

# Model of Improving Business Success through Entrepreneurship Competency and Business Environment Mediated by Competitiveness in the Garment Industry in West Java

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## Abstract

*This study aims to analyze the effect of entrepreneurial competence and business environment on business success mediated by competitiveness. The research method uses descriptive-quantitative, with the type of descriptive-verificative survey research. The sampling technique used is proportional random sampling, so a sample representation of 254 respondents is obtained. Descriptive analysis and verification analysis were used for data processing. The results showed that all constructs were included in the low category (achievement below 50%). And the power construct variance (DS) can be explained by the entrepreneurial competence (KK) and the environment (LB) of 65.1% of the business; the remaining 9% is influenced by other factors not examined. Based on the study results, it can be said that Entrepreneurship and Environmental Competencies positively affect competitiveness. Likewise, both directly and through competitiveness, Entrepreneurial Competence and the business environment positively impact business success. And Power has a positive effect on business success. Low competitiveness resulted in the achievement of the clothing industry in West Java, and low competence and a less conducive environment also participated. Especially during a pandemic like now.*

## Keywords

business success;  
competitiveness; entrepreneurial  
competence; apparel industry;  
business environment



## I. Introduction

The creative economy is one sector that has a vital role in the Indonesian economy; therefore, it is hoped that the creative economy can become a new strength of the national economy. In preparing the younger generation in Indonesia, it is necessary to develop the creative industry sector seriously. Based on data from the Directorate of Creative Economy Research and Development (2019), three sectors dominate the creative economy, namely the culinary sub-sector, which ranks first contributing to the GDP of the creative economy by 41.69 percent, the second in the fashion sub-sector contributes 18.15 percent, and third place The craft sub-sector contributed 15.70 percent. For the export contribution of creative economy products, the most are from the West Java region, donating 33.66 percent of the total exports of innovative products (Directorate of Creative Economy Research and Development, 2019).

McKinsey (2016) argues that the fashion sector has increased by 5.5 percent per year and is one of the seven largest sectors in per capita income for each country. It is not surprising that the fashion sub-sector is one of the prima donnas in the creative industry sector. However, behind the reasonably high growth, it does not mean that there are no problems in the fashion sector. In Indonesia, it turns out that the number of apparel

industry business units stated by the Ministry of Industry of the Republic of Indonesia shows a decrease in the number of units, especially during the 2020 Covid-19 pandemic.

This phenomenon was also caused by the bankruptcy of Diesel, one of the apparel retail giants in the United States, which filed for bankruptcy in March 2019 due to losses in 28 branches. The problem of fashion retail bankruptcy turns out to have a multiplier effect throughout the world, including Indonesia, the latest of which is the Neo Soho Department Store. In January 2019 held discounts of up to 90 percent to close its outlets. The phenomenon of this decline shows that the increase in business success in the industrial sector has not been optimal.

The apparel business in West Java is by far the largest in Indonesia, followed by East Java and Central Java. The condition of the apparel industry in West Java can reflect needs in Indonesia as a whole. As the capital city of West Java Province, the city of Bandung has a rapid development in the fashion world, especially apparel. The West Java Provincial Government emphasized that it was realizing the ideals of making West Java the center of Indonesian Muslim fashion and the world by 2020.

However, with the phenomenon of decreasing contribution to GDP and contribution to totally creative and creative exports, coupled with uncertainty during the Covid-19 pandemic in 2020, where this pandemic led to lockdowns throughout the world, including in West Java, which caused most of the population in West Java forced to stay at home makes many businesses suffer losses. It can be stated that the condition of the apparel industry in West Java in particular, and Indonesia in general, is facing problems in increasing its business success.

Business success is determined by entrepreneurial behavior, which is influenced by internal and external factors. Suryana (2014) states that internal factors include ownership rights (PR), competence/ability, and incentives, while external factors include the environment (environment). In addition, in their research, Ahmad et al. (2010) stated that the business environment has a significant relationship with entrepreneurial competence and business success. The results show that entrepreneurs with higher levels of competence perform better than entrepreneurs with lower levels of competence in situations where the environment is perceived as hostile and dynamic.

Several factors can affect business performance theoretically and empirically, namely competitiveness, entrepreneurial competence, and the business environment. Competitiveness here can also be influenced by entrepreneurial competence and the business environment so that Power can be a mediating variable. This study tries to identify several theoretical gaps in business success, which usually refers to performance theory as seen from the balanced scorecard (Kaplan & Norton, 1996; Wheelen & Hunger, 2012; and Striukova et al., 2008). In this study, the theory of business success is seen from the financial and non-financial aspects.

