

SOCIAL RESPONSIBILITY AS COMPETITIVE ADVANTAGE IN GREEN BUSINESS

Proceeding 11th International Annual Symposium on Management
Batu - East Java, Indonesia, 15th-16th March 2014

SOCIAL RESPONSIBILITY AS COMPETITIVE ADVANTAGE IN GREEN BUSINESS



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FOREWORD

INSYMA has become a tradition of its own for the management department of Universitas Surabaya. For more than a decade this event has become a forum for academics and practitioners to share knowledge. Every year management department always brings the latest theme that becomes an important issue for the development of science.

This year, INSYMA raise the theme "***SOCIAL RESPONSIBILITIES AS A COMPETITIVE ADVANTAGE IN GREEN BUS/NESS***". This theme interesting, considering that at this time all the business need to be more accountable to the public and the environment. Corporate social responsibility is not only an obligation, otherwise it would be a distinct competitive advantage for the company.

Hundreds of scientific papers are sent to a conference committee, and the results of a rigorous selection of more than 100 elected. This paper is derived from a variety of authors, both within and outside the country, academics and practitioners. All the articles are then presented at the symposium and documented in these proceedings.

We hope that these proceedings can contribute to the development of science and business practices. Hopefully you can enjoy and gain valuable lessons from this article collection. We look forward to your participation in next INSYMA.

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CONTENTS

FOREWORD	iii
CONTENTS	iv

MARKETING

1. THE INFLUENCE OF ENTREPRENEUR
EDUCATION, INTERNAL LOCUS OF CONTROL,
THE NEED OF ACHIEVEMENT, CREATIVITY,
GENDER AND FAMILY TOWARD THE
ENTREPRENEURSHIP INTENTION
Andi Asdani, Anik Kusmintarti 3
2. CAN THE GOOD CORPORATE ETHICS
STATEMENTS AND CORPORATE SOCIAL
RESPONSIBILITY CREATE POSITIVE
CONSUMER RESPONSES ON THE COMPANY
AND ITS PRODUCTS? A CASE STUDY OF
DJARUM'S CSR IN FACULTY OF ECONOMICS
AND BUSINESS DIPONEGORO UNIVERSITY
Ari Setiyaningrum 4
3. COMPARATIVE ANALYSIS OF CUSTOMER
RELATIONSHIP MANAGEMENT AT GRAND
ASTON HOTEL MEDAN AND POLONIA HOTEL
MEDAN AND ITS IMPACT TO THE CUSTOMER
LOYALTY
Arlina Nurbaity Lubis, Yeni Absah 5
4. ECOPRENEURSHIP: CONCEPT OF
RESPONSIBLE ENTREPRENEURSHIP
Dhian Tyas Untari 7
5. THE EFFECT OF RELIGIOSITY DIMENSIONS TO
THE QUALITY AND PRICE CONSUMER

ORIENTATION OF THE INDONESIAN MOSLEM CONSUMER	Diana Aqmala, Astohar	8
6. THE EFFECT OF CUSTOMER EXPERIENCE DESIGN, RELATIONSHIP QUALITY, AND EMOTION CONNECTION ON LOYALTY (EMPIRICAL STUDY ON HOTEL INDUSTRY IN SOLO, INDONESIA)	Elia Ardyan	10
7. ANALYSIS OF FACTORS THAT INFLUENCE ON MARKETING PERFORMANCE (STUDY ON SMES IN INDONESIA FACE ASEAN ECONOMIC COMMUNITY 2015)	Endi Isnarno	11
8. DEFENSIVE MARKETING MIX STRATEGIES BASED ON CUSTOMER SATISFACTION COMPARISON OF DIGITAL PRINTING IN SURABAYA	Esti Dwi Rinawiyanti, Rosita Meitha, Rendy Wibisono	12
9. THE EFFECT OF GREEN PERCEIVED VALUE AND GREEN PERCEIVED RISK TOWARD GREEN PURCHASE INTENTION THROUGH GREEN TRUST	Fran Sindu Vinta, Dudi Anandya, Indarini	14
10. SHORT AND LONG-TERM PRICE ELASTICITY OF ROOM DEMAND-A TOOL FOR REVENUE MANAGEMENT: A HOTEL CASE STUDY IN BALI	Ida Bagus Made Wiyasha, I Nyoman Arcana	15
11. THE EFFECT OF PRODUCT INNOVATION, ENDORSEMENTS AND REPUTATION RELATION WITH BRAND IMAGE AND BRAND AWARENESS TOWARD		

