

Strategies to Improve the Performance of Tourism MSMEs through Entrepreneurial Competence, Orientation, and Motivation

Kiswadi¹, Sutianingsih²

^{1,2} Management Study Program, Atma Bhakti Institute of Economics, Surakarta

Corresponding author: ahonk559@gmail.com

Abstract

This study aims to analyze the influence of entrepreneurial competence, entrepreneurial orientation, and entrepreneurial motivation on the performance of MSMEs in the tourism sector in Samiran Village, Selo, Boyolali. A quantitative approach was used in this study with the population of all MSMEs in the tourism sector in the location, totaling 45 MSMEs. Census techniques are applied in sampling, making the entire population the subject of the study. Data were collected through questionnaires and analyzed using multiple regression and t-tests. Before the regression analysis, validity, reliability, and classical assumptions tests (normality, multicollinearity, and heteroscedasticity) were performed. The results of the partial t-test showed that entrepreneurial competence, entrepreneurial orientation and entrepreneurial motivation had a positive and significant effect on the performance of MSMEs, respectively. The determination coefficient (R^2) of 0.878 shows that 87.8% of the variation in MSME performance can be explained by these three independent variables.

Key words: entrepreneurial competence, entrepreneurial orientation, entrepreneurial motivation, msme performance, tourism sector.

INTRODUCTION

The Micro, Small, and Medium Enterprises (MSMEs) sector is the backbone of the national economy, which is not only significant in the absorption of labor but also as a driving force for innovation and economic equity at various levels of society (Destiana, 2016) The contribution of MSMEs to Indonesia's Gross Domestic Product (GDP) continues to show a positive trend, indicating the resilience and vitality of this sector in the face of various economic dynamics. In the midst of the rapid development of tourism, MSMEs have

382

emerged as a key element that creates authentic and unique experiences for tourists, while driving the local economy in tourist destinations. This potential is increasingly felt in rural areas rich in natural and cultural resources.

Samiran Village, located in Selo District, Boyolali Regency, Central Java, is one of the real examples of villages with tourism potential that have not been fully explored. Surrounded by the natural beauty of the mountains and rich in local traditions, Samiran Village offers great opportunities for the development of MSMEs in various tourism sectors, ranging from typical culinary, handicrafts, homestays, to tour guide services. The existence of these local MSMEs is very important to support the village tourism ecosystem, provide facilities and services that support tourist visits, and create economic added value for the surrounding community.

Despite having great tourism potential and supported by natural and cultural wealth, MSMEs in the tourism sector in Samiran Village are often faced with various challenges that hinder their optimal performance. The urgency of the problem behind this study is the gap between the abundant tourism potential and the realization of MSME performance that has not been fully maximized. This phenomenon can be seen from several indicators such as unstable income fluctuations in most MSMEs, especially outside the peak season of tourist visits, indicating a lack of adaptive strategies and sustainable innovation. In addition, the competitiveness of local MSMEs is often still low compared to similar product or service providers from outside the region, both in terms of product quality, service standards, and the effectiveness of digital promotion and marketing. Limitations in new product development, lack of effective financial management, and reliance on external assistance programs without self-initiative for long-term growth are also concerns. This condition shows that there are internal factors, especially related to the entrepreneurial characteristics of the actors, that need to be identified and developed to encourage the performance of MSMEs in the tourism sector so that they can utilize the existing potential more optimally and sustainably (Khoirun et al., 2024).

Entrepreneurship, as the driving force of innovation and economic growth, relies heavily on individuals who have a unique capacity to identify and take advantage of opportunities (Candra & Sutianingsih, 2025). Entrepreneurial competence is an important pillar that represents the overall knowledge, practical skills, and personal characteristics that are essential for an entrepreneur to run and develop his business effectively (Judijanto et al., 2024). This competence is not only limited to technical understanding, but also includes solid managerial skills, adaptive marketing strategies, careful financial management, foresight in seeing opportunities, decisiveness in strategic decision-making, and expertise in overcoming various business obstacles (Ariadi & Sutianingsih, 2024).

Especially in the Micro, Small, and Medium Enterprises (MSMEs) segment, which often operate with limited resources, a superior level of entrepreneurial competence is a determining factor. According to Novitasari & Zuraida (2015) MSMEs managed by entrepreneurs with high competence tend to be more agile in adapting to changes in the environment, able to optimize operational efficiency, and consistently show the capacity to innovate, which ultimately contributes significantly to improving business performance.

