in conducting a study entitled "Revealing How Entrepreneurial Motivation Affects Business Success through Entrepreneurial Competence As Intervening Variable".

2. Methods

This study is a form of quantitative descriptive research that involves objectively characterizing a situation using numerical data, from data collection to interpretation and presentation of results. The research was conducted in Serang City, Banten, focusing on 120 culinary MSMEs. The number of the sample size is based on Hair et al.'s (2010) suggestion to modify the number of respondents based on the number of statement items in the questionnaire, with the assumption of observing between $n \times 5$ and $n \times 10$ variables. The study utilized 24 statement items to assess 3 variables, resulting in 120 respondents (24 statement items \times 5). The data collection method involves delivering surveys through Google Form to MSME owners using the Likert scale. Researchers utilize the SmartPLS 3.0 application for data analysis.

Motivation in entrepreneurship consists of three main aspects, namely the desire for freedom, which includes the opportunity to move more freely, realize new

ideas, and develop personal business interests; self-achievement, which includes efforts to improve social status, face new challenges, and inherit family traditions; as well as driving factors, which include job loss and the drive to seek a better income (Ardiyanti & Mora, 2019).

Then, the dimension of competence that entrepreneurs must have is managerial competence (Hendrawan et al., 2018). Entrepreneurs must have the competence to plan, organize, mobilize, and supervise effectively so that the business they run can achieve the desired goals. Managerial competence can be measured through the competence to make plans and knowledge in the field of entrepreneurship. Conceptual competence involves the capacity to create business objectives, plans, and strategies that serve as the fundamental basis for success in entrepreneurship. This includes the competence to know competitive strategies and manage people in running a business. In addition, interpersonal skills are also important, which involves expertise in marketing products and having a strong commitment to entrepreneurship. Then, decision-making skills are also crucial because SMEs are often faced with conditions of uncertainty. It includes the competence to analyze situations and identify alternative solutions by taking risks. Finally, time management skills are also very important because the incompetence to manage time can result in a buildup of work. Time management skills include the competence to manage time efficiently and have clear targets in task completion.

Business success has several dimensions, namely the number of sales, business profits, and business development (Asyifa et al., 2019). First, the number of sales. Increasing the number of sales is one of the business goals. An indicator of the number of sales is that sales increase every month, and there is no *dead stock*. Second, operating profit is the excess value obtained from sales (revenue) after deducting capital and production costs that can determine the results of further productivity. Indicators of profit competence of the venture are return on investment and increased profit. Third, business development is a form of business effort itself in order to develop better and reach the point of success. Indicators of business development are having partners and improving relationships.

3. Findings and Discussions

3.1 Findings

Model Measurement Evaluation

Model measures are evaluated to assess their reliability and validity. Validity assessment is to evaluate the extent to which a measuring instrument effectively serves its purpose. Two validity tests, convergent validity and discriminant validity, are utilized in this measurement. Convergent validity relies on the idea that measures of a concept should exhibit a high level of correlation. Convergent validity is assessed by examining the loading factor value of each construct indicator, aiming for a value greater than 0.70, and confirming that the Average Variance Extracted (AVE) value is over 0.50. Table 1 summarizes the convergent validity of each indicator on the variables Entrepreneurial Motivation (X), Entrepreneurial Competence (Z), and Business Success (Y).

Table 1. Convergent Validity

Variable	Indicator	Loading Factor	Minimum Criteria
	X.1	0.851	0.70

Entrepreneuria Motivation (X)	X.2	0.856	0.70
	X.3	0.875	0.70
	X.4	0.846	0.70
	X.5	0.823	0.70
	X.6	0.555	0.70
	X.7	0.424	0.70
	X.8	0.977	0.70
Entrepreneurial Competence (Z)	Z.1	0.879	0.70
	Z.2	0.886	0.70
	Z.3	0.946	0.70
	Z.4	0.956	0.70
	Z.5	0.864	0.70
	Z.6	0.717	0.70
	Z.7	0.854	0.70
	Z.8	0.874	0.70
	Z.9	0.777	0.70
	Z.10	0.896	0.70
Business Success (Y)	Y.1	0.878	0.70
	Y.2	0.891	0.70
	Y.3	0.882	0.70
	Y.4	0.874	0.70
	Y.5	0.834	0.70
	Y.6	0.860	0.70

Source: Primary Data Processed, 2024

Based on the information in Table 1, the convergent validity of the model for the indicators of all variables was assessed as well because the value of the loading factor exceeded 0.70. However, certain indicators, such as X.6 and X.7, have loading factor values below 0.70 so they are ignored. In addition, *the Average Variance Extracted* (AVE) measurement for each dimension follows the minimum limit rule of 0.50, with the test results outlined in Table 2. The calculation shows that each dimension meets the criteria (> 0.50), which shows that this overall dimension has a good model.

