SOCIAL ENTREPRENEURS AS AN EFFORT IN IMPROVING MSME COMPETITIVENESS: A STUDY ON INDONESIAN KNITTING MSME CENTERS

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Abstract: Competitiveness is the main concept whose application is very important for the progress and development of a company or MSME, businesses that do not pay attention and do not have competitiveness will automatically be abandoned by the market. MSMEs that have flexibility are seen as having great potential in supporting equity and economic welfare of the community. The Binong Jati Knitting MSME Center is one type of business from the goods supply sector in Indonesia which is indicated to be experiencing problems of low competitiveness. This study aims to determine the effect of social entrepreneurs on competitiveness. The method used is quantitative and the number of samples is 159 knitting entrepreneur s. The data analysis technique used is path analysis with SPSS version 25.0 computer software. The results showed that 1) leadership was at a good level, 2) strategy was at a good level, and 3) systems were at a good level. The influence of leadership 0.221 on competitiveness. strategy 0.150 on competitiveness, systems 0.140 on competitiveness, the influence of social entrepreneur 's on competitiveness is 51%, if seen from the Guilford table the total influence is in the medium classification. Based on the results of this study, it is suggested to entrepreneur at the Binong Jati Knitting MSME Center to increase the entrepreneur ial spirit that has a social entrepreneur vision. Especially in Leadership (Leadership) and Strategy (strategy) is accurate in increasing the effectiveness of business competitiveness.

Keywords: Entrepreneur ship, Social entrepreneur , Business Competitiveness.

INTRODUCTION

Competition is the essence of a trusted effort _ have two side , that is side success that is motivating and side failure is static (Porter, 1995). Power competitive alone is part of the concept *strategic entrepreneur ship* that measures prospect a effort based on functions and indicators that have take effect to continuity effort refer to to commitment to market competition (Utama, S, & Sutarni , 2016).

Power competitive still Becomes attention major in research at field *entrepreneur ship* or entrepreneurship , because power low competitiveness _ the could influence success something company or SMEs in maintain market share (Sudaryanto ,

2011). Study about performance has many conducted of them are : Arifin & Wibowo (2015); Fitriati (2015); Andreastka (2016); Utami et.al (2016); Matondang & Meliala (2016); Sandita & Ghina (2017); Kurniawan & Puryono (2017); Waworunto (2017); Suharja et.al (2017) Mawardi & Beselly (2017); Siswanto & Ernawati (2018); Askandar & Munifatik (2018); Rozalini (2018); Rosyidi & Sari (2018); Ainy & Winarno (2019); Utama (2019) Akhmad , Purnomo & Winarti (2019); Firmansyah & Kurdi (2020); Syamsul & Mulyani (2020); Waluyo & Elite (2020); Kartono & Hidayat (2020); Maesaroh (2020). Every study the have which similarities explain that power competitive is very

important aspect to be noticed and improved for sustainability something effort .

Problem power competitive occurs in various industry , good industry manufacture or industry services (Mahmood & Ur Rehman , 2016) . Knitting MSME Center Binong Teak Bandung is one of the industries experiencing _ problem power competitive . This thing caused because often experience drop power competitive in a number of year last .

Remember problem power competitiveness is very important for company , then problem the could overcome with approach *strategic entrepreneur ship* that in it according to theory (R. Duane Ireland, 2003) there are The seven levels are : *1) Entrepreneurial Minset , 2) Entrepreneurial Culture 3) Entrepreneurial Leadership , 4) Managing Resources Strategically , 5) Applying Creativity and Developing Innovation , 6) Competitive Advantage , 7) Wealth Creation* .

There are several studies on factors that influence competitiveness, including choosing the right strategy as a solution, the external and internal environment (David Crick Godwin E. Kaganda Harry Matlay, 2011); social entrepreneur (Robert D. Hisrich, 2016; William D. Bygrave, 2011, Irellan et al, 2003) training and business development (Ronaldo Bangun, 2011); business opportunities (Rainer Feurer Kazem Chaharbaghi, 1994), creativity and innovation (Cliff Bowman and Vennique Ambrosini, 2007; Christian Lauterman, 2013; Maria Vicenza, Orlando, and Troisi, 2013), assets and processes (Rajesh K. Singh Suresh K. Garg SG Deshmukh, 2008), as well as through the use of e-commerce (Aleksandar Karaev SC Lenny Koh Leslie T. Szamosi, 2007; Tulus TH Tambunan, 2011; Suhail Sami Sultan, 2014).