- AFFIRMATIVE OF PURCHASE DECISION ON
AIR MANCUR COMPANY SOLO
Ida Bagus Nyoman Udayana 16
12. MEETING, INCENTIVE, CONVENTION,
EXHIBITION (MICE) AS A POTENTIAL
MARKET CHALLENGES TO ENHANCE THE
CITY BRANDING OF SURABAYA IN FACING
GLOBAL TOURISM
Indrianawati Usman, Afifah Rahmania 17
13. FIRM ADVANTAGES-BASED CSR: STRATEGY
TO SUSTAIN & MAINTAIN GREEN BUSINESS
PERFORMANCE (EVIDENCES FROM LARGE
SCALE ENTERPRISES IN INDONESIA)
Kardison Lumban Batu, Yoestini 19
14. GREEN MARKETING: ISLAMIC ECONOMIC
PERSPECTIVE
Lindiaawatie, Khoirul Umam 20
15. E-WOM BOMB EFFECT ON SOCIAL
MEDIA INFLUENCE TO BRAND: CASES IN
HALAL PRODUCTS
Liza Mumtazah Damarwulan 22
16. THE EFFECT OF THE IMPLEMENTATION OF
RELATIONSHIP MARKETING ON CUSTOMER
SATISFACTION AT PT. BANK DANAMON
(PERSERO) TBK., CITRA GARDEN MEDAN
BRANCH
Marhayanie, Yulinda 24
17. THE INFLUENCE OF GREEN MARKETING AND
TRIPPLE BOTTOM LINE TO COMPETITIVE
ADVANTAGES THROUGH SUSTAINABLE
MARKETING, CORPORATE SOCIAL
RESPONSIBILITY, BRAND EQUITY,
CONSUMER BEHAVIOUR AND CONSUMER
SOCIAL RESPONSIBILITY IN
HYPERCOMPETITION OF GLOBALIZATION:

AN ECONOMIC VALUE-ADDED (EVA) APPROACH Maria Mia Kristanti	25
18. ROLE OF NETWORK IN INCREASING SHAREHOLDER VALUE Masmira Kurniawati	27
19. THE INFLUENCE OF PRODUCT AND SERVICE QUALITY, LOCATION AND CSR PROGRAM TOWARD CUSTOMER SATISFACTION Muchsin Muthohar, R. Ardyanto Bowo Laksono	28
20. FACTORS INFLUENCING GREEN PACKAGING FOR SMALL INDUSTRY (CASE STUDY ON CHIPS INDUSTRY) Mutia Tri Satya, Lina Said, Abdul Fidayan	30
21. CONSUMER AWARENESS AND BUYING INTEREST GREEN RESIDENTIAL IN SURABAYA Njo Anastasia	31
22. CORPORATE SOCIAL RESPONSIBILITY PROGRAMME AS PART OF COMPLEMENTOR RELATIONSHIP IN HOTELS' NETWORK: THE CASE OF HOTEL INDUSTRY IN BALI, THE REPUBLIC OF INDONESIA Nyoman Indah Kusuma Dewi	32
23. GREEN CORPORATE SOCIAL RESPONSIBILITY: A NEW DIMENSION OF CUSTOMER - BANK BOND FOR SUSTAINABILITY OF INDONESIAN BANKING Rahmad Wijaya, Lalu Edy Herman Mulyono	34
24. INTEGRATED MARKETING COMMUNICATIONS A CONCEPTUAL MODEL Resanti Lestari, Prihartono Aksan Halim	35

25. EFFECT OF BRAND AWARENESS, BRAND ASSOCIATION, AND PERCEIVED QUALITY ON DECISION TO CHOOSE STATE UNIVERSITY IN SURABAYA
Ria Astuti Andrayani, Sri Setyo Iriani, Purwohandoko 37

26. THE INFLUENCE OF THE PATIENT PERCEPTION IN NURSING SERVICE ON THE 3RD CLASS IN – PATIENT LOYALTY AT DR. R.M. DJOELHAM GENERAL HOSPITAL BINJAI
Retno Sari Dewi, Ritha F. Dalimunthe 38

27. EFFORT TO INCREASE MARKETING CAPACITY AMONG SME CLUSTER MEMBER IN MONOPSONY MARKET STRUCTURE
Rizal Hari Magnadi 40

28. INCREASING HYPERMARKET RETAIL COMMUNICATION MIX EFFECTIVENESS BY DIGITAL CATALOG
Robby Ardijanto, Indri Hapsari, Zulaicha Parastuty 41

29. THE INFLUENCE OF ECONOMIC CONTENT, CONTENT RESOURCE AND SOCIAL CONTENT TOWARD TRUST, SATISFACTION, COMMITMENT, AND RELATIONSHIP INTENTION (CASE STUDY ON ASKES HEALTH INSURANCE COMPANY IN PURWOKERTO)
Salohuddin Nurdwiantoro 42

30. AWARENESS AND USAGE OF INTERNET BANKING ANALYSIS AND ITS DEVELOPMENT STRATEGY: CASE STUDY IN YOGYAKARTA SPECIAL REGION
Singgih Santoso 43

31. IDENTIFICATION OF THE FACTORS IN BUILDING CUSTOMER LOYALTY AT RESTORANS TULANG JAMBAL BANDUNG
Sri Wiludjeng SP, Rully Faturachman 44

