

Social Capital, Knowledge Sharing and MSMEs Performance: The Mediating Role of Entrepreneurial Competence

Widiyanto, Ahmad Nurkhin, Minkhatul Fikriyah

Department of Economics Education, Universitas Negeri Semarang, Indonesia

Corresponding email: wied@mail.unnes.ac.id

Abstract: This study is intended to explain the mediating role of entrepreneurial competence in determining the effect of social capital and knowledge sharing on the performance of convection micro, small and medium-sized enterprises (MSMEs) in the Pemalang Regency in Indonesia. Researchers used this type of causality research to analyze the relationship between variables. The participants in the study are the owners of MSMEs Convection in Samong Village, Ulujami District, Pemalang Regency. This study obtained 285 sample units using a simple random sampling technique. Questionnaires were used to collect research data. The data analysis method used is path analysis. The results of this study indicate that social capital, knowledge sharing, and entrepreneurial competence can all significantly affect MSMEs performance. Entrepreneurial competence has a more dominant effect on MSMEs performance. In addition, social capital and knowledge sharing can both have a significant effect on entrepreneurial competence. The mediating role of entrepreneurial competence is evident in the effect of social capital and knowledge sharing on MSMEs performance. Social capital and knowledge sharing can improve MSMEs performance if owners have adequate entrepreneurial competence. Therefore, owners should maintain social capital and manage their knowledge.

Keywords: MSMEs performance, social capital, knowledge sharing, entrepreneurial competence

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play an essential role in economic growth in both developing and developed countries (Agyapong et al., 2017). MSMEs are also recognized for their contributions to the Indonesian government through job creation. In addition, the resilience of MSMEs in facing the crisis has also been tested. Therefore, MSMEs are one of the sectors that play a critical role in supporting Indonesia's regional economy (Dhamayantie & Fauzan, 2017). MSMEs performance is an important thing that must be maintained because it determines business continuity. However, long-term MSMEs performance is typically stagnant and poorly directed (Aqida & Fitria, 2019). Therefore, sustainable empowerment is required so that MSMEs grow in quantity and quality as a support for improving performance (Manurung & Barlian, 2012).

In general, company performance can be measured through operational and financial indicators (Agyapong et al., 2017). Financial indicators include the number of sales, sales growth, and profitability, while operational indicators include service to customers and production efficiency. Performance can be defined as the outcomes achieved by a person in relation to the size of the work in question. Business performance in small businesses has two targets, namely financial and non-financial targets. The study of organizational performance can be understood through the theory of the resource-based view (RBV). Interest in RBV continues to

grow in the areas of business policy and strategy. Much of this interest has been directed toward comprehending the empirical implications of this theory, particularly how a firm's resources and capabilities can affect its performance (Barney, 1996).

The RBV has risen to prominence among strategy theories over the last two decades, but the debate over its precise nature continues (Lockett et al., 2009). RBV has become one of the most influential and cited theories in the history of management theory (Kraaijenbrink et al., 2010). Firms are viewed as atomic-like entities whose goal is to earn above-average profits in direct competition with other firms in the same market. It accepts that information about the future value of resources is distributed asymmetrically. If company managers can predict the future value of resources better than their competitors—or if they are simply lucky—their companies gain a source of long-term competitive advantage.

MSMEs performance can be determined by various factors, including social capital and knowledge sharing (Martono & Riyanto, 2017; Kucharska & Erickson, 2019). Factors that can influence MSMEs performance are social capital and human capital (Santoso et al., 2019), social capital and innovation (Hadi & Purwati, 2020), entrepreneurial competence (Suryana & Burhanuddin, 2021), as well as financial knowledge and social media (Ferdiansyah & Bukhari, 2021). Social capital is one of the important factors that can improve MSMEs performance. Haryono and Harini (2018) described that social capital is everything related to harmonizing individuals, norms, and beliefs to facilitate mutually beneficial coordination and cooperation in a shared life.

Social capital has been shown to have a significant effect on MSMEs performance (Agyapong et al., 2017). Companies with high social capital will report higher productivity than companies with low social capital. The level and strength of social capital also drive the benefits derived from cross-functional relationships of the various departments or functions of the company. The benefits include the speed of work of various actors within the company, which directly or indirectly improves MSMEs performance. A prior study by Ha (2021) also found clear evidence that social capital can affect MSMEs performance in Ho Chi Minh City, Vietnam.