Based on factors that , which is done so taken a number of solution for increase power competitive that is with *social entrepreneur* . According to Gaertner (2021) mentions there

are 24 factors profit a company apply *social entrepreneur* in the business process , one of them is enhancement power competitive . With the rise of *social entrepreneurs* already of course expected could happening enhancement social innovation and expectations consumer could fulfilled so that creation enhancement income something effort , (Elson and Hall, 2012, Bill Drayton, 2018, Mauksch , 2012).

Social entrepreneur is one _ solution of upgrade power competitive something business , *social entrepreneur* is one of Dees, (2001) that "social entrepreneurship is adopting a mission to create and sustain social value". A *social entrepreneur* they will work with method entrepreneurship however destination main is public and social interests do not only for make money (Ashton R. 2011). Become A *social entrepreneur* is agent revolutionary change _ for community and environment they always look for opportunity , try fix the system, create and find solution sustainable best (Dees, 2001). Besides that according to Hulgard (2010) in (Widiastuti & Margaretha , 2011) there are four component a *entrepreneur* running *social entrepreneurship* in activity his business that is *social value* (social value), *civil society* (environment society), *innovation* (innovation), *and economic activity* (activities economy). That thing will in line with what is stated by Bill Drayton (in Gamal, 2000) " *Social entrepreneurs are not content just to give a fish or teach how to fish. They will not rest until they have revolutionized the fishing industry* ". *Social* entrepreneurs no only do social charity in complete problem in society , but more than that will make change big To use solution social problems as well growth his efforts .

Formulas problem in study this is as following ; 1). How description level *social entrepreneur at* Knitting SMEs Center Binong Teak Bandung, 2) How description level power competitiveness at the Knitting MSME

Center Binong Teak Bandung, 3) What is *social entrepreneur* take effect to power competitiveness at the Knitting MSME Center Binong Teak Bandung . Based on explanation about condition *social entrepreneur* to power competitive. So , arranged a paradigm research, by clear depicted in picture 1 as following
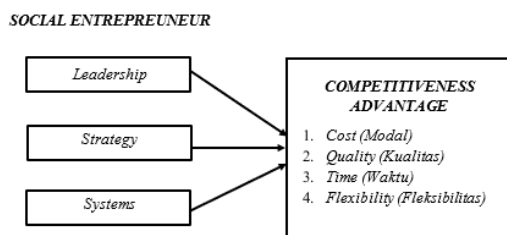
Figure 1. Paradigm Study

LITERATURE REVIEW

According to Djordjevic, (2013) strategic *entrepreneur* ship is a something action perspective strategic in the entrepreneurial process involve search opportunity by simultaneous and behavior look for superiority competitive for create performance , action this could done by individual or company . The concept of this strategic *entrepreneur* ship is a combined two draft namely strategic management and *entrepreneur* ship (Kraus et al ., 2011). According to Ireland in (Kraus et al ., 2011) strategic *entrepreneur* ship is a draft new can _ test linkages Among benefit opportunity in entrepreneurship and management strategic in strengthen superiority compete . More clear according to Hitt et al . (2003) (in Kraus et al ., 2011) states that the strategic *entrepreneur* ship includes taking decision in entrepreneurship with use orientation management strategic . The strategic dimension of the *entrepreneur* ship consists of an *entrepreneur* ship culture or in Indonesian

language is known with culture entrepreneurship and applying creativity or application creativity , second dimensions that in the end could shape ability manage source strategic power _ so that reach superiority compete (Ireland, et al ., 2003). Broadly speaking , the strategic *entrepreneur* ship is related close with draft *entrepreneur* ship, which one is in build something effort the strategic role of the *entrepreneur* ship is very strong and influential (Kraus et al ., 2011).

Entrepreneurship is a an activity process creative in create something that has score more tall as well as always optimizing whole power or effort that can done . Like pour out time , psychological funds and acceptance appreciation or satisfaction someone (Robert D. Hisrich , 2016). According to Schumpeter, (1934) mentions that *entrepreneur* ship that is activity somebody in introduce products and services new method _ production new product _ as well as method utilise ingredient good raw _ *entrepreneur* alone have enough meaning wide , because mention somebody or people who can catch various opportunity business , next opportunity effort the made as land business with pour out all time for create opportunity business (Alfianto , 2012). That thing in line with Jean Baptise 's opinion a expert economist French that *entrepreneur* is a person who has arts and skills certain in create effort the new economy (Helmi. S., 2008).