Table 2. Average Variance Extracted (AVE)

Variable	AVE	Minimum Criteria
Entrepreneurial Motivation (X)	0.741	0.50
Entrepreneurial Competence (Z)	0.779	0.50
Business Yield (Y)	0.782	0.50

Source: Primary Data Processed, 2024

A discriminant validity study was conducted by comparing the square root of each Average Variance Extracted (AVE) with the correlation value between constructs. When the average variance extracted (AVE) value within constructs is higher than the correlation value between constructs, it meets the discriminant validity requirement. The discriminant validity values for all variables are displayed in Table 3:

Table 3. Discriminant Validity

Variable	Business Success	Entrepreneurial Competence	Entrepreneurial Motivation
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Business Success (Y)	0.796		
Entrepreneurial Competence (Z)	0.756	0.793	
Entrepreneurial Motivation (X)	0.684	0.755	0.787

Source: Primary Data Processed, 2024

Referring to Table 3, the determination of discriminant validity shows a good model, which has met the minimum limit, which exceeds 0.70. After validation assessment, the reliocompetence of the variables is then evaluated. The evaluation covers two aspects: composite reliocompetence and Cronbach alpha. A variable is considered reliable if the Cronbach composite and alpha reliocompetence values exceed 0.70. The corresponding values for composite reliocompetence and Cronbach's alpha for each variable are presented in Table 4:

Table 4. Values of Composite Reliocompetence and Cronbach Alpha

Variable	Composite Reliocompetence	Cronbach Alpha
Business Success (Y)	0.870	0.821
Entrepreneurial Competence (Z)	0.924	0.907
Entrepreneurial Motivation (X)	0.912	0.884

Source: Primary Data Processed, 2024

As per Table 4, each variable shows composite reliocompetence and Cronbach Alpha > 0.70, which indicates strong reliocompetence. Furthermore, through a comprehensive assessment of the measurement model involving convergent validity, discriminant validity, and reliocompetence testing, it can be concluded that all variables in this research model are declared valid and reliable.

3.2 Discussions

Structural Model Evaluation (Inner Model)

Structural model assessment begins with testing the R-Square value given to each endogenous variable that shows the predictive competence of the structural model. The R-Square values of the dependent variable obtained through the Smart PLS 3.0 application are presented in Table 5:

Table 5. R-Square Values

Variable	R-Square
Entrepreneurial Motivation (X)	-
Entrepreneurial Competence (Z)	0.585
Business Success (Y)	0.796

Source: Primary Data Processed, 2024

Table 5 shows that the R-Square value for the entrepreneurial competence variable is 0.585. 58.5% of entrepreneurial competency variables are influenced by entrepreneurial motivation variables, with the remaining 41.5% attributed to unexamined variables.

The R-Square value for the company success variable was established as 0.796. 79.6% of company success factors are influenced by entrepreneurial

motivation variables and entrepreneurial competence, while the remaining 20.4% is attributed to other variables not included in the study.

After the decrease in R-Square value, a Q2 predictive relevance evaluation was conducted. This assessment aims to measure how effectively the model produces observation values and parameter estimates. The predictive relevance value Q2 is obtained through the calculations outlined below.

$$\begin{aligned}
 Q^2 &= 1 - [(1 - R21) (1 - R22)] \\
 &= 1 - [(1 - 0.585) (1 - 0.796)] \\
 &= 1 - (0.415) (0.204) \\
 &= 1 - 0.085 \\
 &= 0.915
 \end{aligned}$$

The calculation results show that the model has predictive relevance because the Q2 value obtained > 0 is 0.915. This shows that the evaluation results of this model can be said to be good because Q2 is very close to 1.

