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The Impact of Value-Based Leadership on the Commitment of Business Actors and the Performance of MSMEs in Purwakarta Regency

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Abstract

The aim of this research is to analyze the impact of values-based leadership on the commitment of business actors and the performance of MSMEs in Purwakarta Regency. This research aims to identify the extent to which ethical and moral values integrated into leadership styles can increase dedication, loyalty and motivation of business actors. The population in this study was 6324 MSMEs, using the Slovin formula and an error or inaccuracy of 5%. The number of samples used in this research was 221 MSMEs in Purwakarta Regency, West Java. SmartPLS is used in this research as a research analysis tool. The results of this research are that value-based leadership has no influence on the performance of MSMEs, values-based leadership has an influence on the commitment of business actors and the commitment of business actors has an influence on the performance of MSMEs.

Keywords: Value-Based Leadership, Commitment of Business Actors, MSME Performance

INTRODUCTION

Values-based leadership has become a topic that is receiving increasing attention in the context of modern business, especially in the management of Micro, Small and Medium Enterprises (MSMEs) (Hidayat-ur-Rehman & Alsolamy, 2023). Values-based leadership refers to a leadership style that emphasizes the importance of ethical values, morals, and solid principles in directing leader behavior and decisions (Alexander et al., 2024). In the midst of ever-changing business dynamics, leaders who are able to integrate these values in their leadership tend to create a more positive work environment, increase the commitment of business actors, and ultimately encourage better performance for MSMEs (Ismadi, 2019).

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In Purwakarta Regency, the role of values-based leadership is becoming increasingly important in facing competitive challenges and ensuring business sustainability.

Commitment of business actors is a key factor that influences the dedication, loyalty and motivation of business actors in carrying out daily operations and achieving business goals (Hekmatullah et al., 2021). Values-based leaders are expected to be able to build strong and trusting relationships with business actors, provide inspiration, and create a conducive work environment (Yang & Jo, 2022). This not only increases commitment but also encourages innovation, productivity and work effectiveness, which overall has a positive impact on MSME performance. MSME performance is an important indicator that reflects operational success and business competitiveness in the market (Eman et al., 2023).

The main problem in this research is the low commitment of business actors and the performance of MSMEs in Purwakarta Regency which can have an impact on business sustainability and growth. Many MSMEs face challenges in maintaining motivation and loyalty to their businesses, which is often caused by ineffective leadership (Srimulyani et al., 2023). Lack of ethical and moral values in leadership can cause dissatisfaction, low dedication, and ultimately reduce productivity (Ismadi, 2019). In addition, the less than optimal performance of MSMEs reflects obstacles in implementing effective and adaptive business strategies to market changes. This condition requires special attention to find solutions that can increase commitment and performance through a more value-based leadership approach (J. Y. Lee et al., 2024).

This research is important to conduct because values-based leadership has the potential to be an effective solution to overcome these problems. By prioritizing ethical values, morals and strong principles, leaders can build a more harmonious and supportive work environment, which in turn increases the commitment of business actors and the performance of MSMEs (Siyal et al., 2023). Through this research, it is hoped that empirical evidence can be found that shows how values-based leadership can influence these two aspects positively. The results of this research can also provide practical guidance for MSME leaders in Purwakarta Regency in implementing more effective and meaningful leadership. Thus, this research not only contributes to improving business performance but also to the development of more humanistic and value-oriented leadership theories and practices (Hameed et al., 2023).

The urgency of this research lies in the urgent need to increase the commitment and performance of MSME business actors in Purwakarta Regency through a more effective leadership approach. In the context of increasingly fierce business competition and changing market dynamics, MSMEs need leadership that is able to inspire, motivate and provide clear direction (Younis & Hussain, 2023). Values-based leadership, which integrates ethical and

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moral principles in decision making and daily interactions, can be the key to creating a more productive and harmonious work environment (Saif et al., 2024). By increasing the commitment of business actors, MSMEs are expected to achieve better performance, increase competitiveness, and contribute more significantly to the local economy (Mo et al., 2023).

This research also refers to the inconsistencies in the results of research conducted by (Pertiwi et al., n.d.) which states that value-based leadership has a significant influence on performance. Meanwhile, research conducted by (Srimulyani et al., 2023) states that values-based leadership has no influence on performance. Based on this inconsistency, the researcher took the business actor commitment variable as a mediation to overcome the research gap.