Social entrepreneur

Social entrepreneurship according to Nicholls, (2006) as a blend of non-profit management and commercial entrepreneurship, driven by paradigms and innovations from business, charities, and social movements ". *Social entrepreneur ship* is closely related to the development of the wider community and community together for social activities (Chan et al ., 2009)

Gregory in (Wibowo , 2008) mentions that social entrepreneurs is social mission as movement driven by passion _ help others, to

make the world more good . Social entrepreneurs have difference from entrepreneur business that is from placing in give benefit for many people as destination main no Environmental implications / impact whereas

Social entrepreneur is someone who understands problem social and use ability *entrepreneur* ship for To do change social , especially covers field welfare , education and health (Cukier , 2011). According to bill Drayton, (2018) Social entrepreneur is someone who applies idea innovation capable social _ change system that has there is in society .

Social entrepreneur consists of 4 dimensions namely : (1) *leadership,* (2) *strategy* , (3) *structures,* (4) *systems.* Austin et al, (in Nicholls, 2006)

Power Daing

Power competitive is ability company for could compete with company its competitors . because of that , every company must have a competitive strategy and advantages must compete _ focused on dynamic processes (Cravens, 1996). According to Martin (1998) Daya competitive is sustainable capability _ for get profits and maintain the market. Whereas Rangkuti , (2003) mentions that power competitive is activity specifically developed by the institution to make it more superior compared with its competitors . (Rangkuti , 2003). Siudek & Zawojska (2014) mention that there is three related classification _ with power competitive . three distribution theory the divided in range start from approach classic , neo -classical and contemporary .

Porter in Wheelen and Hunger (2012) say : *"competition is at the core of the success or failure of firms".* Competition is the essence of success or failure company , other than that power competitive have influence significant to enhancement productivity something company and can expand access market . So

that occur enhancement turnover sales and profiling company . Companies that don't pay attention and not have power competitive will with alone abandoned by the market, because no have superiority for survive in a constantly changing market changed in competition Long term Power competitive consists of 4 dimensions , namely : (1) Cost / cost (2) Quality / quality , (3) Delivery / time presentation , (4) Flexibility / Flexibility . Ward et all (in Muhardi , 2007)

RESEARCH METHODS

Study this conducted for knowing influence *social entrepreneur* to power competitive . Variable free available _ in study this is *social entrepreneur* , with dimensions *leadership, strategy, systems* . While the dependent variable is competitiveness with the dimensions of *cost, quality, delivery, flexibility* .

The object / unit of analysis in this study is the entrepreneur or the owner of the Knitting MSME Center Binong Bandung teak . This research was conducted with a period of less than one year . Withdrawal technique sample used _ in study this is *Probability sampling* with take sample as many as 159 people from a total of 264 population . Source of data used consist from primary data comes from responses respondent to dimensions of *social entrepreneurship* and power competitiveness of the employees of the Knitting MSME Center Binong Bandung teak as well as secondary data from several literature , articles , journals , and various source information other . Data collection techniques used is studies library and study field . Explanative data analysis use analysis track with help *software* SPSS *(Statistical Product for Service Solution)* 25.0 *for windows* .

RESULTS AND DISCUSSION

Research Results

For measure how much big influence *social entrepreneur* to power competitiveness in the center of Knitting SMEs Binong Teak Bandung , as well as for test how *social entrepreneur* to power competitiveness in the center of Knitting SMEs Binong Teak Bandung , then conducted calculation with using path analysis with help SPSS 25.0 *software for windows.*

Normality test is condition for model analysis track *(path analysis)* . Normality test tested with Kolmogorov Smirnov's formula which can seen the results are in Table 1.

Table 1. Normality Test *Social entrepreneur* against Power Competition

One-Sample Kolmogorov-Smirnov Test

		Studentized Deleted Residual
N		159
Normal Parameters [a,b]	mean	.0019671
	Std. Deviation	1.01087675
Most Extreme Differences	Absolute	.045
	Positive	.045
	negative	-.045
Test Statistics		.045
asymp . Sig. (2-tailed)		.200 [c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on Table 1, it can be seen that the significance value of the normality test of the research data is 0, 200 . This value is > 0.05 so that the research variable data is declared to have a normal distribution of data so that the data can be used for path analysis. Data that have been normally distributed will be tested to determine the effect of the environment work social and environmental work physique to satisfaction work as can be seen in the Table 2 .