Hypothesis Testing

The analysis includes hypothesis testing to assess the significance of the relationship between entrepreneurial motivation and entrepreneurial competence, as well as its effect on business success. This evaluation is done by checking the P-Values score at a specified level of significance. In this study, three hypotheses were tested at a significance level of 5% using a T-table value of $2.617 \geq$. Acceptance of a hypothesis depends on the T-value of the table ≥ 2.617 , while rejection occurs if the T-value of the count < 2.617 . The results of hypothesis testing are detailed in Table 6:

Table 6. Calculation of Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P Values
Entrepreneurial Motivation -> Entrepreneurial competence	0.768	0.755	0.080	10.076	0.000
Entrepreneurial Competence - > Business Success	0.892	0.817	0.073	11.333	0.000
Entrepreneurial Motivation -> Business Success	0.090	0.089	0.089	1.014	0.311

Source: Primary Data Processed, 2024

Hypothesis 1 (Entrepreneurial motivation has a positive and significant influence on entrepreneurial competence)

The findings from hypothesis 1 indicate that entrepreneurial motivation positively and significantly influences entrepreneurial skill, with T-Statistics results exceeding the T-table value of 9.608. This demonstrates that a higher level of

entrepreneurial enthusiasm among MSME actors will positively influence their entrepreneurial competency.

Entrepreneurial motivation is an impulse that arises in a person to do business. Entrepreneurial motivation is also the background in running a business, especially if individuals assume that owning a business will get a better income compared to their previous job. Entrepreneurial motivation is very important to pay attention to in human resource management. An MSME actor who does not have competence in his field will not have motivation because he does not know exactly what to do. Motivation is a condition of a person ready to expend high intentions and efforts to achieve organizational goals and achieve the need to always cooperate with all staff in MSMEs. If MSME actors want goals or objectives, then motivation plays a role in getting these goals closer.

Motivation has two functions, first the function of directing or directing, and the second function of activating increased activity or the function of activating and giving energy. In achieving the goals, these functions require entrepreneurial competence (Ramadhani & Sutirman, 2018). High entrepreneurial motivation will make MSME actors work harder in running their business in accordance with the planned goals.

Based on the results of the study, indicators of getting a better position and feeling challenges in running a business have an important role in entrepreneurial motivation. Business people feel they are in a better place than having to work for someone else. This can be caused by the work pressure felt by MSME actors when collaborating with others. Meanwhile, MSME players can work comfortably in running their businesses without any regulatory restrictions. In running their business, MSME actors feel a challenge. They are in a state of uncertainty and full of risk. With this condition, MSME actors must be able to improve their entrepreneurial competence.

Hypothesis 2 (Entrepreneurial competence has a positive and significant effect on business success)

The test results for hypothesis 2 indicate that entrepreneurial skill has a notable and beneficial impact on business success. The evidence is supported by T-Statistics > T-tables, with a value of 30.068. Entrepreneurial competence will significantly influence business success.

According to Table 8, the R-Square value indicates that entrepreneurial motivation and competence contribute 79.6% to business success. Entrepreneurial competence variables are crucial for achieving business success. The findings of this investigation align with those of other prior studies (Astuti & Hidayah, 2022), (Widjajani et al., 2021). Entrepreneurial skill is a key factor in attaining success in business (Hamid et al., 2022). Individual competence encompasses the necessary knowledge, skills, and abilities required to carry out a certain task. An entrepreneur should possess personal characteristics that benefit both themselves and their business, and work on enhancing their deficiencies (Maulana et al., 2021). Competence pertains to skills that can be applied to achieve success. He is competent not only in technical areas but also in innovative ideas. MSMEs must possess creative and inventive skills to access possibilities and sustain good feedback and adaptations that can facilitate business expansion and enhance value (Gohae, 2021).

Based on the results of calculations, making plans and having entrepreneurial knowledge are the main things in the competencies possessed by MSME actors. Managerial skills will be the determinant of success, (Mubarok & Nurohman, 2020). Managerial skills include the competence to plan and have entrepreneurial knowledge. Business planning is a design carried out by MSME actors for technical and managerial matters. Planning is the first step in determining the next MSME activities. Planning is usually based on the results of the analysis of internal and external environmental factors related to strategy and its management. In this study, the knowledge skills related to entrepreneurship possessed by MSME actors can be said to be quite good. That's because they can understand the online sales system. Furthermore, the sophistication of technology is currently considered to facilitate the marketing activities of MSME actors. Therefore, MSME players take advantage of technological sophistication as a form of optimizing their managerial capabilities.