Transformational Leadership Theory explains how charismatic, visionary, and inspirational leaders can motivate and change their followers to achieve higher performance (Waltré et al., 2023). Transformational leadership focuses on developing strong relationships between leaders and followers, which are based on trust, respect for individuals, and commitment to shared goals (Mao et al., 2024). In the context of this research, this theory will help explain how leadership values can influence the commitment of business actors and the performance of MSMEs. By understanding and applying the principles of transformational leadership, MSME leaders in Purwakarta can create a work environment that is more dynamic, innovative and oriented towards achieving better results (J. Y. Lee et al., 2024).

The aim of this research is to analyze the impact of values-based leadership on the commitment of business actors and the performance of MSMEs in Purwakarta Regency. This research aims to identify the extent to which ethical and moral values integrated into leadership styles can increase dedication, loyalty and motivation of business actors. Apart from that, this research also seeks to measure the influence of values-based leadership on the operational effectiveness and competitiveness of MSMEs. Through this approach, it is hoped that more effective leadership strategies can be found that can be implemented by MSME leaders to improve their overall business performance, as well as make a more significant contribution to the local economy (Pertiwi et al., n.d.).

LITERATURE ANALYSIS AND METHODOLOGY

Values Based Leadership

Values-based leadership refers to a leadership style that emphasizes the importance of ethical values, morals, and strong principles in every aspect of decision making and interactions with team members (Mathori et al., 2022). Leaders who implement values-

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based leadership not only focus on achieving business goals, but also on how to achieve these goals with integrity and social responsibility (Purwanto et al., 2020). Values such as honesty, justice, empathy and social responsibility are the foundation for leading and building a healthy and ethical organizational culture. Values-based leadership seeks to create a work environment that supports individual and collective growth, and encourages behavior that is aligned with the positive values held by the organization (Fahmi et al., 2021).

Adopting a leadership style that is based on ethical and moral values, MSME leaders can build stronger and more trusting relationships with business actors (Hou, 2024). This is expected to increase the dedication and loyalty of business actors towards the company, which in turn will improve overall business performance (Moon, 2024). By understanding and applying the concept of value-based leadership, it is hoped that MSMEs in Purwakarta can achieve more sustainable growth and be highly competitive.

Research conducted by (Pertiwi et al., n.d.) shows that value-based leadership is known to have a big influence on company performance. Apart from that, research conducted by (Ismadi, 2019) explains that value-based leadership has an influence on the commitment of business actors.

H1: Values-based leadership has an influence on MSME performance

H2: Values-based leadership has an influence on the commitment of business actors

Commitment of Business Actors

Business actor commitment refers to the level of dedication, loyalty and involvement shown by business owners and managers in carrying out their business operations (Nelly et al., 2024). This commitment reflects the extent to which business actors are willing to contribute fully to achieving company goals, even in the face of challenges and difficulties (Pham et al., 2024). Entrepreneurial commitment can be divided into three main dimensions: affective commitment (strong emotional feelings towards the company), continuance commitment (awareness of the costs associated with leaving the company), and normative commitment (feeling of obligation to stay with the company) (C.-C . Lee et al., 2023). High commitment of business actors is usually associated with increased productivity, loyalty and business sustainability (Nuzulla & Mubarok, n.d.).

Values-based leadership, which emphasizes integrity, ethics and social responsibility, is expected to increase the commitment of business actors by creating a more supportive and inspiring work environment (Hou, 2024). Leaders who adopt these values can build better relationships with business people, provide a sense of purpose and meaning in their work, and encourage them to contribute more to achieving business goals (Hidayat-ur-Rehman & Alsolamy, 2023). By understanding this relationship, it is hoped that more

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effective leadership strategies can be found to increase the commitment and performance of MSMEs in Purwakarta.

Research conducted by (Yang & Jo, 2022) shows that commitment has an influence on company performance. Apart from that, research conducted by (Ismadi, 2019) explains that commitment has an influence on performance.

H3: The commitment of business actors has an influence on the performance of MSMEs

MSME performance

MSME performance refers to the ability of micro, small and medium enterprises to achieve their business goals through various indicators such as increased sales, profitability, operational efficiency and competitiveness in the market (Hekmatullah et al., 2021). MSME performance can be measured from various aspects, including revenue growth, cost management, productivity levels, and the quality of the products or services produced (Eman et al., 2023). Apart from that, performance also includes non-financial aspects such as customer satisfaction, employee loyalty and innovation (Waltré et al., 2023). Good performance shows that MSMEs are able to operate effectively and efficiently, face market challenges, and take advantage of opportunities for sustainable growth (Tseng et al., 2024).