Social capital is measured by three dimensions, namely structural, relational, and cognitive. Social capital is viewed as a lubricant that aids in the completion of tasks, allowing people to collaborate and partner with one another. Kim and Shim (2018) prove that social capital has a positive and significant effect on the performance of tourism companies in South Korea. Meanwhile, Meflinda et al. (2018) discovered the opposite results: social capital had no significant effect on MSMEs performance. However, previous research has also shown that social capital has no effect on MSMEs performance (Meflinda et al., 2018).

Organizations must be able to manage knowledge, which is as essential as their assets, in this highly dynamic and competitive era. Knowledge is the organization's lifeblood and can determine the organization's survival. Knowledge sharing is vital as a form of knowledge management (Asrar-ul-Haq & Anwar, 2016). Individuals disseminate and develop knowledge through knowledge sharing, which becomes a knowledge management expert in an organization (Saputro, 2018). Knowledge is an important aspect of a company because the greater the breadth of employees' knowledge, the better the delivery of tasks and responsibilities. Alliyah and

Nurhidayati (2019) stated that other employees at the same level can possess the knowledge needed by employees. Therefore, harmonious knowledge sharing is needed to improve company performance.

Knowledge sharing has been shown to improve MSMEs performance in Ho Chi Minh City, Vietnam (Ha, 2021). The greater the knowledge sharing, the greater the business performance (Alliyah & Nurhidayati, 2019). Previous studies also found that knowledge sharing has a significant positive effect on MSMEs performance (Meflinda, Mahyarni, Indrayani, & Wulandari, 2018; Kim & Shim, 2018). On the other hand, there are contradictory findings that knowledge sharing is not proven to have a significant effect on performance (Akbari et al., 2020). The various results of previous studies in explaining the effect of social capital and knowledge sharing on MSMEs performance form this study's basis to re-evaluate the two's influence. The entrepreneurial competence variable is presented as a mediator to determine its role in the effect of social capital and knowledge sharing on MSMEs performance.

Previous findings show that entrepreneurial competence has a significant positive effect on MSMEs performance (Kurniawan & Yun, 2018; Trihudiyatmanto, 2019; Aulia, 2020). Good social capital from MSMEs owners will further improve performance when MSMEs owners also have adequate entrepreneurial competence. Knowledge sharing will only determine the performance of MSMEs if the owner has adequate entrepreneurial competence. Social capital and knowledge sharing will improve owner entrepreneurial competence and, as a result, overall MSMEs performance. This study aims to prove the effect of social capital and knowledge sharing on MSMEs performance by presenting the mediating role of entrepreneurial competence. Entrepreneurial competence is a determinant of MSMEs performance.

Therefore, business owners must improve their entrepreneurial competencies in order to be able to boost company performance (Khan et al., 2021). MSMEs performance in Tarakan City is significantly determined by entrepreneurial competence (Hasanah et al., 2018). Entrepreneurial innovation has been shown to determine MSMEs performance in Zimbabwe (Makate et al., 2019). The entrepreneurial competence possessed by the owner will give birth to a variety of innovations so that it will provide better business performance. Entrepreneurial competence can be developed through a network that has been established by the owner. This means that with the social capital owned by the owners, they will be able to increase their competence. The partners will share experiences and knowledge in developing the business. Collaboration and cooperation with various parties are required, especially during a pandemic, so businesses can survive and generate profits.

METHODS

This study used a quantitative research approach with the causality method to find the relationship or effect of the independent variable and the dependent variable. The population used in this study were all MSMEs owners in Samong Village in Indonesia, amounting to 987 business units. The research sample included 285 business units obtained through calculations using the Slovin formula and the simple random sampling technique.

The research variables consist of MSMEs performance as the dependent variable, social capital and knowledge sharing as independent variables, and entrepreneurial competence as a mediating variable. The indicators used to measure MSMEs performance variables are those proposed by Aribawa (2016) in their study to conclude that the non-cost performance approach is the best way to measure MSMEs performance. The indicators used are Balance Score Card adaptations, namely consumers, finance, internal, and human resources. The indicators used to measure the social capital variable are those proposed by Muin (2013); Roxas (2008), namely the ability to build cooperation, trust, reputation, participation in local communities, and collaboration with related agencies.