Table 2. Matrix Correlation Among *Social entrepreneur* (X) to Power Competitive (Y)

Variable	X_1	X_2	X_4	Y
X_1	1	0.420	0.425	0.369
X_2	0.420	1	0.361	0.281
X_4	0.425	0.361	1	0.266
Y	0.369	0.281	0.266	1

Source : 2022 Data Processing Results

For get coefficient path , then correlation inverse matrix linked with correlation between variable free (*Social entrepreneur*) with variable bound (Power competitiveness) is presented in Figure 2.
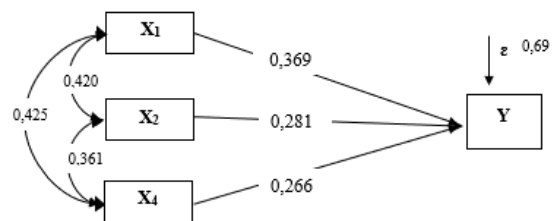
Figure 2. Variable Path Diagram *Social entrepreneur* to Power Competition

Description :
X_1 = Leadership
X_2 = Strategy
Y = Systems
$\longrightarrow$ = causality relationship
$\longleftrightarrow$ = Correlational relationship
= _ Other Influencing Factors (E psilon) _

Big contribution influence *social entrepreneur* to Power competitive could determined with coefficient total determination that can be seen in column R *square* as listed in Table 3 .

Table 3. Coefficient Determination of Total X_1 , X_2 , X_3 against Y

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

| 1 | .715 a | .511 | .498 | 4,501 |

Source: Data Processing Results , 20 21

Coefficient total determination or the influence of endogenous variables whole is 0.511 and if percentage by 51%, it means influence *social entrepreneur* to power competitive is at in category **moderate** (Sugiyono , 2016).

For knowing results testing influence direct and not direct variable X1 ‚ X2 ‚ X3 ‚ to Y based on coefficient path and coefficient correlation between variables X_1, X_2, X_3 to Y can be seen in Table 4.

Table 4. Effect Test Results Direct and Not Direct

Varia ble _	Path Coeffic ient	Influe nce Direct	Influence Not Direct			Total Influe nce Not direct	Tot al
			X_1	X_2	X_4		
X_1	0.371	0.138	-	0.0 44	0.0 42	0.086	0.2 21
X_2	0.284	0.081	0.0 44	-	0.0 27	0.071	0.1 50
X_4	0.269	0.072	0.0 42	0.0 28	-	0.069	0.1 40
Total Influence							0.5 11

Source : Data Processing Results , 2022

Based on table 4. above could seen that effect test results direct leadership (X_1) and strategy (X_2) systems (X_3) against power competitive (Y) is the most dominant is a leadership variable (X_1) with acquisition score of 0.371. Whereas a variable that has influence direct at least dominant is systems (X_3) with acquisition score of 0.269.

Effect test results no direct (X_1) and strategy (X_2) systems (X_3) against power competitive (Y) is the most dominant is leadership variable (X1) through (X2) or on the contrary with acquisition score of 0.044 . Whereas a variable that has influence no direct at least dominant are systems (X4) through strategy (X2) or on the contrary with acquisition score as large as 0.028 .

Test influence environment work social and environmental work physique to satisfaction work by Simultaneous tested _ using SPSS 25.0 *For Windows.*

Table 5. Hypothesis Test Simultaneous

ANOVA [a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3257,891	3	1085,964	53,907	,000b
Residual	3122,499	155	20,145		
Total	6380,390	158			

Source : Data Processing Results , 2022

The results of hypothesis testing by simultaneous overall could seen in Table 6.

Table 6. Hypothesis Test Results Simultaneous

Hypothesi s Alternati ve	F count	F table	Decisio n	Conclu sion
X1 ‚ X2 ‚ X_3 effect positive against Y	7,739	1,9 75	H 0 rejected	Take effect signific ant

Source: Data Processing Results , 202 2

Table 6 shows that the test for the F test taken from Anova with a probability level (Sig) = 0.000 because Sig > 0.05 then the H0 hypothesis is rejected which means that simultaneously or overall there is a significant influence between *social entrepreneurs* against power compete on knitting SME center Binong Teak Bandung.

The overall test results provide significant results, so to find out whether each variable has an effect or not on satisfaction work can be tested partially. The following can be seen partial test results in Table 7 using SPSS 2 5.0 for *Windows.*

Table 7. Partial Hypothesis Test

Coefficients [a]				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
1 (Constant)	27,185	3.513		7,739	,000
Leadership	1,283	,227	,369	5,643	,000
Strategy	1,128	,255	,281	4,424	,000
Systems	1.088	,260	,266	4,177	,000

a. Dependent Variable: Y

Source : Data Processing Results , 2021

Table above _ show that score probability (Sig) variable Theory required program < 0.05 that is 0.00 0 so variable _leadership_ declared take effect significant to power variable competitive . The probability value (sig) of the variable method delivery Theory < 0.05 i.e. 0.000 then _strategy_ declared take effect significant to variable power competitive .