## **II. Review of Literature**

### **2.1 Concept of Entrepreneurship and Creative Economy**

Entrepreneurship is a process of identifying, developing, and carrying a vision; it can be in the form of innovative new views, opportunities, better ways of doing things. Based on the above process, the result is creating a new business that is made in terms of uncertainty or risk. An entrepreneur can take advantage of opportunities (Alma, 2011). Entrepreneurship is applying creativity and innovation in solving problems and finding opportunities to improve business life (Kasmir, 2010).

To fulfill the needs of his life, humans do business, but all these efforts cannot be done alone. So someone else is needed to help. From this, a collection of people who work together to achieve their goals is formed, an organization is formed.

Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Organizations need to be managed to achieve these goals. Management is generally called management. According to Robbins and Coulter (2012), management is coordinating and supervising the activities of others so that their actions are completed efficiently and effectively.

The creative industry is a general term covering a wide range of activities, products, and services, all of which are connected by three main features: it requires human creativity, for symbolic messages to carry meaning, and contains at least some potential intellectual property owned by individuals or groups (Fredriksson, 2011).

## **2.2 Entrepreneurship Competence**

Competence is generally a person's ability or capacity to do various tasks in a job. Competence can be determined by two factors, namely intellectual ability and physical ability (Robbins, 2008).

## **2.3 Business Environment**

The environment is everything outside the organization (Robbins, 2008). In the context of strategic management, the atmosphere is defined in terms of how close and far the environment is to the organization or how it affects, directly and indirectly, the organization. The environment most comparable to the organization, also known as the mission environment, the industrial environment (Hitt et al., 2001: 22; Pearce & Robinson, 2000), the specific environment (Robbins, 2008) is the imaging environment. Strategy, including competitors, suppliers, customers, and unions. The environment that indirectly influences the system is the general environment (Hitt et al., 1995; Robbins, 2008) and the remote environment (Pearce and Robinson, 2000). Furthermore, the organizational climate is divided into general, specific, and virtual environments from the perceived environment.

## **2.4 Competitiveness**

Competitiveness is a strategy to encourage companies to survive in carrying out their activities. Competitiveness is also the ability to survive a company in competition; this ability allows companies to differentiate themselves from competitors or have their characteristics, resulting from decisions from management (Muhammad et al., 2016).

## **2.5 Business Success**

Business success is essentially the business's success in achieving its goals (Suryana, 2014). Business success is the central aspect of a company where all activities are aimed at achieving success. Company performance or business performance becomes a reference for success. The company's performance is related to the company's continuity because the company's performance is one of the critical benchmarks in the company (Jayawarna et al., 2014). Performance is a measure of achievement obtained from the overall process activities of an organization (Costa et al., 2015).

### III. Research Method

In this research, the approach used is quantitative, with the type of research used being descriptive and verification with explanatory survey method. The research design chosen in the research planning design is the survey method. The unit of observation in this study is apparel business people in the West Java region, which, according to the Central Statistics Agency, has a population of 744 units spread across 26 cities/districts of West Java province. The sampling technique used is proportional random sampling. Then obtained the minimum number of samples required for this analysis as many as 254 respondents. The data was processed using descriptive analysis and verification analysis.

### IV. Results and Discussion

#### 4.1 Descriptive Analysis

##### a. Description of Entrepreneurship Competence

**Table 1.** Responses of Apparel Businesses related to Entrepreneurial Competence

No.	Dimension		1-2-3-4	5-6-7	Total	Achievement Criteria
1	<i>Strategic</i> (KK1)	f	462	300	762	Low
		%	60,6	39,4	100,0	
2	<i>Commitment</i> (KK2)	f	421	341	762	Low
		%	55,2	44,8	100,0	
3	<i>Conceptual</i> (KK3)	f	475	287	762	Low
		%	62,3	37,7	100,0	
4	<i>Opportunity</i> (KK4)	f	449	313	762	Low
		%	58,9	41,1	100,0	
5	<i>Organizing and Leading</i> (KK5)	f	457	305	762	Low
		%	60,0	40,0	100,0	
6	<i>Relationship</i> (KK6)	f	419	343	762	Low
		%	55,0	45,0	100,0	
7	<i>Learning</i> (KK7)	f	435	327	762	Low
		%	57,1	42,9	100,0	
8	<i>Personal</i> (KK8)	f	430	332	762	Low
		%	56,4	43,6	100,0	
9	<i>Technical</i> (KK9)	f	438	324	762	Low
		%	57,5	42,5	100,0	
<b>Entrepreneurship Competence (KK)</b>		<b>f</b>	<b>3.986</b>	2.872	6.858	<b>Low</b>
		<b>%</b>	<b>58,1</b>	41,9	100,0	

Source: Data Processing (2020)

Table 1. This shows that the achievement of the percentage value for the latent variable of entrepreneurial competence is low. The percentage is low at 58.1%. And shows that the achievement of the dimensions in the entrepreneurial competence variable is all low.