The indicators used to assess the knowledge sharing variable are those proposed by Hooff and Weenen (2004), namely knowledge collecting and knowledge donating. The indicators used to assess entrepreneurial competence are those proposed by Pambudy and Winandi (2016), which are strategy, technical management, and leadership. The closed questionnaire method was used to collect data in this study, which means that the answers are already available. The scale used for this instrument is the five Likert scale. Furthermore, data were analyzed using descriptive statistical analysis techniques and path analysis.

RESULTS & DISCUSSION

Research Results

The results of this study consisted of descriptive statistical analysis and path analysis. Table 1 shows the results of descriptive statistical analysis. The average score of MSMEs performance is 32.70 which is in very high criteria. The average score of social capital is 40.56 and is included in the high criteria. The average score of the knowledge sharing variable is 47.52 and is included in the high criteria. Meanwhile, the average score of entrepreneurial competence is 24.22 and is included in the high category.

Table 1. Descriptive Analysis Results

| Variable | Mean | Criteria |
|----------------------------|-------|-----------|
| MSMEs Performance | 32.70 | Very High |
| Social Capital | 40.56 | High |
| Knowledge Sharing | 47.52 | High |
| Entrepreneurial competence | 24.22 | High |

The results of hypotheses testing were carried out by path analysis through multiple regression analysis testing (two regression equations). The data normality test and the classical assumption test were used to determine whether the resulting regression equation could be tested in the next stage. The Kolmogorov-Smirnov test was used to determine the normality of the research data. With sig. 0.200 and 0.010 > 0.05, it can be concluded that the research data is normally distributed. The linearity test was performed using the results of the Durbin Watson value > dl, indicating that the regression model used was correct and that the independent and dependent variables had a linear relationship.

A multicollinearity test and a heteroscedasticity test were used in this study's classical assumption test. The multicollinearity test results showed that the tolerance value for each independent variable was > 0.1 and the Variance Inflation Factor (VIF) value for each independent variable was < 10 . As a result, there is no multicollinearity between the independent variables. The regression model is said to have no heteroscedasticity if the significance value is > 0.05 based on the results of the heteroscedasticity test using the Glejser test and the results of the Correlations table. The results of hypotheses testing with two multiple regression equations are presented in Tables 2 and 3.

Table 2 concludes that social capital, knowledge sharing, and entrepreneurial competence can all positively and significantly affect MSMEs performance, with a sig. value of 0.000 and regression coefficients of 0.280, 0.176, and 0.468, respectively. Table 3 gives the meaning that social capital and knowledge sharing can be a significant determinant of entrepreneurial competence. The sig. value is 0.000, which means that it is less than the acceptable error rate (0.05). The paths coefficients are 0.234 and 0.203, respectively.

Table 2. Regression Test Results with MSME Performance as Dependent Variable

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | -0.256 | 1.036 | | -0.247 | 0.805 |
| Social Capital | 0.280 | 0.042 | 0.297 | 6.728 | 0.000 |
| Knowledge Sharing | 0.176 | 0.027 | 0.270 | 6.472 | 0.000 |
| Entrepreneurial Competence | 0.468 | 0.057 | 0.377 | 8.194 | 0.000 |

Dependent Variable: MSME Performance

Table 3. Regression Test Results with Entrepreneurial Competence as Dependent Variable

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | -1.246 | 1.079 | | -1.155 | 0.249 |
| Social Capital | 0.234 | 0.041 | 0.308 | 5.678 | 0.000 |
| Knowledge Sharing | 0.203 | 0.026 | 0.386 | 7.909 | 0.000 |

Dependent Variable: Entrepreneurial competence

The Sobel test is used to examine the role of entrepreneurial competence in mediating the effect of social capital and knowledge sharing on MSME performance. For testing, the Sobel Test Calculator for Significance of Mediation application from the website www.danielsoper.com was used. The results are presented in Figures 1 and 2. The Sobel test results for the social capital variable yielded a t-count of 4.686 and a one-tailed probability value of 0.00000139. This shows t-count $>$ t-table with probability value of < 0.05 . Thus, it can be concluded that social capital through entrepreneurial competence has a significant effect on MSMEs performance. The type of mediating role of entrepreneurial competence on the social capital variable is partial mediation. This is due to the fact that, in addition to demonstrating the direct influence of social capital variable on MSMEs performance, there is also

evidence of an indirect effect of social capital variable on MSMEs performance through entrepreneurial competence.