Leadership that emphasizes ethical, moral and social responsibility values can create a work environment that is conducive to improving performance (Mathori et al., 2022). With higher commitment from business actors, it is hoped that they will be more motivated to innovate, increase productivity, and manage business operations more efficiently (Hameed et al., 2023).

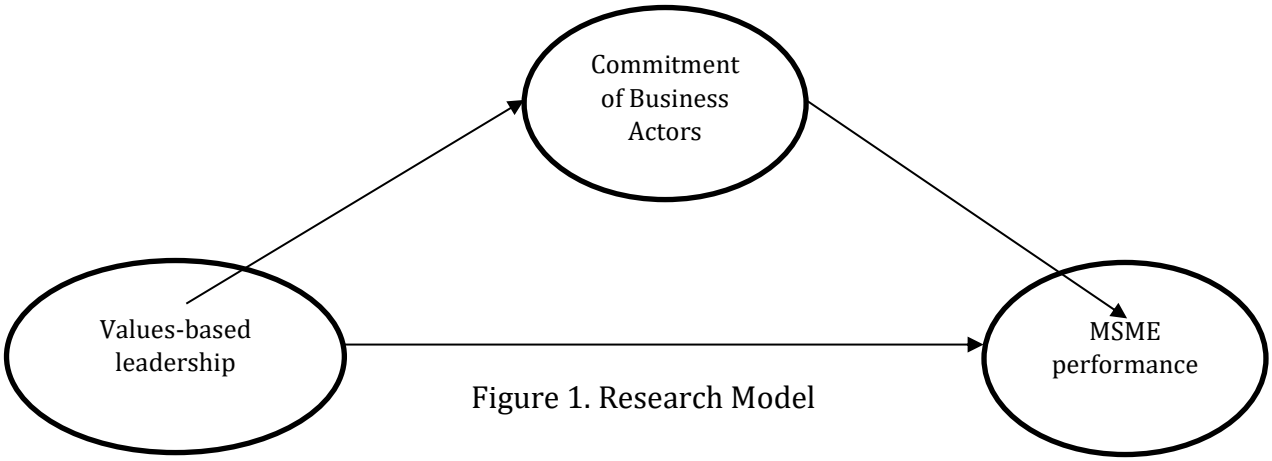


Figure 1. Research Model

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METHOD

This research was conducted on MSMEs in Purwakarat Regency by giving questionnaires to MSME actors using Google Form. The total population of MSMEs in Purwakarat Regency is 6324, using the Slovin formula, and using an inaccuracy process of 5%, the resulting number of respondents is 221 respondents. The use of a Linkert scale of 1-5 is used in this question, where values-based leadership has 5 questions, business actor commitment has 6 questions, and MSME performance has 7 questions.

Partial Least Square (PLS) model analysis was used in this research. Research data is looked at using descriptive statistics to find out things like the age, gender and education level of the person answering the questions. Questionnaire with a Likert scale and five possible answers. Validity test with loading factor and Average variance Extracted (AVE) > 0.5 as a measure of success. Composite reliability parameters > 0.6 are used to measure how well the reliability test works (Ghozali, 2015). The PLS SEM method was used to test this idea. Inner models, R-Square values, and path coefficients are used to test the relationship between latent variables. Testing continues with a statistical bootstrap test. After the data is processed, results will appear to answer all research questions.

RESEARCH AND RESULTS

Results

The first step taken is to measure the outer model to find out how valid and reliable the indicators are. The loading factor value must be greater than 0.7, and if the correlation value is less than 0.7 then the indicator is removed. Test results show that all indicators are greater than 0.7. This means that the construct has good convergent validity.

Table 1. Variables, Indicators, Loading Factor, AVEs and Composute Reliability

Variables	Indicators	Loading Factors Running	Cronbach's Alpha	AVE	Composite Reliability
VBL	VBL2	0,846	0,884	0,776	0,943
	VBL3	0,911			
	VBL4	0,902			
	VBL5	0,790			
CBA	CBA2	0,805	0,852	0,784	0,932
	CBA3	0,793			
	CBA4	0,840			

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	CBA5	0,829			
	CBA6	0,768			
MSME	MSME1	0,768	0,832	0,734	0,915
	MSME2	0,848			
	MSME3	0,828			
	MSME4	0,829			
	MSME5	0,755			
	MSME6	0,807			
	MSME7	0,788			

Source: Processed data, 2024

The next step is to look at R-square to test the predicted relationship between hidden variables or structural models. Figure 1 shows the structural model, and Table 2 shows the R-square values. The R-square value of Commitment of Business Actors is 0.696 or 69.6%. Then MSME performance was 0.694 or 69.4%.