32. MAPPING ORGANISATIONAL CULTURE AND RELATIONAL CAPABILITY OF SMALL AND MEDIUM-SIZED ENTERPRISES IN LOMBOK INDONESIA Sulhaini, Djoko Suprayetno	45
33. SATISFACTION INDEX MEASUREMENTS OF COMMUNITY SERVICES IN SERDANG BEDAGAI SUMATERA UTARA Syafrizal Helmi Situmorang, Endang Sulistya Rini	46
34. THE EFFECTS OF PRODUCT ATTRIBUTES AND PRICING POLICY TO NETBOOK PURCHASE DECISION (CASE STUDY OF UNIVERSITAS WIDYATAMA STUDENTS) Taufik Rachim, Iwan Setiawan	47
35. THE IMPLEMENTATION OF INFORMATION TECHNOLOGY AND INNOVATION STRATEGY IN CREATING COMPETITIVE ADVANTAGE IN SMALL AND MEDIUM ENTERPRISES BEADS IN JOMBANG Widyastuti, Monika Tiarawati	48
36. THE EFFECTS OF CONSUMER ENVIRONMENTAL CONSCIOUSNESS AND GREEN LABELS ON THE CONSUMER PURCHASE BEHAVIOR Yessy Artanti	49
37. THE INFLUENCE OF SERVICE QUALITY AND ADVERTISING MESSAGES ON INTENTION TO USE OF MOBILE BANKING SERVICE (CASE STUDY IN BPR-KS BANDUNG) Zulganef, Taufik Rachim, Eric Pardede	50
38. PENGARUH <i>CONSUMER PERCEPTION FIT</i> DAN <i>CORE BRAND ATTITUDE</i> TERHADAP <i>PURCHASE INTENTION</i> PRODUK PERLUASAN MICROSOFT DI SURABAYA Albert Louis Hanjaya, Dudi Anandya, Christina R. Honantha	51

39. THE ROLE OF MESSAGE FRAMING AND INVOLVEMENT IN PROMOTING POSITIVE ATTITUDE OF USE ORGANIC PRODUCTS: A CONCEPTUAL FRAMEWORK
Andhy Setyawan 52
40. MODEL DEVELOPMENT STRATEGY FOR THE EFFECT OF GREEN MARKETING CORPORATE IMAGE IN RETAIL BUSINESS USING GSCA
Erna Andajani, Rini Oktavera 53
41. IN THE REFERENCE GROUP ANALYSIS VIRAL MARKETING ON CONSUMER DEMAND PT AURIN BIZ
Teguh Iman Basuki 54
42. THE EFFECT OF TAX PROPAGANDA TOWARD TAXPAYER COMPLIANCE OF SMALL BUSINESS CATEGORY IN KIARA CONDONG DISTRICT BANDUNG CITY
Atin Hafidiah, Dusa Sumartaya 55
43. THE USE OF REUSABLE SHOPPING BAG AS FORM AS GREEN MARKETING IN RETAIL INDUSTRY
Chicilia Nova Yatna, Andhy Setyawan 57
44. THE LINK BETWEEN *OFFLINE BRAND ATTRIBUTE* AND *CORPORATE BRAND IMAGE* OF GRAMEDIA TUNJUNGAN PLAZA BOOKSTORE IN SURABAYA
Amelia Hutomo Chandra, Christina R. Honantha, Silvia Margaretha 58

FINANCE & ACCOUNTING

45. SOCIAL RETURN ON INVESTMENT AND ECONOMIC INCENTIVES IN PUBLIC COMPANIES
Amelia Setiawan, RiaSatyarini 61

46. RELATED PARTY TRANSACTIONS AND EARNINGS MANAGEMENT IN INDONESIAN PUBLICLY LISTED MANUFACTURING COMPANIES PERIOD 2010-2012 Anastasia Fenella Sutanto, Felizia Arni Rudiawarni	62
47. PERFORMANCE BASED BUDGETING IMPLEMENTATION: CASE STUDY AT STATE POLYTECHNIC OF MALANG Atika Syuliswati	63
48. ANALYSIS OF INFLUENCE OF PERFORMANCE AUDIT TO PUBLIC SERVICE QUALITY AT SOCIAL HEALTH INSURANCE (CASE STUDY AT DR. HASAN SADIKIN HOSPITAL BANDUNG) Dini Arwati, Kuspratama	64
49. THE INFLUENCE OF FINANCIAL PERFORMANCE AND INSTITUTIONAL OWNERSHIP ON DISCLOSURE OF CORPORATE SOCIAL RESPONSIBILITY (EMPIRICAL STUDIES: THE COMPANIES LISTED ON INDONESIA STOCK EXCHANGE IN 2012) Dwi Puryati	65
50. APPLICATION DIVERSIFICATION OF SOCIAL RESPONSIBILITY (SRD) FOR CREATION FIRM VALUF Eka Handriani	66
51. VAR ANALYSIS ON MUTUAL RELATIONSHIP BETWEEN STOCK PRICE INDEX AND EXCHANGE RATE AND THE ROLE OF WORLD OIL PRICE AND WORLD GOLD PRICE Filus Raraga, Harjum Muharam	67
52. THE EFFECT OF MOMENTUM STRATEGY TO PORTFOLIO PERFORMANCE: EMPIRICAL STUDIES BASED ON SRI KEHATI STOCK	