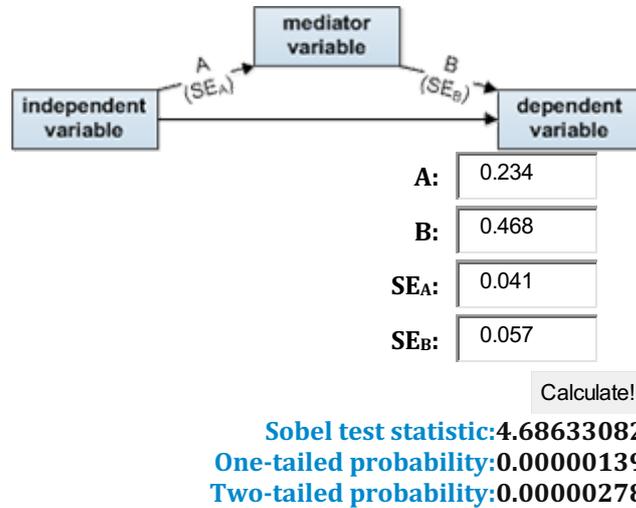


Figure 1. Sobel Online Test Results for Social Capital Variable

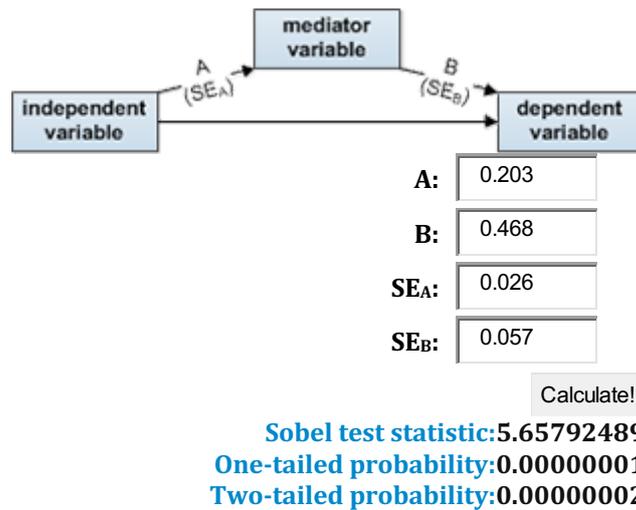


Figure 2. Sobel Online Test Results for Knowledge Sharing Variable

The Sobel test calculation of the knowledge sharing variable yielded a t-count of 5.657 with a one-tailed probability value of 0.00000001. This indicates that t-count > t-table with probability value < 0.05. Therefore, it is possible to conclude that knowledge sharing can have a significant effect on the performance of MSMEs through entrepreneurial competence. The type of mediation is partial mediation. This is because, in addition to demonstrating the direct influence of the knowledge sharing variable on MSMEs performance, the knowledge sharing variable also has an indirect effect on MSMEs performance through entrepreneurial competence. Table 4 summarizes the results of testing the research hypotheses.

Table 4. Research Hypotheses Test Results

| No. | Research Hypotheses | Path | | Notes |
|-----|-----------------------------------------------------------------------------------------------------------------|--------------------------|-------|----------|
| | | Coefficient Test Results | Sig. | |
| H1 | Social capital has a significant effect on MSMEs performance | 0.297 | 0.000 | Accepted |
| H2 | Knowledge sharing has a significant effect on the MSMEs performance | 0.270 | 0.000 | Accepted |
| H3 | Entrepreneurial competence has a significant effect on MSMEs performance | 0.377 | 0.000 | Accepted |
| H4 | Social capital has a significant effect on entrepreneurial competence | 0.308 | 0.000 | Accepted |
| H5 | Knowledge sharing has a significant effect on entrepreneurial competence | 0.386 | 0.000 | Accepted |
| H6 | There is a mediating role of entrepreneurial competence in the effect of social capital on MSMEs performance | 0.116 | 0.000 | Accepted |
| H7 | There is a mediating role of entrepreneurial competence in the effect of knowledge sharing on MSMEs performance | 0.146 | 0.000 | Accepted |