Entrepreneurial orientation represents the essence of the managerial philosophy and strategic tendencies adopted by Micro, Small, and Medium Enterprises (MSMEs) in driving their business wheels (Mohungo, 2024) This concept is fundamentally reflected through three key dimensions: innovation, proactive risk-taking, and proactivity (Wirawan, 2017) Innovation refers to the capacity of MSMEs to consistently introduce new and improved products, services, or business processes, allowing them to remain relevant and competitive in a dynamic market. The proactive risk-taking dimension shows the willingness and courage of MSMEs to take strategic steps and make significant investments in the midst of uncertainty, in order to achieve greater profit potential. Meanwhile, proactivity describes the ability of MSMEs to not only react to market changes, but also to actively anticipate, even shape those changes, by acting ahead of competitors. MSMEs that consistently show a strong entrepreneurial orientation tend to have characteristics that are more dynamic, adaptive, and responsive to the emergence of new opportunities and inevitable challenges in the business environment (Mustikowati & Tysari, 2014) In a fast-paced modern economy, where competition is getting fiercer and product life cycles are getting shorter, entrepreneurial orientation is no longer just a strategic choice, but a must for MSMEs to achieve and maintain optimal performance and long-term sustainability (Sudaryono et al., 2020)

In a dynamic and turbulent modern economy, entrepreneurial motivation is one of the crucial factors that determine the success of individuals in pioneering and developing a business (Mei Ie et al., 2025) This motivation is not just a momentary desire, but a drive, both internal and external, that consistently drives a person to start, manage, and maintain his or her business entity, even when faced with a variety of inevitable challenges, risks, and obstacles (Fernando et al., 2024) The roots of entrepreneurial motivation can vary widely, ranging from the aspiration to achieve financial independence and autonomy in decision-making, the need for self-actualization and the use of one's full potential, the desire to create value and make a positive contribution to society, to a strong competitive drive to achieve success and recognition (Fahrurrozi et al., 2020). The substantial level of motivation in an entrepreneur will be reflected in the manifestation of behaviors such as persistence in facing difficulties, perseverance in carrying out daily operations, and the spirit of never giving up

which is essential to achieve long-term business goals in the midst of fierce market competition (Arsila & Santosa, 2024). Therefore, understanding the dimensions and impact of entrepreneurial motivation is very relevant in an effort to encourage economic growth and sustainability of the MSME sector.

Based on the background and urgency of the problem that has been described, this study aims to analyze and test the influence of entrepreneurial competence, entrepreneurial orientation, and entrepreneurial motivation partially or simultaneously on the performance of MSMEs in the tourism sector in Samiran Village, Selo, Boyolali. The results of this research are expected to make a significant contribution, both theoretically and practically. Theoretically, this research is expected to enrich the treasures of management and entrepreneurship science, especially in the context of tourism MSMEs in rural areas, as well as provide a deeper understanding of the interaction between the variables studied. Practically, these findings are expected to be valuable input for MSME actors in Samiran Village to identify areas of self-development and business, as well as for local governments and other stakeholders in formulating more targeted training, mentoring, and policy programs to improve the competitiveness, sustainability, and welfare of MSMEs in tourism destinations.

LITERATURE ANALYSIS

Entrepreneurial Competencies

Entrepreneurial competence fundamentally refers to an individual's holistic capacity to not only start, but also successfully manage and grow a business. Tiarantika et al. (2022) explains that this competence is manifested in the ability of business actors to carry out tasks or work, supported by a combination of skills, relevant knowledge, and the right work attitude. Istiqomah & Munir (2022) see entrepreneurial competence as a series of fundamental characteristics. This includes specific knowledge, driving motives, personal traits, a strong self-image, the ability to understand social roles, and of course, practical skills. All of these characteristics are crucial in breeding, maintaining, and even encouraging the growth of a business. Furthermore, Trisnawati (2022) simplifies this definition as the total ability of an entrepreneur to carry out his role effectively and successfully. Therefore, it can be concluded that entrepreneurial competence is essential for individuals who have the ambition to create and transform their business ideas into a growing reality.

Entrepreneurial Orientation

Entrepreneurial orientation is a fundamental concept in the study of entrepreneurship that reflects the strategic tendencies and philosophy of an organization or

individual in dealing with the business environment. In general, this orientation refers to a set of principles or behaviors that drive innovation, proactivity, and risk-taking (Aryo et al., 2022) It is not just a series of sporadic actions, but an internalized worldview that shapes the way an entity operates and interacts with its market. More than just individual behavior, entrepreneurial orientation can also be reflected at the company level as an organizational culture (Riana, 2011) A company with a strong entrepreneurial orientation will encourage experimentation, give employees autonomy to pursue new ideas, and not be afraid of failure as part of the learning process. Such an internal environment stimulates continuous innovation and adaptation. Thus, entrepreneurial orientation is not just a business strategy, but a comprehensive framework of thinking that drives growth, competitiveness, and sustainability in a dynamic business landscape.

Entrepreneurial Motivation

Entrepreneurial motivation can be interpreted as an aggregate of psychological driving force that resides in an individual, induces entrepreneurial activities, supports operational sustainability, and provides direction for all entrepreneurial efforts so that the desired goals are effectively achieved (Prabowo & Sutianingsih, 2024) Furthermore, Wulandari & Winarso (2019) define it as an internal impulse that spurs individuals to implement entrepreneurial activities for the realization of specific entrepreneurial goals. According to Ratnawati & Kuswardani (2010) this motivation is a condition that stimulates, activates, and guides the aspirations of individuals to engage in entrepreneurial initiatives, which are characterized by attributes such as independence, self-confidence, futuristic perspective, propensity for risk-taking, creativity, and appreciation for innovation. Conceptually, *entrepreneurial motivation* inherently involves a drive directed towards entrepreneurial goals, especially those related to the identification and exploitation of available business opportunities (Ardianti et al., 2018)