INDEX IN THE INDONESIAN CAPITAL MARKET Hasanudin	68
53. THE INFLUENCE OF COMPLEXITY OF OPERATION ON THE AUDIT DELAY I Putu Edy Arizona	69
54. THE INFLUENCE OF THE COMPONENTS OF INTERNAL CONTROL STRUCTURE ON CREDIT PROVISION EFFICIENCY ON LOCAL CREDIT INSTITUTIONS (LPD) IN DENPASAR I Gede Cahyadi Putra	70
55. THE IMPACT OF FINANCIAL DECISIONS, PROFITABILITY AND SIZE OF THE COMPANY ON FIRM'S VALUE (AN EMPIRICAL STUDY FROM MANUFACTURING COMPANIES LISTED IN INDONESIA STOCK EXCHANGE PERIOD 2009-2011) I Gusti Ary Suryawathy	71
56. DETERMINANTS OF BANK LIQUIDITY IN INDONESIA I Made Surya Negara Sudirman	72
57. THE EFFECT OF REPUTATION, ETHICS, SELF ESTEEM AND RISK PREFERENCES ON BUDGETARY SLACK MANAGERS BANK PERKREDITAN RAKYAT (BPR) IN BALI I Nyoman Putra Yasa	73
58. IMPACT OF FINANCIAL QUALITY AND FIRM SIZE ON CORPORATE FINANCIAL LEVERAGE CHOICE IN REGIONAL BANK INDONESIA Isfenti Sadalia, Fivi Rahmatus Sofiyah	74
59. THE FINANCIAL BEHAVIOR OF INVESTORS USING DISCRIMINANT ANALYSIS APPROACH Juli Meliza, Isfenti Sadalia, Khaira Amalia Fachrudin	75

60. COMPARISON ANALYSIS OF FINANCIAL PERFORMANCE BETWEEN THE COMPANIES WITH FOREIGN AND LOCAL OWNERSHIP STRUCTURE
Kartikawati Danusasmitha, Achmad Feriansyah, Edhi Juwono 76

61. THE PREDICTION OF FINANCIAL DISTRESS ANALYSIS AND ITS IMPLICATION TO STOCK PRICE'S SUB SECTOR TRANSPORTATION IN INDONESIA STOCK EXCHANGE PERIOD 2007-2011
Lasmanah, Lia Amaliawati, Larasati Lestari 78

62. MACROECONOMIC FACTORS INFLUENCE OF COMPOSITE STOCK PRICE INDEX VALUE SHARES TRANSACTIONS AS AN INTERVENING VARIABLE
Lely Fera Triani 79

63. ANALYSIS THE INFLUENCE OF EFFECTIVENESS INTERMEDIATION FUNCTION BANKS ON EFFICIENCY BANK (CASE STUDY: CONVENTIONAL BANKS AND ISLAMIC BANKS IN INDONESIA)
Lia Amaliawati, Lasmanah 80

64. HOW FAR FIRM CHARACTERISTIC PLAYS A ROLE IN CORPORATE SOCIAL RESPONSIBILITY PROGRAM AND REPORTING: STUDY IN INDONESIA MINING AND BANKING INDUSTRY
Liza Veronica Yahya, Dianne Frisko 81

65. FINANCIAL CONDITION MODERATED THE EFFECTIVENESS OF AUDIT COMMITTEE TO REDUCE EARNINGS MANAGEMENT
Michella Maria Virgine Prayogo, Yie Ke Feliana, Aurelia Carina Christanti Sutanto 82

66. EFFECT OF FINANCIAL LITERACY ON
STUDENTS COMSUMPTIVE BEHAVIOUR
(STUDIES IN FACULTY OF ECONOMIC, STATE
UNIVERSITY OF SURABAYA)
Novi Khoiriawati, Tri Agastya Kharismawati, Dian Anita
Nuswantara 83

67. ANALYZED THE FUNDAMENTAL FACTORS OF
STOCK RETURN (EMPIRICAL STUDY OF SRI
KEHATI GROUP WHICH WERE REGISTERED IN
INDONESIAN STOCK EXCHANGE)
Perwito, Rita Zulbetti 84

68. EVALUATING CORPORATE SOCIAL
RESPONSIBILITY TO FINANCIAL
PERFORMANCE IN BANKING COMPANIES
Reni Marlina 85

69. ANALYSIS OF FACTORS AFFECTING THE
STOCK UNDERPRICING: CASES OF INITIAL
PUBLIC OFFERING IN INDONESIA STOCK
EXCHANGE
Reza Widhar Pahlevi, Sutrisno 86

70. EFFECT OF NET PROFIT MARGIN, OPERATING
PROFIT MARGIN, ECONOMIC VALUE ADDED,
AND EARNING PER SHARE TO STOCK PRICE
OF PHARMACEUTICAL INDUSTRY
COMPANIES LISTED IN INDONESIA FOREIGN
EXCHANGE IN 2008-2011 PERIODS
Rosemarie Sutjiati Njotoprajitno 87

71. THE INFLUENCE OF CAPITAL STRUCTURE,
LIQUIDITY, AND EARNINGS GROWTH ON
EARNINGS RESPONSE COEFFICIENT(STUDY
OF BANKING COMPANY IN INDONESIA
STOCK EXCHANGE)
Siti Puryandani 88