Social Capital, Knowledge Sharing, and Entrepreneurial competence on MSMEs Performance

The results of the study prove that social capital has a positive and significant effect on MSMEs performance. The results of this study are also in line with the theory of resource-based view (RBV). RBV theory suggests that resources and competencies are critical for the company because they are the foundation of company performance. Cahyaningtyas and Ningtyas (2020) stated that the RBV theory prioritizes using external resources when the existing resources within the company are limited. One of the external capitals in question is social capital. Increasing cooperation and the belief system in social capital as a supporter of internal resources will create a competitive advantage to encourage increased performance. Furthermore, RBV theory holds that a company's competitiveness and performance are dependent on the uniqueness of its resources, which are difficult to imitate. This demonstrates that, with typical social capital, the success of the company's social network will help improve company performance.

The results of this study are also consistent with Kim and Shim (2018); Warmana and Widnyana (2018); Fanani and Fitrayati (2021), who suggest that social capital has a positive and significant effect on MSMEs performance. In their study, Gandhiadi et al. (2018) also state that social capital is one of the factors that affect social networks and can lead to an increase in MSMEs performance, so its development is recommended for MSMEs who want to advance. Based on the results of this study, theory, and previous studies, it is possible to conclude that social capital has a positive and significant effect on MSMEs performance.

Knowledge sharing also has a positive and significant effect on MSMEs performance. That is, the better the knowledge sharing of MSMEs owners, the higher the MSMEs performance level. On the other hand, the worse the knowledge sharing of the MSMEs owners, the lower the MSMEs performance level. Knowledge is the

most important resource for improving performance in a growing and changing organization. This is in line with the theory of resource-based view (RBV). The RBV theory holds that for MSMEs that do not have valuable resources and cannot be imitated, MSMEs must use external sources (outsourcing) to overcome these weaknesses. One of the external sources that MSMEs must master is knowledge. When an MSMEs lacks adequate internal knowledge, it can obtain external resources, such as knowledge sharing. Excellent knowledge sharing can be achieved through collaboration between internal and external resources, resulting in good harmonization among individuals willing to exchange knowledge for the same

In addition, Haque et al. (2015) stated that the process of disseminating knowledge within the company will create useful knowledge in improving company performance. This means that knowledge sharing can encourage people to combine their knowledge with one another to create new knowledge that can be used to create interesting products. The results of this study are also in line with previous studies, which found that knowledge sharing has a positive and significant effect on MSMEs performance (Alliyah & Nurhidayati, 2019; Mahyarni & Meflinda, 2020; Akbari & Hartono, 2020). Memah et al. (2017) also stated that knowledge sharing affects the development of financial management in a company, and when a company is able to maximize good financial management, the company's performance improves.

The findings also present a positive and significant effect of entrepreneurial competence on MSMEs performance. This proves that the higher the entrepreneurial competence, the higher the MSMEs performance. On the other hand, the lower the entrepreneurial competence, the worse the MSMEs performance. The results of this study are in line with the resource-based view (RBV) theory, which explains that the company's resources and expertise are important to the company because they are valuable resources. The better the existing resources and expertise, the higher the level of company performance. This explains why, according to field research findings, most respondents can manage their business well because they have long experience running a business. This means that developing entrepreneurial skills takes time. Furthermore, the need for tactical strategies and management is balanced with the leadership of MSMEs owners to make entrepreneurial competencies valuable so that they can encourage MSMEs performance.

The results of this study are also in line with the results of previous studies, which prove that entrepreneurial competence has a positive and significant effect on MSMEs performance (Claudia & Sangen, 2020; Ludiya & Maulana, 2020; Mubarak et al., 2020; Pratopo et al., 2015). Suryana and Burhanuddin (2021) state that entrepreneurial competence is a complex combination of various abilities and characteristics that make an entrepreneur successful in a competitive environment. Sobirin et al. (2020) also conclude that MSMEs managed with high competence will be better able to provide products that meet market needs and desires, ensuring business continuity and improving MSMEs performance.