MSME Performance

The performance of Micro, Small, and Medium Enterprises (MSMEs) is the main indicator of operational success and growth of a business (Respatiningsih, 2019) This includes more than just profits, but also efficiency, innovation, and customer satisfaction. The performance of MSMEs is measured from various dimensions, such as increased revenue, market share, resource efficiency, and adaptability. This indicator is important to understand the strengths and weaknesses of MSMEs (Alipok et al., 2024) Factors that affect the performance of MSMEs can be internal or external. Internally, entrepreneurial competence, management quality, technology utilization, and innovation are highly

386

influential. MSMEs with good management and adaptive to technology tend to perform higher. Meanwhile, external factors such as government support, access to capital, economic conditions, and market competition also play a crucial role. Understanding the interaction of these two factors is essential to analyze the performance of MSMEs and formulate effective development strategies.

HYPOTHESES AND THEORETICAL FRAMEWORKS

Entrepreneurial competence on MSME performance

Fundamentally, the quality and depth of entrepreneurial competence possessed by MSME owners or managers are the main determining factors for the success of the business. These competencies include various aspects such as business knowledge, managerial and technical skills, innovation skills, initiative, risk-taking, as well as emotional maturity and resilience in facing challenges (Meyanti et al., 2023) MSMEs led by individuals with high entrepreneurial competence tend to be more adaptive and proactive in responding to market dynamics. They are not only able to identify new opportunities, but also have the capacity to convert those opportunities into profitable business initiatives. Lack of market knowledge, weaknesses in financial management, inability to innovate, or reluctance to take measurable risks can cause MSMEs to have difficulty developing, even vulnerable to failure. Therefore, it can be hypothesized that the higher the level of entrepreneurial competence possessed by MSME actors, the better the performance will be achieved by these MSMEs. This relationship is causal, where the improvement of entrepreneurial competence is assumed to have a measurable positive impact on various MSME performance indicators. This is supported by research conducted by Chusumastuti et al. (2023) and Nurdina & Aripriabowo (2022) with the results of research on entrepreneurial competency affecting the performance of MSMEs. Then the following hypotheses can be proposed:

H1: Entrepreneurial competence has a positive and significant effect on the performance of MSMEs

Entrepreneurial orientation to MSME performance

Entrepreneurial orientation, which includes dimensions such as proactivity, innovation, and risk-taking, is believed to be the main driver for business growth and success, especially at the Micro, Small, and Medium Enterprises (MSMEs) scale. MSMEs that have a high entrepreneurial orientation tend to be more adaptive to market changes, dare to take new opportunities, and are active in creating innovative products or services. Proactivity allows MSMEs to anticipate trends and act ahead of competitors, while innovation encourages them to continuously increase value and competitiveness.

387

Additionally, a willingness to take measurable risks can pave the way for broader market expansion and exploration. Previous studies, such as those conducted by Lumpkin and Dess (1996), have shown that entrepreneurial orientation is positively correlated with company performance. Therefore, based on the theoretical arguments and research results conducted by Wijaya & Widjaja (2023) and Sefanya & Ie (2024)), it can be hypothesized as follows:

H2: Entrepreneurial orientation has a positive and significant effect on the performance of MSMEs.

Entrepreneurial motivation for MSME performance

Entrepreneurial motivation is a strong internal drive in a person to start, develop, and maintain a business. This motivation is not only limited to the desire to gain financial benefits, but also includes the drive to achieve, independence, recognition, and the desire to create something new and useful. For Micro, Small, and Medium Enterprises (MSMEs), entrepreneurial motivation is an important foundation that shapes the behavior and strategic decisions of business actors. MSME actors with high motivation tend to show perseverance, persistence in facing challenges, and be proactive in finding opportunities and solutions. They are better prepared to take risks, have better resilience to failure, and continue to strive to improve competence and innovation in their business. This will ultimately be reflected in improving the performance of MSMEs, both in terms of sales, profitability, market share, and business growth. Thus, the strong encouragement from within MSME actors to excel and develop their businesses in a sustainable manner is believed to have a direct positive impact on their business performance. Based on the description above, and the results of research conducted by Mufidah (2019) and Wismanjaya & Werastuti (2022) the following hypothesis is formulated:

H3: Entrepreneurial motivation has a positive and significant effect on the performance of MSMEs