Hypothesis 3 (Entrepreneurial motivation does not have a positive and significant effect on business success)

The hypothesis 3 test findings indicate that entrepreneurial motivation does not have a statistically significant positive impact on business success. The T-Statistic is 1.027, and the P-Value is 0.305. This research is in line with previous research that entrepreneurial motivation does not positively or significantly impact business success (Nopratika, 2021). This study suggests that maintaining family customs does not positively and significantly impact business success. Most Culinary MSME entrepreneurs run enterprises they have established themselves, rather than inheriting family traditions. Furthermore, the business operated by MSMEs is not attributed to job loss. Therefore, it can be inferred that MSME players operate their firms driven by entrepreneurial motivations. It was discovered that the freedom dimension did not enhance entrepreneurial motivation. The T-statistical computations reveal a p-value of 0.141. This indicates that the freedom dimension does not exert a substantial impact on motivating factors.

Indirect Influence

This study involves intervening variables that influence the relationship between dependent variables, resulting in indirect relationships. These variables influence the connection between independent and dependent variables. Table 7 displays the computation of indirect impacts.

Table 7. Calculation of Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T- Statistic	P Values
Entrepreneurial Motivation - >Entrepreneurial Competence-> Business Success	0.634	0.620	0.085	7.478	0.000

Source: Primary Data Processed, 2024

Based on Table 7, entrepreneurial motivation has a positive and significant effect on business success with entrepreneurial competence as an intervening variable with T-Statistics > T table, which is 7,478. This shows that entrepreneurial

competence has an important role in the variable of entrepreneurial motivation in influencing business success. The results of this study are in line with (Gemina et al., 2016) shows that entrepreneurial competence becomes an intervening variable and influences entrepreneurial motivation towards business success.

Conclusions can be inferred from the study's results. Entrepreneurial motivation positively and significantly impacts entrepreneurial skill. This indicates that there is a positive correlation between the level of entrepreneurial enthusiasm among MSME actors and their entrepreneurial skill. When MSME players are under conducive situations for entrepreneurial action, their business competency will also improve. Entrepreneurial acumen significantly impacts business success in a good way. This indicates that the more the entrepreneurial competence of MSME players, the more successful their business becomes. The abilities held by MSME actors, including managerial skills, conceptual skills, human skills, decision-making skills, and time management skills, enhance the success of MSME enterprises. These factors are essential for the success of MSME firms. Entrepreneurial motivation does not significantly impact business success. This indicates that a strong motivation for entrepreneurship has a negative impact on business success. Entrepreneurial motivation positively and significantly impacts business success by enhancing entrepreneurial skill. Entrepreneurial competency influences entrepreneurial motivation for achieving business success.

4. Conclusion

Based on the results and discussions that have been described, it can be concluded that: 1) Entrepreneurial motivation has a positive and significant influence on entrepreneurial competence. The better the entrepreneurial motivation from MSME actors, the higher the entrepreneurial competence they have. When MSME actors are in a condition that encourages them to act in the field of entrepreneurship, these MSME actors will also increase their competence and increase their business; 2) Entrepreneurial competence has a positive and significant influence on business success. The better the entrepreneurial competence possessed by MSME actors, the higher the success of the business they get. The competencies possessed by MSME actors both from the dimensions of *managerial skills*, *conceptual skills*, *human skills*, *decision skills* and *time managerial skills* increase the success of MSME businesses. This means that these dimensions are very necessary in achieving the success of MSME businesses; 3) Entrepreneurial motivation does not have a positive and significant influence on business success. This means that the better the entrepreneurial motivation you have, the less it will have an impact on the success of the business. So in the next study it is recommended to be replaced with other variables when conducting an influence test; 4) Entrepreneurial motivation has a positive and significant influence on business success through entrepreneurial competence. This means that entrepreneurial competence has an important role in influencing entrepreneurial motivation on business success.

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