72. THE ROLE OF FINANCING DECISIONS TO FINANCIAL
PERFORMANCE ON ISLAMIC BANKING EMPIRICAL

EVIDENCE FROM INDONESIA Sutrisno	89
73. DETERMINANTS OF CORPORATE DEBT MATURITY IN ASIA PACIFIC Vina Veriana Limtiono, Deddy Marciano, James Bartle	90
74. DETERMINANT FACTORS THAT IS CONSIDERED BY SME'S IN CHOOSING FINANCING THROUGH BMT (BAITUL MAAL WAT TAMWIL) IN WEST SUMATERA Yasri, Rosyeni Rasyid, Gesit Thabrani	91
75. THE EFFECT OF CAPITAL STRUCTURE TO FINANCIAL PERFORMANCE Yeye Susilowati	93
76. THE INFLUENCE OF TAX PAYER'S AWARENESS, TAX SERVICE, AND TAX MORALE AGAINST TAX PAYMENT AND TAX EVASION Yohanes Mardinata Rusli, Candra Sinuraya	94
77. ANALYSIS OF FINANCIAL PERFORMANCE ROA AND ROE BJB SYARIAH BANK BEFORE AND AFTER SPIN OFF IMPLICATIONS OF THE COMPANY IMAGE Yudi W. Suwandi	95
78. PRACTICE OF CURRENT STATE MAPPING AS PART OF VALUE STREAM MAPPING TO INCREASE PROCESS EFFICIENCY AT PT X'S FINANCE SERVICES DEPARTMENT IN SURABAYA Albertus Herry Sulistiyo, Stevanus Hadi Darmadji, Imanuel Goestaman	96
79. ANALYSIS OF DIFFERENCES IN FINANCIAL PERFORMANCE BEFORE AND AFTER OBTAINING ISO 9001:2000 CERTIFICATION IN	

MANUFACTURING COMPANIES LISTED IN
INDONESIA STOCK EXCHANGE

Gerry Geraldo Yonatan, Liliana Inggrit Wijaya

97

80. THE INFLUENCE OF SOCIAL CAPITAL ON
LOAN PAYMENT BEHAVIOUR COMMUNITY
SELF HELP GROUP (CASE STUDY AT
FINANCIAL MANAGEMENT UNIT INSTITUTE
FOR COMMUNITY SELF-RELIANCE IN
BLIMBING SUB DISTRICT MALANG CITY)
Moh.Fakhruddin Mudzakkir, Sri Wilujeng

98

81. ABNORMAL RETURN ON UNDERPRICED IPO
IN INDONESIAN STOCK EXCHANGE DURING
2009-2012

Angela Yosevin Florencia, Putu Anom Mahadwartha,
Endang Ernawati

99

HUMAN RESOURCES

82. CREATING GOOD CITIZEN THROUGH
ETHICAL VALUES

Ade Irma Anggraeni

103

83. COWORKERS INTERPERSONAL
RELATIONSHIP AS ONE WAY TO EFFORT AN
EMPLOYEE'S PERFORMANCE IMPROVEMENT
Andi Deby Grecia

104

84. HOW TO GENERATE SUSTAINED
COMPETITIVE ADVANTAGE IN A SMALL
FAMILY BUSINESS?

Andreas Heryjanto, Christantius Dwiattmadja

105

85. MODERATING EFFECT OF MOTIVATION ON
THE RELATIONSHIP OF EMOTIONAL
INTELLIGENCE AND JOB PERFORMANCE

Artha Febriana

106

86. THE USE OF PERSON ORGANIZATION FIT AS

MODERATING VARIABLE IN RELATION AMONG QUALITY OF WORK LIFE, ORGANIZATIONAL COMMITMENT, ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND PERFORMANCE Bambang Suko Priyono, Tristiana Rijanti	107
87. HUMAN CAPITAL AND THE SUCCESS OF SME BUSINESS PERFORMANCE Christantius Dwiatmadja	108
88. LEADERSHIP DEVELOPMENT, CHANGE- ORIENTED OCB: COMMUNICATION FORUM QUALITY AS AN MEDIATING VARIABLE Didik Subiyanto	109
89. THE IMPACT OF RECRUITMENT SYSTEM AND CAREER DEVELOPMENT ON THE ENHANCING OF WORKING EFFECTIVENESS THROUGH COMPENSATION AS INTERVENING VARIABLE AT NIAGARA HOTEL PARAPAT Elisabet Siahaan, Parapat Gultom	110
90. TRIPLE BOTTOM LINE OF BUSINESS AS A PERSPECTIVE BUSINESS ETHICS IN CREATING GREEN BUSINESS ON THE CORPORATE ORGANIZATION Farida Yuliaty	112
91. SPIRITUALITY IN WORKPLACE, INDIVIDUAL SPIRITUALITY AND WORK BEHAVIOUR: THE STUDI OF HIGHER EDUCATION IN INDONESIA Fitri Wulandari	113
92. THE IMPACT OF ORGANIZATIONAL COMMITMENT ON JOB SATISFACTION AND EMPLOYEES PERFORMANCE Helmi Buyung Aulia Safrizal	114
93. THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND QUALITY OF WORK LIFE	