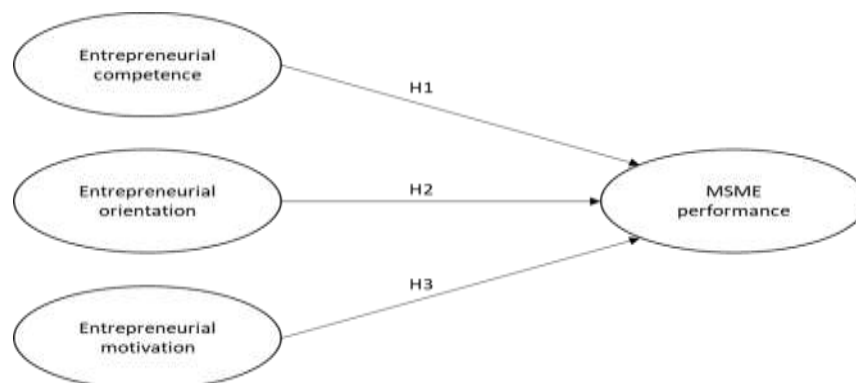


Figure 1. Theoretical Framework

RESEARCH METHODS

The primary goal of this study is to examine the effect of entrepreneurial competency, orientation, and motivation on the performance of micro, small, and medium-sized enterprises (MSMEs) in the tourist sector in Samiran Village, Selo, Boyolali. To achieve this, a quantitative approach was selected. Two types of variables are used in this study: those that are free to move about and those that are connected to certain outcomes. First, entrepreneurial competence; second, entrepreneurial orientation; and third, entrepreneurial motivation are the independent factors. Staff output, meanwhile, is the focus of the research. The research used a census-based sample strategy to examine 45 micro, little, and medium-sized enterprises (MSMEs) involved in the tourist industry in Samiran Village, Selo, Boyolali. Data analysis was conducted using multiple regression approaches and t-tests to assess the three study hypotheses.

RESULTS AND DISCUSSION

Data Quality Test

1. Validity Test

To demonstrate how well a study's measuring instrument measures the target variables, researchers conduct a validity test. In other words, the validity test ensures that the questionnaire or other research instrument actually measures the variables to be studied and not other variables. In this study, the r-value of the table was determined based on the number of samples (N) of 45, the significance level (α) of 0.05, and the degree of freedom (df) of 43. Thus, the r-value of the table used is 0.291.

Table 1. Validity Test

Variabel	R count
Entrepreneurial competencies	0,733
	0,659
	0,558
	0,795
	0,836
Entrepreneurial orientation	0,792
	0,723
	0,809
	0,840
	0,842

Variabel	R count
Entrepreneurial motivation	0,797
	0,782
	0,822
	0,766
	0,637
MSME performance	0,651
	0,811
	0,767
	0,690
	0,771

In this investigation, we compared the computed R-value to the R table to ensure that each item for each variable was legitimate. Based on the calculation results, all question items from the four variables (Entrepreneurial competencies, Entrepreneurial orientation, Entrepreneurial motivation, and MSME performance) have a calculated R value greater than the R table. This shows that all the instruments or questions used in the study are valid and can be used to measure the intended variables.

2. Reliability Test

When measuring the same or comparable variables again and over again under the same conditions, reliability tests reveal how consistently and reliably a measuring device produces the same or comparable results. Methods like Cronbach's Alpha are commonly used in reliability testing to assess the internal consistency of scale items. In most cases, an instrument is considered dependable if its Cronbach's Alpha value is more than 0.70.

Table 2. Reliability Test

Variabel	Cronbach Alpha
Entrepreneurial competencies	0,748
Entrepreneurial orientation	0,860
Entrepreneurial motivation	0,812
MSME performance	0,783

Each variable's reliability test results using Cronbach's Alpha technique are displayed in Table 2. With a Cronbach's Alpha value more than 0.70, all of the entrepreneurial

competency, orientation, motivation, and MSME performance factors are highly reliable. This proves that the surveys and other tools used to collect data for this study are accurate and consistent. Put simply, the findings will not change even after doing the measurement again.

Classic Assumption Test

1. Normality Test

To determine if the regression model's residual values follow a normal distribution, one might utilize the Normality Test. Because statistical inferences (such t-tests and F-tests) against regression coefficients could be rendered useless if the residual is aberrant, the assumption of residual normalcy is crucial.

Table 3. Normality Test

N		45
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.02335324
Most Extreme Differences	Absolute	.118
	Positive	.118
	Negative	-.058
Test Statistic		.118
Asymp. Sig. (2-tailed)		.126 ^c

The results of the Kolmogorov-Smirnov test for normalcy are displayed in Table 3. The purpose of this test is to determine if the residual data follows a normal distribution. Asymp. Sig. (2-tailed) has a value of 0.126, as can be seen from the table. We may assume that the residual data follows a normal distribution since this value is higher than the significance level of 0.05. This proves that the regression model's normalcy assumption holds.

2. Multicollinearity Test

To determine if the connection between the independent variables (predictors) in a regression model is highly or perfectly linear, one can apply the multicollinearity test. High multicollinearity can cause problems in estimating regression coefficients, such as large standard error values, non-theoretical coefficient marks, and difficulty interpreting

the influence of individual independent variables separately. VIF (Variance Inflation Factor) value: $VIF < 10$ indicates the absence of serious multicollinearity. Tolerance Value: If the Tolerance > 0.10 , multicollinearity is not an issue.