##### b. Description of Business Environment

In Table 2. the responses of apparel businesses in West Java for the business environment variable and all its dimensions based on the percentage score (low or high).

**Table 2.** Responses of Apparel Businesses related to the Business Environment

No.	Dimension		1-2-3-4	5-6-7	Total	Achievement Criteria
1	Benign/hostile (LB1)	f	559	457	1.015	Low
		%	55,0	45,0	100.0	
2	Stable/dynamic (LB2)	f	559	457	1.015	Low
		%	55,0	45,0	100.0	
Business Environment (LB)		f	1.143	889	2.032	Low
		%	56,3	43,8	100,0	

Source: Data Processing (2020)

The table shows that the achievement of the percentage score for the latent variable of the business environment is low. The low percentage is 56.3%. In addition, all achievement dimensions on the business environment variable are also common.

### c. Description of Business Success

**Table 3.** Responses of Apparel Businesses regarding Business Success

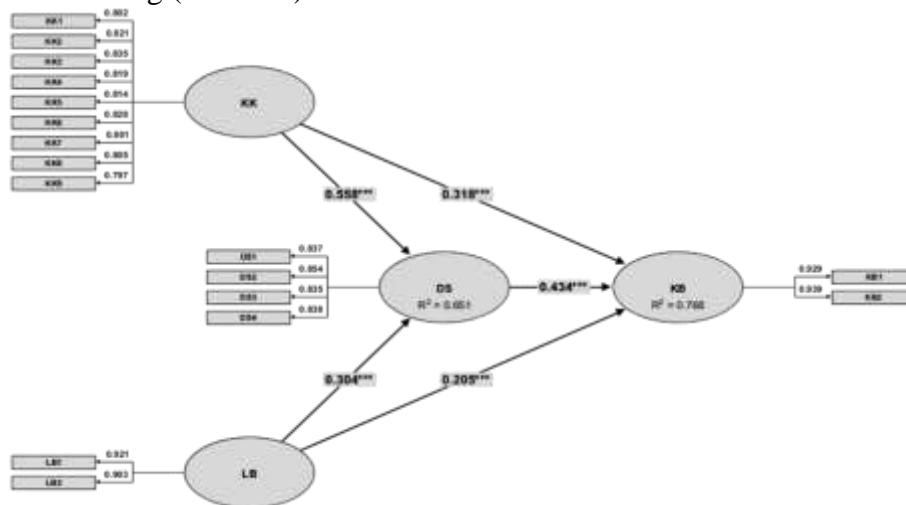
No.	Dimension		1-2-3-4	5-6-7	Total	Achievement Criteria
1	Financial (KB1)	f	590	426	1.016	Low
		%	58,1	41,9	100.0	
2	Non-financial (KB2)	f	891	633	1.524	Low
		%	58,5	41,5	100.0	
Business Success (LB)		f	1.481	1.059	2.540	Low
		%	58,3	41,7	100,0	

Source: Appendix 3 Data Processing (2020)

Table 3. shows that the achievement of the percentage value for the latent variable of business success is low. The percentage is low at 58.3% and shows that the achievements of both dimensions in this business success variable are all common.

### 4.2 Verification Analysis (PLS)

The verification analysis calculations in this study were analyzed using Partial Least Square Path Modeling (PLS-PM).

**Figure 1.** Overall Model

### 4.3 Measurement Model

#### a. Construct Reliability

**Table 4.** Construct Reliability

Construct	Dijkstra-Henseler's rho ( $\rho_A$ )	Jöreskog's rho ( $\rho_c$ )	Cronbach's alpha( $\alpha$ )
<b>KK</b>	0.937	0.946	0.936
<b>LB</b>	0.805	0.909	0.799
<b>DS</b>	0.864	0.906	0.862
<b>KB</b>	0.858	0.932	0.855

Source: PLS Data Processing Results using ADANCO (2020)

If the calculated value is more than 0.7, then it is considered reliable. The table shows that all values are more than 0.7, then the variables of the business environment, entrepreneurial competence, business success, and competitiveness are declared reliable and support a good model.