TOWARD ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT UNIVERSITAS TERBUKA Helmiatin	115
94. FORMING ORGANIZATIONAL COMMITMENT THROUGH THE FACTORS OF THE PERFORMANCE LECTURER (A CASE STUDY AT SEKOLAH TINGGI ILMU EKONOMI HARAPAN MEDAN) Ilham Mubaraq Ritonga, Prihatin Lumbanraja	117
95. ORGANIZATIONAL IDENTIFICATION AS A BASIS OF ALUMNI BEHAVIOR SUPPORT ON THEIR ALMA MATER (STUDY IN INDONESIAN STATE UNIVERSITY ALUMNI) Intan Novela Q. Aini	118
96. ECONOMIC LEARNING BASE EDUCATIONAL FOR SUSTAINABILITY DEVELOPMENT ESD THROUGH MANGROVE FOREST Jun Surjanti, Budiono	119
97. THE MEDIATING EFFECT OF HIGH PERFORMANCE WORK SYSTEMS IN THE ORGANIZATIONAL CULTURE AND INFORMATION TECHNOLOGY TOWARDS MANAGERIAL PERFORMANCE: A STUDY AT COOPERATIVE IN SEMARANG CITY, PROVINCE OF CENTRAL JAVA, INDONESIA Maskudi	120
98. GREEN HUMAN RESOURCE MANAGEMENT IN THE CREATIVE INDUSTRY Meily Margaretha, Ratna Widiastuti	121
99. THE INFLUENCE OF PERSONALITY TYPE ON THE RELATION OF AUDITOR CAHARACTERISTICS, WORKLOAD, PROFESSIONAL SKEPTICISM TOWARD THE ABILITY TO DETECT FRAUD Ni Made Sunarsih	122

100. CSR MODEL: COOPERATION BETWEEN BUSINESS CORPORATION AND SURABAYA CITY GOVERNMENT FOR IMPROVING COMPETITIVENESS OF SMES THROUGH GREEN BUSINESS ORIENTED TIERED TRAINING	123
Noviaty Kresna Darmasetiawan	
101. EXAMINING THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND ATTITUDE TOWARD KNOWLEDGE SHARING ON KNOWLEDGE SHARING INTENTION	124
Rini Sarianti, Rahmiati	
102. THE INFLUENCE OF RELIGIOSITY ON GREEN CAMPUS BEHAVIOR	125
Siti Zulaikha Wulandari, Intan Ratnawati	
103. DETERMINANTS OF LEARNING ORIENTATION AND MOTIVATION ON EMPLOYEES PERFORMANCE	126
Sri Ismulyaty, Etty Puji Lestari	

OPERATION MANAGEMENT

104. CONSUMER PERCEPTIONS OF PRICE, QUALITY, VALUE ON LOW COST GREEN CAR IN SURABAYA AND SIDOARJO	129
Fitri Novika Widjaja, A. Budhiman Setyawan, Prita Ayu Kusumawardhany	
105. BUS RAPID TRANSIT AS A SOLUTION FOR TRANSPORTATION PROBLEM IN SEMARANG	130
Novan Reza Pahlevi, Naafilah Lailatirrohmah	
106. VIETNAM'S URBAN ENVIROMENTAL MANAGEMENT IN GLOBALIZATION WITH SOME ASIAN COUNTRIES'S EXPERIENCE	

(FROM AN ANTHROPOLOGICAL PERSPECTIVE) Phan Thi Hong Xuan	131
107.SERVICE QUALITY ANALYSIS OF ARGO PARAHYANGAN TRAIN AS A TOOL FOR IMPROVING THE SERVICE Rorim Panday	132
108.EFFECT OF QUALITY SERVICE AND FOOD WITH ROLE OF ATMOSPHERE MODERATION ON THE SUSHI TEI RESTAURANT AT GALAXY MALL-SURABAYA Cenny Cahyadi, Siti Rahayu, Juliani Dyah Trisnawati	133
109.MEASURING ECOSERV IN INTEGRATED OUTDOOR CAMPUSS (IOC) UBAYA Siti Rahayu, Veny Megawati, Edna Sri Rejeki	134

STRATEGIC MANAGEMENT

110.GREEN BUSINESS MODEL: A HOLISTIC APPROACH TO BECOME A GREEN BUSINESS Boedi Hartadi Kuslina	137
111.DETERMINING FACTORS OF ENTREPRENEURIAL COMPETENCY Endi Sarwoko	138
112.ANALYSIS THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND THE WELFARE SOCIETY PT X IN BANDUNG Florentina Andre, M.Sienly Veronica	139
113.INTERRELATIONSHIP AMONG COMPETITIVE ADVANTAGE, BUSINESS STRATEGY AND ORGANIZATION ARCHETYPES Heru Santosa Hadiyanto	140

114. SERVICE MANAGEMENT STRATEGY BY IMPLEMENTING THE ACADEMIC INFORMATION SYSTEMS IN INDONESIA HIGHER EDUCATION CASE STUDY: CHRISTIAN UNIVERSITY OF INDONESIA John Tampil Purba	141
115. THE ROLE OF CSR IN BUSINESS TO ACHIEVE THE COMPETITIVE ADVANTAGE POSITION Maria F. Lies Ambarwati	142
116. THE DEVELOPMENT OF MODEL AND STRATEGY FOR SMALL MEDIUM ENTERPRISE (SME)s IN GERBANGKERTOSUSILO Bambang Suratman, Nadia Asandimitra Haryono, Harti	143
117. SOCIAL CAPITAL, HUMAN CAPITAL AND THE MEDIATING ROLE OF STRATEGY ON FIRM PERFORMANCE Nurita Andriani	144
118. CULTURAL DIMENSION AND CORPORATE SOCIAL RESPONSIBILITY Nurul Aini, Santianingrum Soebandhi	145
119. CLUSTER STRATEGY AS A SUSTAINABLE COMPETITIVE ADVANTAGE FOR SMALL AND MICRO BUSINESSES Ria Satyarini, Amelia Setiawan	146
120. GREEN BUSINESS PLAN BY REDUCING PACKAGING WASTE IN FOOD AND BEVERAGE INDUSTRY IN SURABAYA Linda Herawati, Benny Lianto, Evita Tania	147
121. FUNDAMENTAL OF VIRTUE ON CORPORATE SOCIAL RESPONSIBILITY (STUDY BASED ON ARISTOTLE' CONCEPTS AND IDEA) Fauzan, Diana Suryaningtyas	148