Table 4. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Entrepreneurial competencies	.359	2.783
	Entrepreneurial orientation	.297	3.368
	Entrepreneurial motivation	.274	3.645

Table 4 shows the outcomes of the multicollinearity test, which is designed to identify variables with a high degree of correlation. By comparing the Tolerance and VIF (Variance Inflation Factor) values, this test is executed. Looking at the data in the table, we can see that the Tolerance Value for the entrepreneurial orientation, entrepreneurial motivation, and entrepreneurial competences are all more than 0.10 (0.359, 0.297, and 0.274, respectively). All three independent variables have VIF values below 10: 2.783, 3.368, and 3.645. It can be inferred that this regression model does not suffer from multicollinearity as all Tolerance values are higher than 0.10 and all VIF values are lower than 10. This indicates that there is a reasonable degree of independence between the variables, which bodes well for the accuracy of the regression coefficient estimate.

3. Heterokedasticity Test

The heteroscedasticity test aims to examine whether the error distribution (residual) in the regression model is constant at all levels of independent variables. If the error distribution is not constant (heteroscedasticity occurs), this can lead to errors in the standard calculation of regression coefficient errors, resulting in inaccurate conclusions about the statistical significance of variables. The ideal condition is homoskedasticity, where the error distribution remains constant. To detect heteroscedasticity, we can use a scatterplot with residual on the Y axis and the predicted value of the dependent variable on the X axis. Homoscedasticity (no heteroscedasticity) is seen when the dots are randomly and evenly distributed around the number zero, forming a consistent "cloud". Heteroscedasticity (there is heteroscedasticity) is detected if the dots form a specific

pattern, such as a cone (widening or narrowing) or waves, which indicates inconsistent error variance.

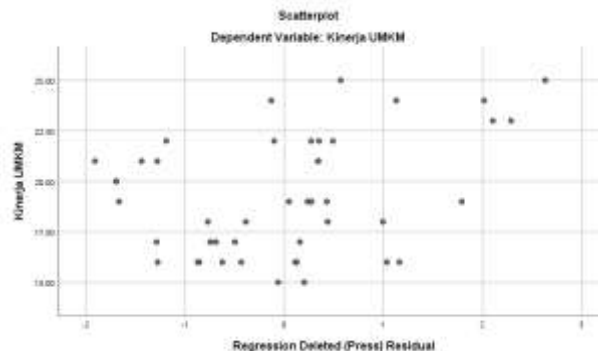


Figure 1. Heterokedasticity Test Results

The scatterplot image shows the relationship between Residual Deleted (Press) Regression (X axis) and MSME performance (Y axis). From the distribution of the dots on the scatterplot, it can be seen that, The dots are scattered randomly, There is no specific obvious pattern, such as a cone pattern (widening or narrowing) or waves, The scattering of the dots tends to be evenly distributed around the number zero. Based on these visual observations, it can be concluded that there is no heteroscedasticity problem in the regression model. That is, the residual variance is constant (homoskedastic), so the assumption of homoskedasticity is fulfilled.

Multiple Linear Regression Test

This analysis is used to calculate how much influence the independent variables, namely: entrepreneurial competencies (X1), entrepreneurial orientation (X2), and entrepreneurial motivation (X3) on the bound variable, namely employee performance (Y). The multiple linear regression equation is as follows (Ghozali, 2009): $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$

Table 5. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.567	1.111	
	Entrepreneurial competencies	.218	.089	.223
	Entrepreneurial orientation	.362	.091	.397

	Entrepreneurial motivation	.377	.101	.390
--	----------------------------	------	------	------

Based on the table, multiple linear regression equations can be formulated as follows (referring to the value of 'B' Unstandardized Coefficients):

$$Y=0.567+0.218X_1+0.362X_2+0.377X_3+e$$

Here is the interpretation of each coefficient:

1. Konstanta (Constant)

The value of the constant (B) is 0.567. This means, if the variables Entrepreneurial competencies, Entrepreneurial orientation, and Entrepreneurial motivation are assumed to be zero, then MSME performance is predicted to be 0.567.

2. Entrepreneurial competencies (X1)

The value of the regression coefficient (B) for Entrepreneurial competencies is 0.218. This shows that every one unit increase in Entrepreneurial competencies will increase MSME performance by 0.218 units, assuming other variables are constant. A positive sign indicates a one-way relationship.

3. Entrepreneurial orientation (X2)

The value of the regression coefficient (B) for Entrepreneurial orientation is 0.362. This means that every one unit increase in Entrepreneurial orientation will increase MSME performance by 0.362 units, assuming other variables are constant. A positive sign also indicates a one-way relationship.

4. Entrepreneurial Motivation (X3)

The value of the regression coefficient (B) for Entrepreneurial motivation is 0.377. This indicates that every one unit increase in Entrepreneurial motivation will increase MSME performance by 0.377 units, assuming other variables are constant. A positive sign also indicates a one-way relationship.

Hypothesis Testing

1. Cohesion Determination Test

In regression models, the Coefficient of Determination (R²) test is utilized to assess the extent to which changes in independent variables may explain or forecast fluctuations in bound variables. In other words, it shows how well the regression model built is able to explain the phenomenon being studied.

Table 6. Hassil Test Coefficient Determination

Model	R	R Square	Adjusted R Square
1	.937 ^a	.878	.870

The outcomes of the regression model's determination coefficient (R²) test are displayed in the table above. An R-squared value of 0.878 was determined. This suggests that the entrepreneurial attitude, entrepreneurial drive, and entrepreneurial abilities account for 87.8 percent of the variance in the MSME performance factors. Factors beyond the scope of the research model or variables not included in the analysis accounted for the remaining 12.2% (100% - 87.8%). A high R² value indicates that the dependent variable fluctuation can be well explained by the regression model.