#### b. Convergent Reliability

**Table 5.** Convergent Reliability

Construct	<i>Average variance extracted (AVE)</i>
<b>KK</b>	0.662
<b>LB</b>	0.833
<b>DS</b>	0.708
<b>KB</b>	0.873

Source: PLS Data Processing Results (2020)

From these results, it can be said that all variables have good unidimensionality because all AVE values show  $> 0.5$ .

**Table 6.** Discriminant Validity

*Discriminant Validity: Heterotrait-Monotrait Ratio of Correlations (HTMT)*

Construct	KK	LB	DS	KB
<b>KK</b>				
<b>LB</b>	0.838			
<b>DS</b>	0.864	0.851		
<b>KB</b>	0.898	0.898	0.961	

*Discriminant Validity: Fornell-Larcker Criterion*

Construct	KK	LB	DS	KB
KK	<b>0.662</b>			
LB	0.528	<b>0.833</b>		
DS	0.608	0.504	<b>0.708</b>	
KB	0.649	0.554	0.685	<b>0.873</b>

*Squared correlations; AVE in the diagonal.*

The calculation results show that almost all HTMT values are below 0.9 (except between DS and KB). On the Fornell-Larcker Criterion, the AVE value (marked in bold) is higher than the value of each square correlation. This discriminant validity shows that each construct studied does have different characteristics in its concept. In other words, a construct has a different idea from other constructs.

#### 4.4 Factor loadings and cross-loadings

**Table 7.** Factor Loadings

Indicator	KK	LB	DS	KB
KK1	0.802			
KK2	0.821			
KK3	0.835			
KK4	0.819			
KK5	0.814			
KK6	0.828			
KK7	0.801			
KK8	0.805			
KK9	0.797			
LB1		0.921		
LB2		0.903		
DS1			0.837	
DS2			0.854	
DS3			0.835	
DS4			0.838	
KB1				0.929
KB2				0.939

Source: PLS Data Processing Results (2020)

**Table 8.** Cross Loadings Matrix

Indicator	KK	LB	DS	KB
KK1	<b>0.802</b>	0.591	0.647	0.656
KK2	<b>0.821</b>	0.540	0.617	0.622
KK3	<b>0.835</b>	0.621	0.669	0.680
KK4	<b>0.819</b>	0.625	0.641	0.658
KK5	<b>0.814</b>	0.601	0.630	0.670
KK6	<b>0.828</b>	0.609	0.672	0.700
KK7	<b>0.801</b>	0.596	0.632	0.665
KK8	<b>0.805</b>	0.516	0.586	0.606



KK9	<b>0.797</b>	0.615	0.606	0.633
LB1	0.687	<b>0.921</b>	0.680	0.710
LB2	0.638	<b>0.903</b>	0.613	0.646
DS1	0.648	0.531	<b>0.837</b>	0.683
DS2	0.625	0.595	<b>0.854</b>	0.666
DS3	0.636	0.612	<b>0.835</b>	0.690
DS4	0.708	0.644	<b>0.838</b>	0.741
KB1	0.719	0.675	0.745	<b>0.929</b>
KB2	0.784	0.715	0.800	<b>0.939</b>

Source: PLS Data Processing Results (2020)

Tables 7 and 8 show that each indicator (dimensional variable or expression) can reflect each structure validly and reliably and show conceptual (and statistical) differences between each metric in one system and another on the other.

#### 4.5 Structural Model

##### a. Inter-construct Correlations

Generally, this matrix shows a close relationship (between 0.6 to 0.8) between the constructs of entrepreneurial competence, business environment, competitiveness, and business success. The closest relationship, in this case, is the relationship between competitiveness (DS) and business success (KB) which is 0.792. In contrast, in this case, the lowest relationship is the relationship between business environment (LB) and competitiveness of 0.670.

**Table 9. Inter-construct Correlations Matrix**

Construct	KK	LB	DS	KB
KK	1.000			
LB	0.727	1.000		
DS	0.779	0.710	1.000	
KB	0.805	0.744	0.828	1.000

Source: PLS Data Processing Results (2020)

##### b. Coefficient of Determination (R<sup>2</sup>)

**Table 10. Coefficient of Determination (R<sup>2</sup>)**

Construct	Coefficient of determination (R <sup>2</sup> )	Adjusted R <sup>2</sup>
DS	0.651	0.648
KB	0.768	0.765

Source: PLS Data Processing Results (2020)

Based on these results, the variance of the construct of competitiveness (DS) can be explained by the entrepreneurial competence (KK) and the business environment (LB) of 65.1%. In contrast, the variance of the construct of business success (KB) can be explained by the KK, LB, and DS of 76.8%.