122. THE PRACTICES OF REGIONAL AUTONOMY IN
CENTRAL JAVA AND ITS IMPLICATION ON
ECONOMIC COMPETITIVENESS

Muhammad Kholis, Etty Puji Lestari

149

Certification of Participation

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DETERMINING FACTORS OF ENTREPRENEURIAL COMPETENCY

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Entrepreneurship is one of critical importance to the modern economy. Researchers have studied entrepreneurship for decades. In recent years, significant relationship between entrepreneurial competencies and business performance has been reported in empirical studies. This study aims to empirically test the determining factors of entrepreneurial competencies and to analyze significant relationship between entrepreneurial competencies and business performance. A survey is conducted among the SMEs owner and the manager in Malang regency region using survey instrument. Data analysis using confirmatory factor analysis (CFA) and Linear Regression. The results of this study indicate that determining factors of the entrepreneurial competencies consisting of strategic competency, conceptual competency, opportunity competency, learning competency, and personal competency, while the relationship competency is not as decisive entrepreneurial competencies. Among the five competencies required of SMEs, strategic competency and learning competency are the two most decisive competence realization of entrepreneurial competencies. The results also indicate that the entrepreneurial competency has a significant influence on business performance, it means the more powerful entrepreneurial competency will ultimately have an effect on SMEs performance.

Keywords: entrepreneurial competency, business performance, SMEs.

Research Background

Studies of factors that influence success of the business in small business generally can be categorized into 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 internal factors examines organizational variables and characteristics of the entrepreneur. According Ahmad *et al.* (2010) entrepreneur characteristics variables include knowledge, skills, attitudes and behavior of entrepreneurs, and how it impacts on the business performance.

Previous studies have identified factors that influence the success of the business, including strategies factor (Chen *et al.*, 2006; Li *et al.*, 2005), entrepreneurial orientation, owner/manager personal value (De Zoysa & Herath, 2007; Kotey & Meredith, 1997; Li *et al.*, 2005), and lately is developed entrepreneurial competency factor. Man and Lau (2005) stated that entrepreneurial competency affect the success of business, this is supported research results from (Ahmad *et al.*, 2010) in Malaysia that entrepreneurial competency as a predictor of business success of SMEs.

Entrepreneurial competency is an important thing that support business performance. Kiggundu (2002) stated that concept of entrepreneurial competencies is the whole attributes entrepreneurs that includes attitudes, trust, knowledge, skills, abilities, personality, and behavior that are directed to achieve success. The theory of Entrepreneurial Competency is trying to describe the relationship between the behavior and attributes of the business owners with business success.

The SMEs is the backbone of the Indonesian economy, and provedable to survive in the times of crisis. But the problems in the empowerment of small and medium enterprises in Indonesiain generalis performance or success rate remains low. This study attempted to add references about entrepreneur competencies with a focus on testing the determinant sof entrepreneurial competencies, and its influence on the business performance.

Literature Review

Entreprenuerial Competency

Entrepreneurial competency is an individual characteristics includes knowledge, skills, and/or ability required to performa specific job (Baum *et al.*, 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).

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

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 & Jansen, 1992).

Ahmad *et al.* (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.

Small Business Performance

Business performance is one thing that determine the development of company. The purpose of the company in getting profits, and *growth* can bea chieved if the company has the optimal performance. Company's performance can be seen from the level of sales, rates of return, rate of return on capital, the level of turnover and market share achieved (Glueck & Jauch, 1984).

Laitinen (2002) shows that the performance can be defined as the ability of an object produces results within specified dimensions apriori, in connection with the target. He also shows that a well-organized system of performance measurement may be the most powerful mechanisms of management to increase the probability of successful strategy implementation. The literature shows that the sales turnoveris the

most frequently used indicator of the performance (Delmar, 1997), (O'Regan *et al.*, 2005) using financial performance by using gross profit a measure of performance.

Conceptual Framework

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 (Ahmad *et al.*, 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.

Referring to the competency indicators from Man *et al.* (2002) that recommends 6 components to measure entrepreneurial competency which are *strategic, conceptual, opportunity, relationship, organizational, commitment*. These indicators will be test edit role in determining entrepreneurial competency.