2. Test F

An important part of multiple linear regression analysis is the F test, also known as the Simultaneous Significance Test, which determines if all of the independent variables have a statistically significant impact on the dependent variables. The F Test uses the following factors for making a determination: The null hypothesis (H₀) is rejected if F_{cal} is larger than F_{table}. All of the independent factors significantly affect the dependent variables when taken together. The null hypothesis (H₀) is supported, on the other hand, if F_{cal} is equal to or less than F_{table}. This proves that the dependent variables are not significantly affected by the independent factors when they are considered together.

Table 7. F Test Results

Model		F	Sig.
1	Regression	98.814	.000 ^b
	Residual		
	Total		

The results of the F-Test, which determines if the independent factors significantly impact the dependent variables when taken together, are displayed in the table above. We may infer that the variables entrepreneurial orientation, entrepreneurial motivation, and entrepreneurial competences all have a significant impact on MSME performance because the Sig. value (0.000) is less than the significance level of 0.05. This demonstrates the practicality of using this regression model to forecast MSME performance.

3. T Test

Assuming all other factors remain constant, the t-test (Partial Significance Test) is utilized in multiple linear regression analysis to assess the impact of each independent variable on the dependent variable. Determining the relative importance of each predictor is the objective. In order to find out if anything is significant, we compare the calculated t-value with the t-table, or more often, we use the p-value of an independent variable with a significance threshold (α) of 0.05. The null hypothesis is rejected if the variable partially has a significant influence, as shown by a p-value $\leq \alpha$. On the other hand, the null hypothesis is accepted if the variable does not have a significant impact, as shown by a p-value greater than α .

Table 8. T Test Results

Model		t	Sig.
1	(Constant)	.511	.612
	Entrepreneurial competencies	2.450	.019
	Entrepreneurial orientation	3.971	.000
	Entrepreneurial motivation	3.752	.001

To see how each independent variable partially affects the dependent variable, MSME performance, we conducted a t-test, the results of which are shown in Table 8. The following is a rundown of all the variables: For entrepreneurial capabilities, the t-value is 2,450. A significance level of 0.019 is used. There is some evidence that entrepreneurial competences influence MSME success; nevertheless, the Sig. value of 0.019 is less than the significance level of 0.05, hence this study cannot be considered conclusive. Assuming all other factors remain the same, this suggests that enhancing entrepreneurial abilities often leads to better performance in micro, small, and medium enterprises (MSME). The entrepreneurial inclination t-value is 3.971. A significance level of 0.000 is used. It may be inferred that entrepreneurial orientation partially has a significant influence on MSME performance, as the value of Sig. (0.000) is less than the significance level of 0.05. This demonstrates that, all else being equal, MSME performance improves as the entrepreneurial orientation grows stronger. An entrepreneurial motivation t-value of 3.752 Sig. (p-value) of 0.001 is statistically significant. Based on the fact that the Sig. value (0.001) is less than the significance threshold of 0.05, it may be inferred that entrepreneurial motivation marginally influences the performance of MSME. Keeping all

other factors constant, this suggests that highly motivated entrepreneurs also contribute significantly to better MSME performance.

DISCUSSION

Competence for MSME performance

According to Table 8, entrepreneurial capabilities had a p-value of 0.019, which is less than 0.05. Entrepreneurial qualities positively and somewhat significantly affect MSME performance, validating the research premise. These findings reveal that MSME actors' entrepreneurial competencies managing, technical, marketing, innovation, and decision making directly affect MSME performance. Financial management skills avert liquidity issues, whereas marketing skills boost competitiveness. These findings support Chusumastuti et al. (2023) and Nurdina & Aripabowo (2022) findings that entrepreneurial abilities improve MSME performance.

Entrepreneurial orientation terhadap MSME performance

The t-test in Table 8 shows that entrepreneurial inclination has a 0.000 p-value. This number is substantially lower than the significance criterion of 0.05, suggesting entrepreneurial approach positively and partially affects MSME performance. These data support the concept that entrepreneurial focus improves MSME performance. This suggests that MSMEs do better with a more entrepreneurial focus. Entrepreneurship involves creativity, proactivity, and risk-taking. Innovative MSMEs offer new goods or services or identify more efficient methods to operate, which can open new markets or boost consumer value. Proactivity lets MSMEs foresee market developments and act before rivals, while taking calculated risks can lead to major growth. This study confirms Wijaya & Widjaja (2023) and Sefanya & Ie (2024) findings that entrepreneurial orientation improves MSME performance.

Entrepreneurial motivation for MSME performance

The t-test in Table 8 indicated a 0.001 p-value for entrepreneurial drive. Entrepreneurial motivation positively and partially affects MSME performance with a value below 0.05. These findings strongly support the concept that entrepreneurial drive improves MSME performance. These data suggest that MSME actors' intrinsic motivation drives their company performance. Entrepreneurial motivation is an entrepreneur's resilience, endurance, and unwavering attitude in tackling business hurdles. Motivational MSME actors are more likely to pursue lofty objectives, work hard, and recover from disappointment. This motivates people to innovate, adapt to changing work situations, and solve challenges

creatively. These findings support Mufidah (2019) and Wismanjaya & Werastuti (2022) findings that entrepreneurial motivation influences MSME performance.