## 1. Path coefficients, Indirect effect, dan total effects

**Table 11.** *Path coefficients, Indirect Effect, dan Total Effects*

Model	Effect	Beta	p-value	Indirect effects	Total effect	Mediating effect
DS	KK → DS	0.558	0.000*		0.558	
	LB → DS	0.304	0.000*		0.304	
KB	KK → KB	0.318	0.000*	0.243	0.561	<i>Partial</i>
	LB → KB	0.205	0.000*	0.132	0.337	<i>Partial</i>
	DS → KB	0.434	0.000*		0.434	

Note: \* indicates significance at the level of = 5% (2-sided)

Source: PLS Data Processing Results (2020)

Based on the p-value above, all hypotheses are declared accepted because all betas are significant. The results also show that the competitiveness construct (DS) can be a mediating variable for entrepreneurial competence (KK) and business environment (LB) on business success (KB). In other words, the effect of partial mediation is supported by the findings in this study because the impact of the mediating variable on the dependent variable and the influence of the independent variable on the media variable is significant.

## 2. Effect size (Cohen's f2)

**Table 12.** Interpretasi Nilai f2

Effect size	Interpretasi
$f^2 \geq 0.35$	<i>strong effect</i>
$0.15 \leq f^2 < 0.35$	<i>moderate effect</i>
$0.02 \leq f^2 < 0.15$	<i>weak effect</i>
$f^2 < 0.02$	<i>unsubstantial effect</i>

Source: Henseler & Dijkstra (2015)

Based on the calculation results, the value of f2 for each path can be presented in Table 13.

**Table 13.** Effect size (Cohen's f2)

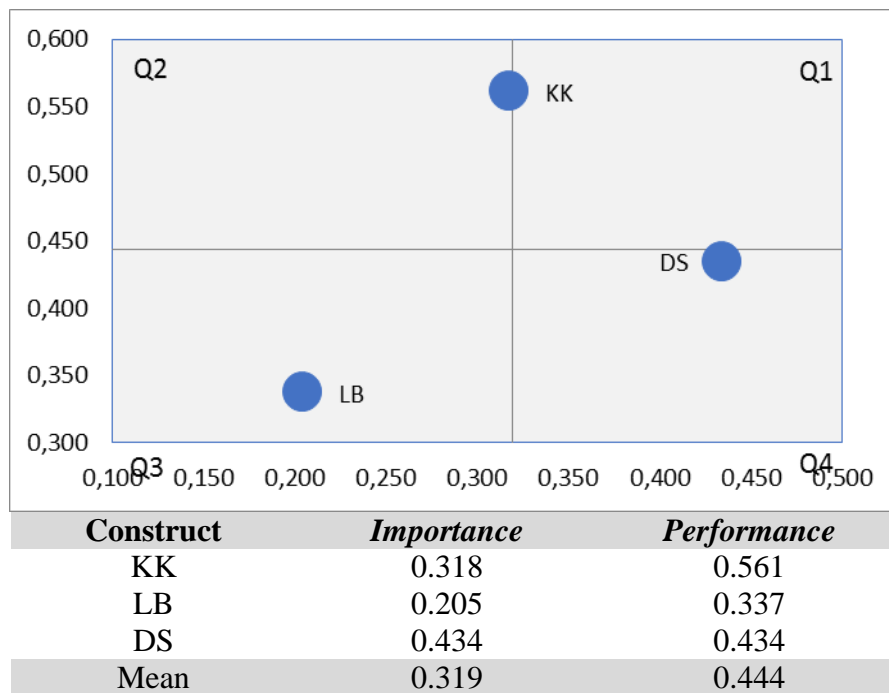
Effect	Beta	Indirect effects	Total effect	Cohen's f <sup>2</sup>	Interpretation
KK → DS	0.558		0.558	0.422	<i>strong effect</i>
LB → DS	0.304		0.304	0.125	<i>weak effect</i>
KK → KB	0.318	0.243	0.561	0.145	<i>weak effect</i>
LB → KB	0.205	0.132	0.337	0.076	<i>weak effect</i>
DS → KB	0.434		0.434	0.284	<i>moderate effect</i>

Source: Appendix 4, PLS Data Processing Results (2020)

The interpretation of the f2 value shows that the influence of entrepreneurial competence on competitiveness (KK DS) has a strong effect (strong effect). In contrast, competitiveness on business success (DS KB) has a moderate impact. The Power of LB DS, KK KB, and LB KB are included in the weak effect category.