The probability value (sig) of the variable method delivery Theory < 0.05 i.e. 0.000 then systems declared take effect significant to variable power competitive

As for the details results testing by Partial will described in the explanation following this .

Table 8. Test Partial (X_1) to Y

Hypothesis	Path Coefficient	t count	t table	Decision
X_1 take effect against Y	0.369	5,643	1,975	H_0 received

Source : Data Processing Results , 2022

Based on table on could seen leadership get acquisition value of t count (5,643) > t table (1.975), the probability value (Sig) is 0.00 0 then hypothesis Ho is accepted , can means influential leadership significant to power competitive .

Table 9. Testing Partial (X_2) to Y

Hypothesis	Path Coefficient	t count	t table	Decision
X_2 effect against Y	0.281	4,424	1,975	H_0 received

Source : Data Processing Results , 2022

Based on table on could seen strategy to get acquisition score t count (4,424) > t table (1.975), the probability value (Sig) is 0.00 0 then hypothesis Ho is accepted , can means an influential strategy significant to power competitive

Table 10. Test Partial (X_3) to Y

Hypothesis	Path Coefficient	t count	t table	Decision
X_3 effect against Y	0.266	4,177	1,975	H_0 received

Source : Data Processing Results , 2022

Based on table on could seen strategy to get acquisition score t count (4,177) > t table (1.975), the probability value (Sig) is 0.00 0 then hypothesis Ho is accepted , can means influential systems significant to power competitive .

Test Hypothesis

Judging from the value of R2 for dimensions consisting of on leadership, strategy, and systems of 0.511, which means _social entrepreneur_ no capable influence power competitive by 51%. Based on t test results can seen that influence _social entrepreneur_ to power competitive is significant with t- statistic value of 7.739 (> 1.97). Probability value (Sig) of _social entrepreneur_ as big as 0.000. With Thus , the hypothesis Ha: > 0 means there is influence positive _leadership, strategy_ , and _systems_ to power competitive by simultaneous . The sub-hypothesis of the research this as following .

1. Based on the results of the t-test, it can be seen that the influence of leadership on competitiveness is not significant with a t-statistic value of 5.643 (>1.975). The probability value (Sig) of leadership is 0.000. Thus, the hypothesis Ha: > 0 means

that there is a positive influence of leadership on competitiveness.

2. Based on the results of the t-test, it can be seen that the effect of strategy on competitiveness is not significant with a t-statistic value of 4.424 (>1.975). The probability value (Sig) of the strategy is 0.000. Thus, the hypothesis Ha: > 0 means that there is a positive effect of strategy on competitiveness.

3. Based on the results of the t-test, it can be seen that the influence of systems on competitiveness is significant with a t-statistic value of 4.177 (> 1.975). The probability value (Sig) systems is 0.000. Thus, the hypothesis Ha: > 0 means that there is a positive effect of the system on competitiveness

CONCLUSIONS AND RECOMMENDATIONS

Based on results study theory and results research that has been conducted use analysis descriptive and explanative with use analysis track Among dimensions *social entrepreneur* namely leadership, strategy, structures, and systems against power competition with entrepreneurs knitting SME center Binong Teak Bandung can taken conclusion as following :

1. The description of the level of *social entrepreneur* can be seen from the dimensions consisting of leadership, strategy, and systems which are in the high category. This can show that *social entrepreneurs* in the MSME center of Knitting Binong Jati are already high but still need to be improved. This assessment is seen from the highest level to the lowest dimension, the *social entrepreneur variable* with the highest dimension assessment is the leadership dimension, while the dimension with the lowest assessment is the systems dimension.

2. The description of the level of competitiveness can be seen from its dimensions consisting of cost, quality, delivery, and flexibility which are in the high category. This can show that competitiveness in the Binong Jati Knitting MSME center is already high but still needs to be improved. This assessment is seen from the highest dimension level to the lowest, the competitiveness variable with the dimension assessment in the highest position is the cost dimension, while the dimension with the lowest assessment is the flexibility dimension.

3. Based on the research results, it is stated that *social entrepreneur* has a positive effect on competitiveness, with the leadership sub-variable having a significant effect on the competitiveness variable, the strategy sub-variable having a significant effect on the competitiveness variable, and the systems sub-variable having a significant effect on the competitiveness variable. These results indicate that the higher the number of *social entrepreneurs* , the higher the competitiveness in the Binong Jati Knitting MSME center.

Existence study this expected capable help researcher next in To do study about *social entrepreneur on* good competitiveness with use same indicator _ nor different from source more theory _ diverse , and against different object . _ Because of the many limitations in study this , especially with regard to with method research and engineering data collection .

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