CONCLUSION AND RECOMMENDATIONS

This study found that entrepreneurial competencies, orientation, and motivation simultaneously affect the performance of Micro, Small, and Medium Enterprises (MSMEs) in the tourism sector in Samiran Village, Selo, Boyolali. Competence, orientation, and motivation each improved MSME performance significantly. This suggests that MSME players' competencies and competence, market proactivity, and internal motivation to attain company goals all contribute to superior business success. This study's model also explains MSME performance variances rather well. Thus, improving these three areas is crucial for tourist MSMEs' growth and sustainability.

According to this study, tourism MSMEs in Samiran Village, Selo, Boyolali should actively improve their entrepreneurial competencies through training, workshops, and independent learning in management, marketing, product innovation, and technology use. A more entrepreneurial approach, such as being more inventive in tourism products or services, aggressive in embracing market possibilities, and willing to take measured risks, would also be important. To overcome obstacles and sustain a firm, entrepreneurial motivation must be maintained. Local government and MSME association support for capacity building in these three areas is invaluable.

REFERENCES

- Alipok, A., Tuli, H., & Taruh, V. (2024). Analisis Penilaian Kinerja UMKM Dengan Pendekatan Balanced Scorecard. *Jambura Accounting Review*, 5(2), 193–202.
- Ardianti, F. E., Qomariah, N., & Wibowo, Y. G. (2018). Pengaruh Motivasi Kerja, Kompensasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *JSMBI (Jurnal Sains Manajemen Dan Bisnis Indonesia)*, 8(1), 13–31.
- Ariadi, S., & Sutianingsih, S. (2024). Boosting MSME Global Competitiveness: How Management Knowledge and Performance Interact. *Journal of Economics, Finance And Management Studies*, 07(07), 4353–4360. <https://doi.org/10.47191/jefms/v7-i7-53>
- Arsila, Y., & Santosa, S. (2024). Dinamika Motivasi Kewirausahaan Dan Dampaknya Terhadap Keputusan Pengambilan Resiko Moderat. *Jurnal Ilmiah Ekonomi Dan Bisnis*, 21(1), 110–119.
- Aryo, T., Prasetya, W., & Jayadi, J. (2022). Orientasi Kewirausahaan & Niat Kewirausahaan: Peran Kewirausahaan Pengalaman sebagai Moderator. *Labs: Jurnal Bisnis Dan*

- Manajemen, 27(3), 60–76.
- Candra, O. A., & Sutianingsih, S. (2025). The Contribution of Work Environment, Creativity, and Discipline to Team Performance in the Event Organizer Industry. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 9(2).
- Chusumastuti, D., Zulfikri, A., & Rukmana, A. Y. (2023). Pengaruh digital marketing dan kompetensi wirausaha terhadap kinerja pemasaran (Studi ada UMKM di Jawa Barat). *Jurnal Bisnis Dan Manajemen West Science*, 2(02), 22–32.
- Destiana, S. J. R. (2016). Kinerja Keuangan Usaha Mikro Kecil dan Menengah di Kabupaten Cirebon Sebelum dan Sesudah Mendapatkan Pembiayaan Syariah. *Jurnal Riset Keuangan Dan Akuntansi*, 2(2).
- Fahrurrozi, M., Jailani, H., & Putra, Y. R. (2020). Pengaruh Pendidikan Kewirausahaan Terhadap Minat Berwirausaha dan Motivasi Berwirausaha. *JPEK (Jurnal Pendidikan Ekonomi Dan Kewirausahaan)*, 4(2), 265–277.
- Fernando, Y., Andriani, P., & Syam, H. (2024). Pentingnya motivasi belajar dalam meningkatkan hasil belajar siswa. *ALFIHRIS: Jurnal Inspirasi Pendidikan*, 2(3), 61–68.
- Istiqomah, A. N., & Munir, A. (2022). Kompetensi kewirausahaan kepala sekolah dalam program eduprenuership di SMPN 2 kecamatan Pulung kabupaten Ponorogo. *Southeast Asian Journal of Islamic Education Management*, 3(1), 143–156.
- Judijanto, L., Apriyanto, A., Sinulingga, G., Liklikwatil, N., & Rumba, R. (2024). Kewirausahaan Kreatif: Teori dan Implementasi. PT. Green Pustaka Indonesia.
- Khoirun, N., Nineng, & Sutianingsih. (2024). Jono Village Synergy in Improving Creative Tourism-Based on the Salt Industry. *Journal of Economics, Finance And Management Studies*, 07(09), 5542–5550. <https://doi.org/10.47191/jefms/v7-i9-09>
- Mei Ie, S. E., Susi Widjajani, S. E., & Rossa Damayanti, S. E. (2025). *Entrepreneur Muda Zaman Now: Merintis Bisnis di Tengah Ketidakpastian*. Takaza Innovatix Labs.
- Meyanti, I. G. A. S., Sutajaya, I. M., & Sudiarta, I. G. P. (2023). Implikasi Pendidikan Kewirausahaan dalam Membentuk Minat dan Kompetensi Wirausaha. *Bisma: Jurnal Manajemen*, 9(3), 292–299.
- Mohungo, Y. (2024). *Orientasi Kewirausahaan, Orientasi Pasar dan Inovasi Estetika: Pengaruhnya terhadap Kinerja UKM*. Penerbit NEM.
- Mufidah, E. (2019). Pengaruh Motivasi Kerja dan Kemampuan Kerja terhadap Kinerja UMKM di Kota Pasuruan. *Jurnal Riset Entrepreneurship*, 2(2), 29–36.
- Mustikowati, R. I., & Tysari, I. (2014). Orientasi kewirausahaan, inovasi, dan strategi bisnis untuk meningkatkan kinerja perusahaan (studi pada UKM sentra Kabupaten Malang). *Jurnal Ekonomi MODERNISASI*, 10(1), 23–37.