#### 4.6 Importance Performance Matrix Analysis

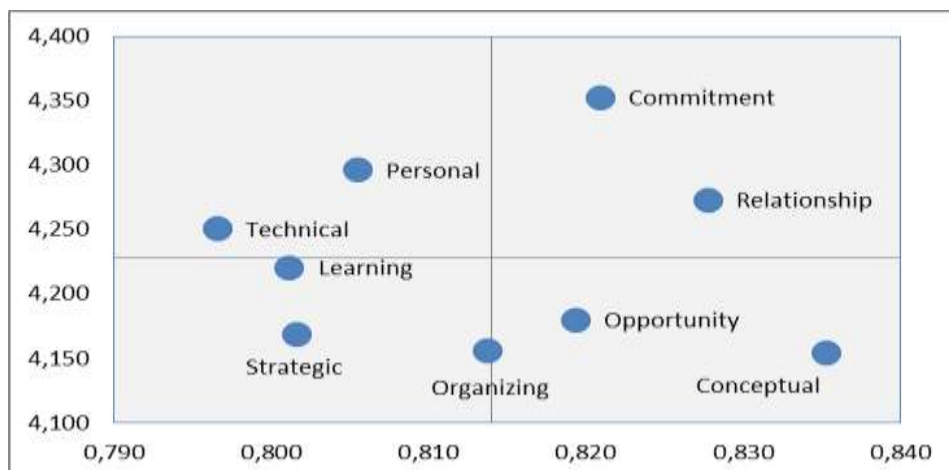
The critical position is seen from the horizontal line (x-line), and the performance position is seen from the vertical (y-line). The business success model shows that competitiveness (DS) occupies the most important part of the overall model because its important position is on the far right even though its performance is ranked second after entrepreneurial competence (KK). Entrepreneurial competence (KK) also occupies a place of high importance with high-performance achievements. The business environment (KB) occupies a lower priority and performance position than KK and DS. The low level of the business environment can be understood because the business environment is the earliest antecedent for business success which at least needs to go through several process factors, in this case, entrepreneurial competence and competitiveness.



Information:

Importance is obtained from the value of direct influence and performance is obtained from the value of total influence; the mean value is used as the axis

**Figure 2. IPMA Overall Model in Business Success**



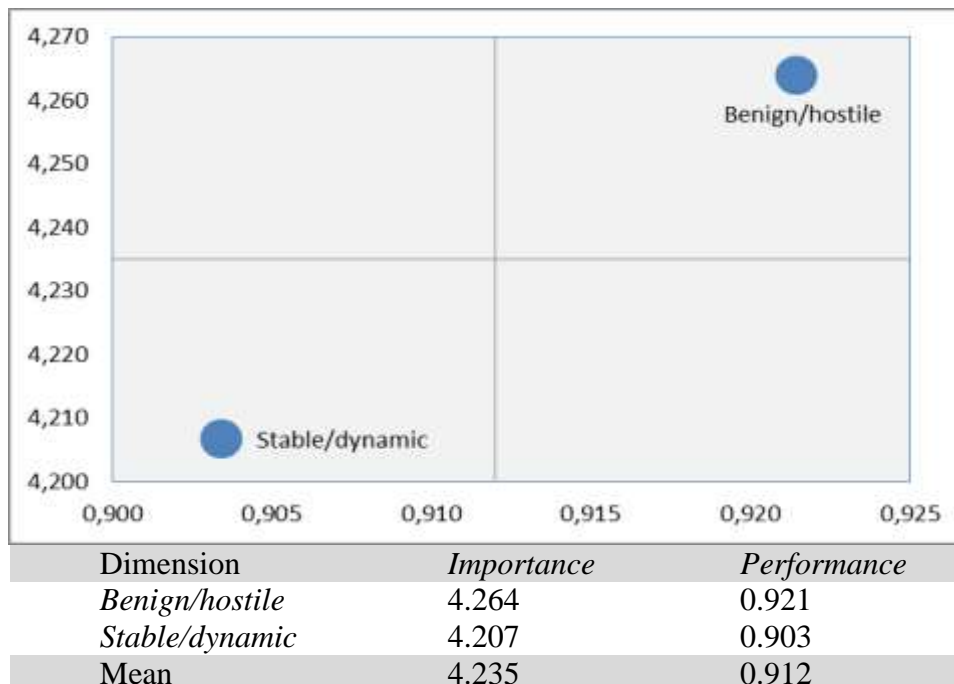
Dimension	Importance	Performance
<i>Strategic</i>	4.169	0.802
<i>Commitment</i>	4.353	0.821
<i>Conceptual</i>	4.155	0.835
<i>Opportunity</i>	4.180	0.819
<i>Organizing and Leading</i>	4.156	0.814
<i>Relationship</i>	4.273	0.828
<i>Learning</i>	4.220	0.801
<i>Personal</i>	4.297	0.805
<i>Technical</i>	4.251	0.797
Mean	4.228	0.814