Effect of Social Capital and Knowledge Sharing on Entrepreneurial competence

The results of the study prove that social capital has a positive and significant effect on entrepreneurial competence. That is, the higher the level of social capital, the higher the level of entrepreneurial competence. On the other hand, the lower the level of social capital, the lower the level of entrepreneurial competence. The results of this study are consistent with the theory of resource-based view (RBV), which states that the resources and capabilities of MSMEs, in this case, social capital and entrepreneurial competence, must meet high standards.

The results of this study are in line with Mubarak et al. (2020), who state that social capital has a positive and significant effect on entrepreneurial competence. Entrepreneurial competence, as the underlying character of entrepreneurs, plays an important role in completing each activity in the most profitable way for business growth. Atmaja et al. (2020) state that the social capital variable makes a major contribution to developing a business. MSMEs owners will be able to rapidly grow their businesses if they can control and invest in social capital related to networks, cooperation, and communication, all of which are beneficial to achieving higher business quality (Primadona & Emrizal, 2017). Adequate entrepreneurial competence will be difficult to achieve in the absence of well-managed social capital (Obisi & Anyim, 2012).

Knowledge sharing is proven to have a positive and significant effect on entrepreneurial competence. The higher the knowledge sharing, the higher the level of entrepreneurial competence. Conversely, the lower the level of knowledge sharing, the lower the entrepreneurial competence. The results of this study are also consistent with the resource-based view (RBV) theory, which holds that human, financial, or social resources, as well as the skills available to businesses, are important for business sustainability. The RBV theory also states that the abilities, skills, and knowledge possessed by entrepreneurs will be able to improve the performance and sustainability of the business being built. This finding is supported by Mardlillah's (2017) findings, which state that knowledge sharing has a positive and significant effect on entrepreneurial competence. Knowledge sharing exists to address the lack of internal skills and knowledge that can be obtained externally.

The Mediating Role of Entrepreneurial Competence

The results of this study show that entrepreneurial competence plays a mediating role in the influence of social capital on MSMEs performance. The results of this study are consistent with the resource-based view (RBV) theory, which states that controlling resources and skills that are useful to the company leads to business continuity and high MSMEs performance. In RBV theory, resources and capabilities must have distinct criteria that are difficult for business competitors to imitate (Walenta, 2019). The company will be able to survive even in difficult conditions because it already has a solid base of resources and skills. The resources and skills referred to in this study are social capital and entrepreneurial competence. Entrepreneurs who have high social capital will be able to find interesting ideas for their business interests compared to entrepreneurs who have low social capital.

Knowledge sharing through entrepreneurial competence has a positive and significant effect on MSMEs performance. This means that the competence in the

field of entrepreneurship owned by MSMEs owners will be strengthened by the encouragement of knowledge sharing developed by MSMEs owners. The results also show that either directly or indirectly, knowledge sharing has an effect on MSMEs performance. Thus, the type of mediation that occurs in the effect of knowledge sharing on the performance of MSMEs is partial mediation. The results of this study are consistent with the resource-based view (RBV) theory, which states that the existing resources in the organization, in this case MSMEs, must have the ability or competence to survive in order to properly operate their business.

CONCLUSIONS

Social capital, knowledge sharing, and entrepreneurial competence positively and significantly impact MSMEs performance. The results also indicate a significant effect of social capital and knowledge sharing on entrepreneurial competence. Entrepreneurial competence has been proven to play a role in mediating the effect of social capital and knowledge sharing on MSMEs performance. MSMEs owners should have the adequate social capital to improve their entrepreneurial skills, which will impact the performance of managed MSMEs businesses. MSMEs owners who can manage their knowledge, as well as their assets, will improve their entrepreneurial competencies and business performance. Therefore, MSMEs owners must consider the important role of knowledge sharing. Similarly, the entrepreneurial competence possessed by MSMEs owners and employees must be valued and nurtured. With adequate entrepreneurial competence, various business innovations will emerge, affecting the long-term viability of MSMEs businesses.

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