- Novitasari, D., & Zuraida, L. (2015). Pengaruh Orientasi Kewirausahaan dan Kompetensi Wirausaha Terhadap Daya Saing (Studi Empiris pada UMKM di DIY). *Jurnal Riset Manajemen*, 2(2).
- Nurdina, N., & Aripriabowo, T. (2022). Penguatan Kompetensi Kewirausahaan Dan Inovasi Produk Sebagai Penentu Kinerja Ukm. *BBM (Buletin Bisnis & Manajemen)*, 8(1), 113–124.
- Prabowo, R. A., & Sutianingsih, S. (2024). Peran Self-Efficacy Dan Pengetahuan Kewirausahaan Terhadap Minat Berwirausaha Dengan Motivasi Sebagai Variabel Intervening (Studi Perusahaan Telur Asin di Kabupaten Sragen. *ProBank*, 9(1), 113–121.
- Ratnawati, D., & Kuswardani, I. (2010). Kematangan Vokasional Dan Motivasi Berwirausaha Pada Siswa Sekolah Menengah Kejuruan (SMK). *Jurnal Psikohumanika*, 3(1), 1–8.
- Respatiningsih, H. (2019). Manajemen kinerja usaha mikro kecil dan menengah (UMKM). *Jurnal Manajemen Dan Bisnis*, 15(2), 48–65.
- Riana, I. G. (2011). Dampak penerapan kultur lokal tri hita karena terhadap orientasi kewirausahaan dan orientasi pasar. *Jurnal Teknik Industri: Jurnal Keilmuan Dan Aplikasi Teknik Industri*, 13(1), 37–44.
- Sefanya, S., & Ie, M. (2024). Pengaruh orientasi kewirausahaan dan orientasi pasar terhadap kinerja UMKM dengan dimediasi keunggulan kompetitif. *Jurnal Manajerial Dan Kewirausahaan*, 6(2), 494–507.
- Sudaryono, S., Rahwanto, E., & Komala, R. (2020). E-Commerce Dorong Perekonomian Indonesia, Selama Pandemi Covid 19 Sebagai Entrepreneur Modern Dan Pengaruhnya Terhadap Bisnis Offline. *Jurnal Manajemen Dan Bisnis*, 2(02), 110–124.
- Tiarantika, T., Hartono, H., & Djausal, G. P. (2022). Kompetensi Kewirausahaan Pelaku Usaha Kopi Lampung (Studi Pada Pelaku Usaha Kopi Luwak Di Kabupaten Lampung Barat). *Jurnal Industri Kreatif Dan Kewirausahaan*, 5(1).
- Trisnawati, L. P. P. (2022). Peran human capital dan kompetensi wirausaha dalam mewujudkan kesuksesan wirausaha pasca pandemi covid-19 pada umkm di bali. *Jurnal British*, 2(2), 69–79.
- Wijaya, W., & Widjaja, O. H. (2023). Pengaruh Penggunaan Aplikasi E-Commerce dan Orientasi Kewirausahaan terhadap Kinerja UMKM. *Jurnal Manajerial Dan Kewirausahaan*, 5(1), 84–93.
- Wirawan, Y. R. (2017). Pengaruh orientasi pasar, orientasi kewirausahaan terhadap kinerja pemasaran UMKM batik di Kabupaten Jombang. *EQUILIBRIUM: Jurnal Ilmiah Ekonomi Dan Pembelajarannya*, 5(1), 56–69.
- Wismanjaya, K. A., & Werastuti, D. N. S. (2022). Pengaruh Literasi Keuangan, Akses





Permodalan, Motivasi, dan Minat menggunakan E-Commerce terhadap Kinerja UMKM di Kabupaten Buleleng. Jurnal Ilmiah Akuntansi Dan Humanika, 12(1), 137–148.

Wulandari, L., & Winarso, B. S. (2019). Pengaruh Lingkungan Keluarga, Kepribadian, dan Pendidikan Kewirausahaan Terhadap Motivasi Berwirausaha. Jurnal Inspirasi Bisnis Dan Manajemen, 13.

