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## ENTREPRENEURIAL COMPETENCIES IN GENDER AND EDUCATION PERSPECTIVE

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### Abstract

This study was conducted to determine differences in the competence of the SMEs owner/managers viewed from a gender and education perspectives. Using the purposive sampling technique, the sample of 55 owners/managers of SMEs export in Malang was gathered using the techniques of data collection questionnaires and interviews. Entrepreneurial competence consists of conceptual competency, opportunity competency, relationship competency, learning competency, and personal competency. Educational differences were seen from university and high school graduates.

The analysis showed that there were no differences in entrepreneurial competence between woman and men entrepreneurs in running the business. However, there was a difference in competence between entrepreneurial women and men based on university educational background. Women entrepreneurs tend to have an edge competence in relationship competency aspect, while the owners/managers of SMEs, men tend to have the advantage of competence in the conceptual aspects of competency. SMEs owners/managers of university educational background have better competence in running a business, especially conceptual competency, and relationship competency. Another finding of this study shows that the educational background of university is critical in shaping the entrepreneurial competence. Limitations of this study are not considered as the experience of running a business, so that further research can examine the role of business experience as a determinant of entrepreneurial competencies.

*Keywords:* Entrepreneurial competencies, gender

## Introduction

Studies of factors that influence success of the business in small business generally can be categorized in to external factors and internal factors. Research with a focus on external factors examines the role of government in creating a conducive environment for the growth of small businesses, while the research on internal factors examines organizational variables and characteristics of the entrepreneur (Sarwoko, 2013). Research on entrepreneurial success has been revealed that the performance of small-businesses is determined by the characteristics of the owner / manager (Kotey and Meredith, 1997; Lee and Tsang, 2001 Blackman, 2003; O'Regan et al., 2005; Solichin, 2005; Zoysa and Herath , 2007; Nimalathasan 2008, Sarwoko et al., 2012). Another group claimed competence factors as factors that influence the success of the business (Ahmad et al, 2010; Man and Lau, 2005, Sarwoko et al., 2013). Entrepreneurial competency is an important thing that supports business performance. The theory of Entrepreneurial Competency is trying to describe the relationship between the behavior and attributes of the business owners with business success (Sarwoko et al., 2013).

Women's entrepreneurship research has emerged from infancy and is entering adolescence. Such was the claim made in 2010 at the sixth "Diana International Conference on Women's" Entrepreneurship Research' in Banff, Canada and re-asserted by editors of an associated special issue of Entrepreneurship Theory and Practice (Hughes et al., 2012). Global Entrepreneurship Monitor (Allen, Elam, Langowitz and Dean, 2008) reports that women own fewer businesses than men and a smaller number of them are engaged in a "firm start-up" process. These two facts are regarded as "gender differences in entrepreneurial potential". Likewise, the literature also illustrates that compared to men, women entrepreneurs exhibit limitations in entrepreneurial activity, constraining not only the creation and consolidation of their firms but the nature of their businesses and their sizes. According to Cohoon et al (2010), few men or women entrepreneurs were motivated to start their business simply because they were out of work. No statistically significant gender differences in the life circumstances of these successful men and women.

The SMEs is the backbone of the Indonesian economy, and provable to survive in the times of crisis. But the problems in the empowerment of small and medium enterprises in Indonesia in general are performance or success rate remains low. Variety of studies shows the connection of entrepreneurship competencies and gender, claiming that women worldwide own and manage less business than men, they tend to focus on different business sectors than men, and have different socioeconomic conditions such as education, social status, financial capacities and similar (Minniti and Naudé, 2010). Although there are a variety of different definitions and descriptions of what entrepreneurs and their competencies are, they all have some basic similarities and differ in aspects according to a specific author. The following entrepreneurial competences are determined as: management of a business entity, human resources management, identifying business opportunities, assessing, taking and managing risks, communication skills and networking, adaptability and imagination. Talking about gender balance in an entrepreneurial environment, although studies have

shown that entrepreneurship has a higher prevalence among man than women and the existing stereotypes about woman entrepreneurs, we can approach that problem through the series of characteristics and abilities necessary for a successful entrepreneur (Ferk et al, 2013).

Research on entrepreneurship in emerging gender perspective lately, there are still many research gaps that need to be investigated. Even the most prominent, research on entrepreneurial competencies through a gender perspective is still rare. This study tries to add a reference to the competence entrepreneur with a focus on entrepreneurial competencies of testing educational perspectives on gender and background.

### Entrepreneurial Competency

Entrepreneurial competency is an individual characteristic includes knowledge, skills, and/or ability required to perform a specific job (Baum, 2001). Entrepreneurial competency is an overall entrepreneurial attributes such as attitude, beliefs, knowledge, skills, abilities, personality, expertise and behaviors necessary tendency to maintain and entrepreneurial success (Kiggundu, 2002).

An entrepreneur has three roles, namely: entrepreneurial, managerial, and functional. Required the development of a combination of competency in accordance with the demands of the task-related with a role for increase the effectiveness of the entrepreneur. Personal competency is seen as an important area of competency for the entire role played by the entrepreneur (Chandler and Jansen, 1992). Ahmad (2010) stated that the role of decision makers focused on the development of entrepreneurial competency includes relevant aspects are opportunity recognition, the capacity to act on opportunities, conceptual thinking, learning, personal effectiveness.

Man et al (2002) recommends 6 components to measure entrepreneurial competencies that are strategic competencies, conceptual competencies, opportunity competencies, relationship competencies, organizational competencies, and commitment competencies.