Note: Importance is obtained from the average achievement value and performance is obtained from the loading value; the mean value is used as the axis

**Figure 3.** *IPMA Entrepreneurial Competency Construct*

Figure 3. is an IPMA diagram for the Entrepreneurial Competency (KK) construct. Based on the level of importance, the conceptual, relationship, commitment, and opportunity dimensions are critical dimensions in shaping current entrepreneurial competencies in the apparel business in West Java. However, other dimensions such as organizing, personal, strategic, learning, and technology are not unimportant but based on their level of importance. The first-mentioned dimensions are more critical than the following-mentioned dimensions.

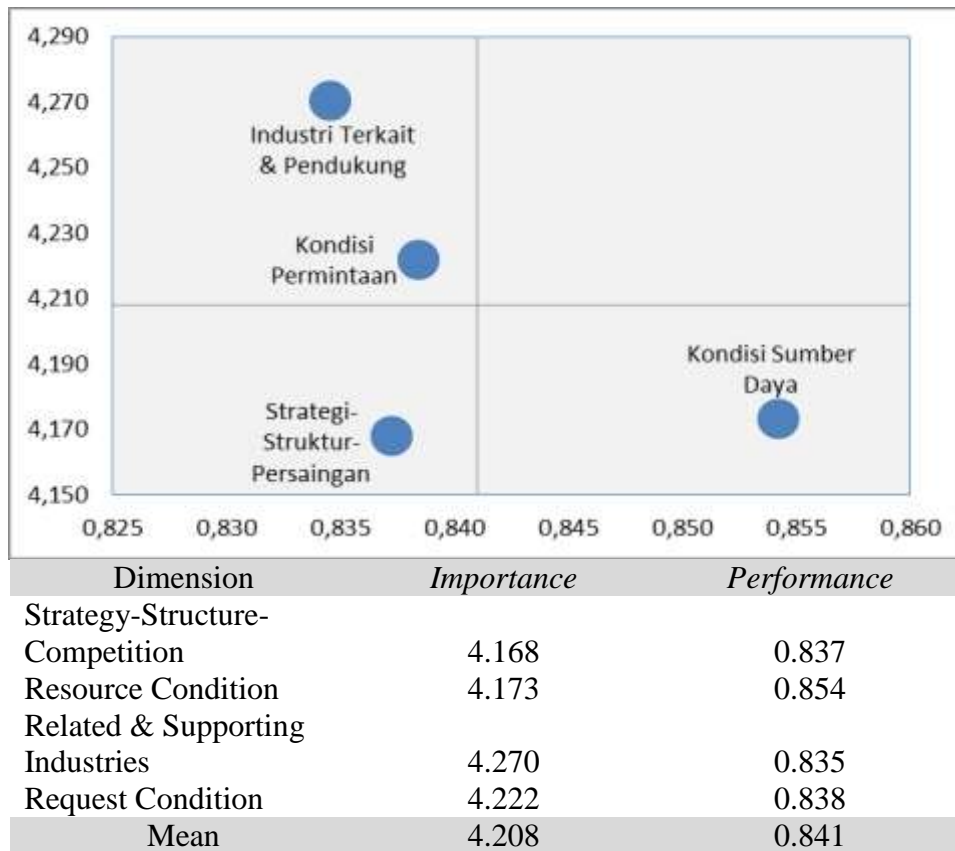
Next, Figure 4. is an IPMA diagram for the Business Environment (LB) construct. Based on the level of importance, the benign/hostile dimension is a dimension that is more important than the other dimensions, as well as the achievement of its performance.