Table 2. Value of R Square

	R Square	Adjusted R Square
Commitment of Business Actors	0,696	0,695
MSME performance	0,694	0,691

Source: Processed data, 2024

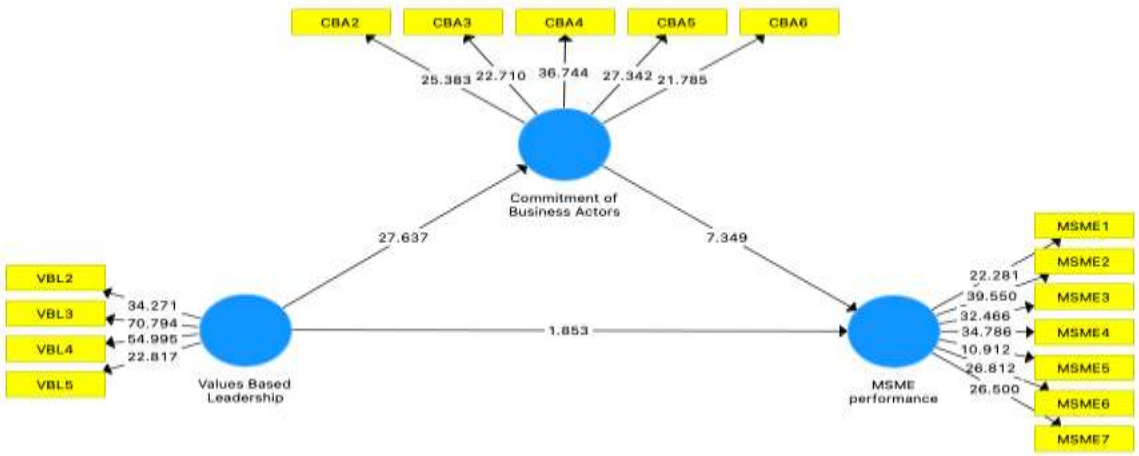


Figure 2. Structural Equation Model

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Table 3: Hypothesis Test

Hypothesis	Relation-ships	Original Sample	T.Statistics	P-Value	Result
1	Values Based Leadership -> MSME per-formance	0,185	1,853	0,064	Reject
2	Values Based Leadership -> Commit-ment of Busi-ness Actors	0,835	27,637	0,000	Accepted
3	Commitment of Business Actors -> MSME per-formance	0,672	7,349	0,000	Accepted

Source: Processed data, 2024

DISCUSSION

Value-based leadership has an influence on MSME performance

The first hypothesis which states that value-based leadership has an influence on MSME performance is not proven, this is because the P-Value value of 0.064 is greater than the alpha value of 0.05, which means the hypothesis is rejected.

The research results show that value-based leadership does not have a significant effect on the performance of MSMEs in Purwakarta Regency. Although values-based leadership emphasizes the importance of integrity, ethics and social responsibility in decision making and interactions with team members, this does not directly improve MSME performance. One possible reason is that ethical and moral values do not always translate into concrete and effective actions in daily operations. Business actors may experience difficulty in applying these values consistently amidst business pressures and complex operational challenges.

Additionally, values-based leadership may take longer to demonstrate its positive impact on business performance. The process of instilling ethical and moral values requires deep organizational culture change, which cannot be achieved in a short time. On the other

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hand, MSME players in Purwakarta may need more direct intervention related to increasing managerial capacity, financial management, and access to markets and technology to improve their performance quickly and effectively. Without adequate support in these practical aspects, values-based leadership alone is not enough to drive significant change in business performance.

This research also indicates that external factors, such as market conditions, government regulations, and access to resources, may have a greater influence on MSME performance compared to internal factors such as leadership style. Therefore, although values-based leadership remains important for building a healthy and ethical organizational culture, the main focus for improving the performance of MSMEs in Purwakarta may need to be directed at providing external support that is more concrete and relevant to their operational needs. These findings provide important insights for stakeholders to design more comprehensive and holistic programs and policies to support the growth of MSMEs.

Value-based leadership has an influence on the commitment of business actors

The second hypothesis which states that value-based leadership has an influence on the commitment of business actors is proven, this is because the P-Value value of 0.000 is smaller than the alpha value of 0.05, which means the hypothesis is accepted.