Many factors undoubtedly contribute to the disparity between men and women in entrepreneurial career interest and behaviors. One factor in particular, entrepreneurial self-efficacy, or the self-confidence that one has the necessary skills to succeed in creating a business, has been demonstrated to play a key role in determining the level of interest in pursuing an entrepreneurial career (Wilson et al, 2007).

Despite the theoretical connections between entrepreneurial education and outcomes, extensive work that has attempted to examine the effectiveness of formal entrepreneurship education has been inconclusive (Cox et al, 2002).

The success or failure of SMEs determined by the competency the own/ manager, competencies reflected from the skills and abilities of the owner/manager. The role of the entrepreneur provides insight in to competencies required by the entrepreneur to ensure the survival of the business as well as business success (Akhmad, 2010). The research result



from Man et al (2008) shows that entrepreneurial competency is a predictor of entrepreneurial success. Kiggundu (2002) Entrepreneurial competency is an overall entrepreneurial attributes such as attitude, beliefs, knowledge, skills, abilities, personality, expertise and behaviors necessary tendency to maintain and entrepreneurial success. In addition to competence, educational background also has an important role in running the business, because the educational background will affect decision-making.

### Methods

A total of 55 participants were used in the study. The participants were owners/managers of SME's export in Malang. Sampling technique using the purposive sampling, techniques of data collection questionnaires, and interviews. Entrepreneurial competencies consist of strategic competency, conceptual competency, opportunity competency, relationship competency, learning competency, and personal competency. Entrepreneurial competencies were measured by asking participants to rate their perception. Items selected to measure these variables were adopted from previous studies. All the variables were measured using five point likert scale with level 1= strongly disagree and 5=strongly agree. The researcher employed a cross-sectional survey design in the study and Independent Sample T test were used to analyse the data. Independent sample T test was used to test differences the level of conceptual competency, opportunity competency, relationship competency, learning competency, and personal competency between woman and men entrepreneur.

### Result and Discussions

Based on the results of a descriptive analysis of entrepreneurial competencies in mind that the SMEs owner/managers has the advantage of conceptual competence and relationship competence. Furthermore, when compared, women entrepreneurs have a high level of competence than men entrepreneurs. Women entrepreneurs have advantages relationship competencies when compared to men entrepreneurs. This suggests that women entrepreneurs are better able to establish networking with stakeholders than men entrepreneurs. While the men entrepreneurs have the advantage of conceptual competence, it indicates that men entrepreneurs are more able to make better business plan than entrepreneurial women.

Table 1.

#### *Competency in Gender Perspective*

Competency	Gender	N	Mean
Strategic	Men	36	3.1528
	Woman	19	3.7632
			<b>3.3636</b>
Conceptual	Men	36	3.7917
	Woman	19	3.3421
			<b>3.6364</b>

Opportunity	Men	36	3.0556
	Woman	19	2.8684
			<b>2.9909</b>
Relationship	Men	36	3.5972
	Woman	19	4.1579
			<b>3.7909</b>
Learning	Men	36	3.3611
	Woman	19	2.9211
			<b>3.2936</b>
Personal	Men	36	2.7778
	Woman	19	3.3158
			<b>2.9636</b>

In addition, it was found that men entrepreneurs have a high in terms of conceptual competence, opportunity, and entrepreneurial learning than women (Table 1). On the other side, women entrepreneurs have high competence in terms of strategic competence, relationships, and personal than men entrepreneurs.

Although entrepreneurial women and men have different competencies, but based on the results of the t test showed no statistically significant difference between entrepreneurial competencies of men and women (Table 2). This suggests that entrepreneurial competence men are not better than women entrepreneurs in running the business.

Table 2.

*Independent Sample T Test*

	T	Sig.
Gender	-0.941	0.351
Education	5.755	0.000

When viewed from an educational background that university and high school graduates, entrepreneurs who have a background of university graduates have better competence in running a business compared with the entrepreneurial background of high school education. Based on the findings obtained by t test, there are significant differences between entrepreneurial competencies of men and women viewed from the background of education (Table 2).

Table 3.

*Competency in Education Perspective*

Competency	Gender	N	Mean
Strategic	University	12	3.2083
	High School	43	3.4070
			<b>3.3636</b>
Conceptual	University	12	4.2083
	High School	43	3.4767
			<b>3.6364</b>
Opportunity	University	12	3.9583
	High School	43	2.7209
			<b>2.9909</b>
Relationship	University	12	4.1667
	High School	43	3.6860
			<b>3.7909</b>
Learning	University	12	3.7917
	High School	43	3.0465
			<b>3.2091</b>
Personal	University	12	3.3750
	High School	43	2.8588
			<b>2.9636</b>

Based on his educational background (Table 3), the entrepreneurial university graduates have the advantage of conceptual, opportunity, relationships, learning, and personal competencies compared to the entrepreneurial background of high school education. Entrepreneurs with a background of high school education have a higher strategic competence than university graduates

The analysis showed no differences in entrepreneurial competence woman and men entrepreneurs in running the business, but there was difference in competence between woman and men entrepreneurial based business education background. Woman entrepreneurs <sup>12</sup> had to have an edge competence in relationship competency aspect, while the men owners/managers of SMEs, men tend to have the advantage of competence in the conceptual aspects of competency.

SMEs owners/managers of university educational background have better competence in running a business, especially conceptual competency, opportunity, relationship and learning competency. Another finding of this study is that the educational background of university-critical in shaping the entrepreneurial competence. Limitations of this study is not to consider the experience of running a business, so that further research can examine the role of business experience as a determinant of entrepreneurial competencies.

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