Information: Importance is obtained from the average achievement value and performance is obtained from the loading value; the mean value is used as the axis

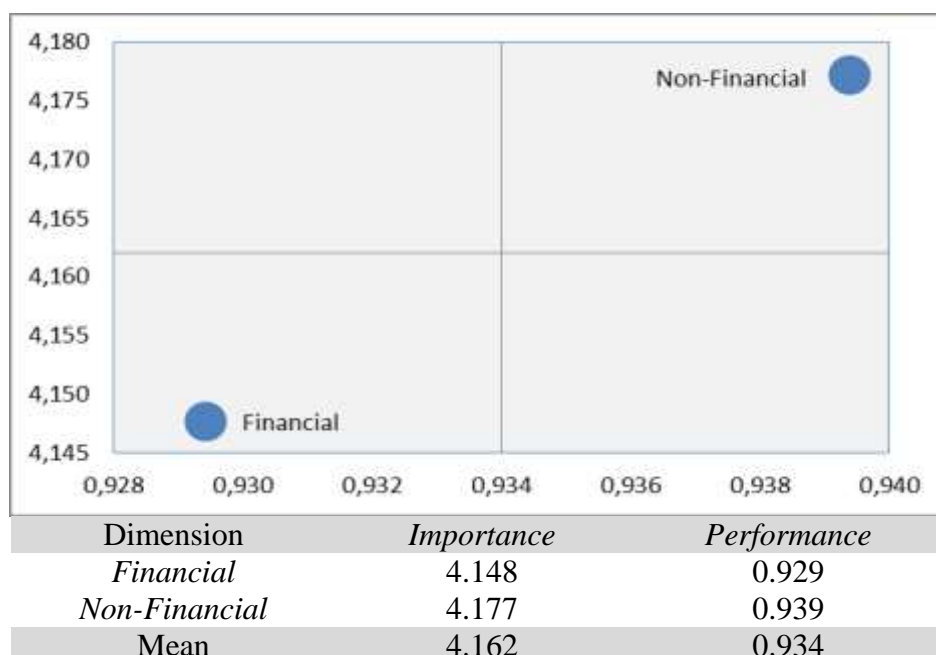
**Figure 4.** *IPMA Business Environment Construct*

Next, Figure 5 illustrates the IPMA diagram for the competitiveness construct (DS). Based on the level of importance, the dimension of resource condition is more critical than the other dimensions, even though the performance achievement is not yet high.



Information: *Importance* is obtained from the average achievement value and *performance* is obtained from the *loading* value; the mean value is used as the axis

**Figure 5. IPMA Competitiveness Construct**



Note: Importance is obtained from the average achievement value and performance is obtained from the loading value; the mean value is used as the axis

**Figure 6. IPMA Business Success Construct**

Figure 6. presents the IPMA diagram for the business success construct (KB). The non-financial dimension is of great importance and a high-performance position compared to the financial extent.

Based on IPMA analysis, the position of each indicator in a construct and the position of each construct in a model. By mapping this position, the apparel business can determine strategies for improving each hand, construct, and relationship.

The dimensions of commitment and relationship in the entrepreneurial competency construct need to be in synergy with the benign/hostile extent in the business environment construct and the non-financial measurement in the business success complete because the achievements are already high and vital in shaping these constructs. In essence, apparel people in business in West Java are strongly advised to maintain these conditions.

The personal and technical dimensions of the entrepreneurial competency construct also need to synergize with the related & supporting industry dimensions and the demand conditions dimension for the competitiveness construct because the achievements are already high. However, their contribution is still lacking in forming these constructs. In this condition, apparel people in business in West Java need to adjust their strategic direction to run on the right track.

The learning, strategic, and organizing dimensions in the entrepreneurial competency construct need to be synergized with the stable/dynamic environment in the business environment construct so that it can also synergize with the strategy-structure-competitive dimension in the competitiveness construct, which in the end, together with the financial aspect in the construct business success can be even better. Here there needs to be extra strenuous efforts from business people so that the achievements and contributions of these dimensions are better because these dimensions are still low.

Finally, there needs to be a proper synergy between the opportunity dimension and the conceptual dimension in the entrepreneurial competency construct and the resource condition dimension in the competitiveness construct. These dimensions make significant contributions that are important in shaping entrepreneurial competence and high competitiveness.

## V. Conclusion

Based on the results of research and discussion, several conclusions can be drawn, namely entrepreneurial competence, business environment, competitiveness, and business success, and their dimensions are low. So it can be said that apparel people in West Java in running their business do not yet fully have qualified entrepreneurial competencies. Likewise, the business environment is considered not yet fully supportive of creating a conducive environment. Competitiveness, in general, has not been entirely a reference for business development. Entrepreneurial competence and business environment have a positive effect on competitiveness. Likewise, on business success, both directly and through competitiveness. Entrepreneurial competence and the business environment have a positive impact. And competitiveness has a positive effect on business success.

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