The research results show that values-based leadership has a positive and significant influence on the commitment of business actors in Purwakarta Regency. Leaders who apply ethical, moral and social responsibility values in their leadership succeed in creating a more supportive and inspiring work environment. This increases the sense of attachment and loyalty of business actors towards the company. When business people feel that their leaders uphold positive values, they tend to be more committed and willing to work hard to achieve common goals.

This commitment is reflected in various operational aspects, including increased dedication in carrying out daily tasks, a desire to continue learning and developing, and a willingness to actively participate in various activities that support the company's progress. Business people who feel appreciated and respected by their leaders also tend to have a more positive and proactive attitude in facing business challenges. Thus, values-based leadership not only builds closer relationships between leaders and business actors, but also creates an organizational climate that is conducive to the growth and development of individuals and the company as a whole.

These findings indicate that good leadership values can function as a strong intrinsic motivator for business actors. When leaders model integrity and ethics in every aspect of their leadership, entrepreneurs feel inspired to emulate those behaviors, which in turn

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strengthens their commitment to the company. This strong commitment is important for the long-term sustainability and success of MSMEs in Purwakarta. With a values-oriented leader, business actors are more likely to remain loyal and motivated even when facing various difficulties and uncertainties in the business environment. These findings emphasize the importance of integrating ethical and moral values in leadership style to encourage higher commitment among business actors.

The commitment of business actors has an influence on the performance of MSMEs

The third hypothesis which states that the commitment of business actors has an influence on the performance of MSMEs is proven, this is because the P-Value value of 0.000 is smaller than the alpha value of 0.05, which means the hypothesis is accepted.

The research results show that the commitment of business actors has a positive and significant influence on the performance of MSMEs in Purwakarta Regency. The high commitment of business actors is reflected in their dedication, loyalty and hard work to achieve company goals. Business actors who have a strong commitment tend to be more proactive in identifying opportunities, solving problems, and implementing strategies that can increase operational efficiency and effectiveness. They are also more likely to invest in developing skills and knowledge, which in turn contributes to improving the quality of products and services.

The commitment of business actors also plays an important role in building a positive and productive work culture within the company. When business actors are highly committed, they tend to be better able to build harmonious working relationships with employees, business partners and customers. This not only increases customer satisfaction and loyalty but also creates a supportive and collaborative work environment. This good work culture then has an impact on improving the overall performance of MSMEs, including increasing sales, profitability and competitiveness in the market. In other words, the commitment of business actors is one of the main pillars in encouraging sustainable business performance.

This research reveals that business actor commitment is also correlated with innovation and adaptation to market changes. Highly committed business people are more likely to continue looking for new ways to improve their products, processes and services. They are also more open to change and quicker to respond to changing market dynamics. With this ability to innovate and adapt, MSMEs in Purwakarta can maintain their relevance in the market and overcome various challenges that arise. These findings confirm that the commitment of business actors is not only important for current performance but also for the long-term sustainability and growth of MSMEs.

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CONCLUSION AND RECOMMENDATIONS

The aim of this research is to analyze the impact of values-based leadership on the commitment of business actors and the performance of MSMEs in Purwakarta Regency. This research aims to identify the extent to which ethical and moral values integrated into leadership styles can increase dedication, loyalty and motivation of business actors. The results of this research are that value-based leadership has no influence on the performance of MSMEs, values-based leadership has an influence on the commitment of business actors and the commitment of business actors has an influence on the performance of MSMEs.

One of the limitations of this research is that it focuses on MSMEs in Purwakarta Regency only, which may not represent the overall condition of MSMEs in Indonesia. Variations in the characteristics of MSMEs in various regions or industrial sectors can produce different results in terms of business actor commitment and MSME performance. In addition, this study is also limited to a cross-sectional approach, which allows to evaluate the relationship between variables at one point in time only. Longitudinal research can provide deeper insight into changes in business actor commitment and MSME performance over time. In addition, limitations in sample size and data collection methods may also affect the generalization of the results of this study.

As a suggestion for further research, it is recommended to dig deeper into the factors that can influence the commitment of business actors, such as support from local government, more focused education and training, as well as other external factors that can influence the performance of MSMEs in Purwakarta Regency. In addition, further research could expand the sample scope and consider variations in the size of MSMEs and different industrial sectors to obtain a more comprehensive picture. Research can also explore further how an organizational culture built through values-based leadership can influence the commitment of business actors and the overall performance of MSMEs.

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