Based on the description above, the conceptual framework of the study is structured as follows:

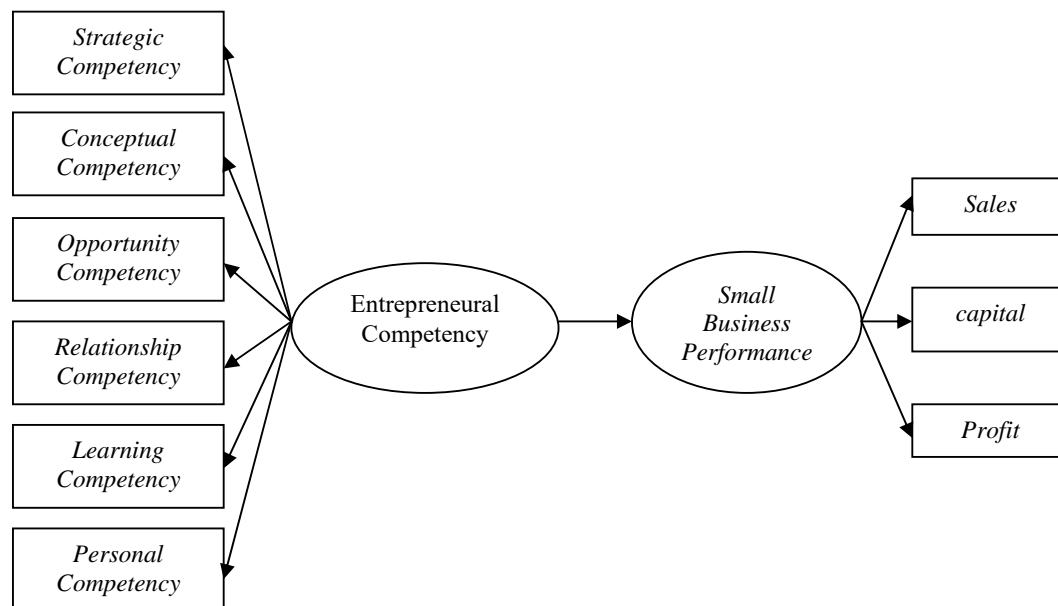


Figure 1. Conceptual Framework

Research Methods

Variables

1. Interpreneurial competencies

Overall entrepreneurial competency attributes of owner/manager includes internal and external aspects. Measurement of entrepreneurial competency adopted from Man *et al.* (2002) by using 6 dimensions, which are strategic competency, conceptual competency, opportunity competency, relationship competency, learning competency, personal competency

2. Business Performance

Business performance in research is the perception of the owner/manager of a business performance compared to objectives. Measurement of business performance is adopted from (Li *et al.*, 2005) consists from 3 dimensional: sales, capital, profit.

Data Collection Techniques

Methods of data collection using questionnaires, which is designed in the form of a closed questionnaire. The questionnaire were prepared using 5-point Likert Scale, scores ranging from 1 to negative responses to a score of 5 for a positive response.

Research Sample

The sampling method is non probability sampling with the technique of Purposive Sampling that is sampling based on criteria that SMEs has export product and has the potential to export which is as many as 55 SMEs.

Data Analysis Technique

Data analysis techniques are used to answer the problem formulation in this study, namely Confirmatory Factor Analysis further results of factor analysis (factor scores) are used for data input Linear Regression Analysis. Data analysis using SPSS statistical software.

Result and Discussion

a. Confirmatory Factor Analysis

Factor analysis is used to analyze the factors that determine entrepreneurial competencies is confirmatory factor analysis, that is confirm the existing factor to the formation of entrepreneurial competencies. Based on the analysis results obtained from the six factors examined there is 1 factor which is Strategic competency had a loading factor less than 0,5 while 5 other factors had loading factor above 0,5. Thus the factors forming entrepreneurial competencies is namely Strategic competency, Conceptual competency, Opportunity competency, Learning competency, and Personal competency. While relationship competency is less significance in shaping the entrepreneurial competencies.

b. Regression Analysis

The results of the model test (F-Test) obtained significance value $F = 0,000$ is less than $0,05$ shows that the model can explain the effect of entrepreneurial competency on SMEs performance, with the ability to explain $25,8\%$ ($r^2 = 0,258$). Regression coefficient values of entrepreneurial competencies $0,232$ shows the entrepreneurial competencies has a positive influence on the performance of SMEs, meaning that the higher the entrepreneurial competencies, the higher performance achieved SMEs or the opposite. Significance value $0,000$ less than $0,05$ shows that entrepreneurial competencies have a significant effect on the performance of SMEs.

Discussion

Entrepreneurial competency is an individual characteristics includes knowledge, skills, and/or ability required to perform a specific job (Baum *et al.*, 2001). Based on the results of analysis show that on small and medium enterprises in Malang Regency, competencies that required by owners of SMEs include Strategic competency, Conceptual competency, Opportunity competency, Relationship competency, Learning competency, and Personal competency.

Strategic competency is the competency to perform regular monitoring of the progress of the achievement of business objectives, and the ability to identify issues in the future. The measurement result of entrepreneurial competency shows the owner/manager SMEs already has a good ability in terms of strategy routine monitoring of the progress in achieving the business goals, but still needs to be improved on the ability to identify issues in the future related to the occupied areas of the business. Recognizing that small and medium enterprises is a business group that is easy to grow, but also easy to die, then the ability to identify future issues become very important for entrepreneurs, because with the ability to identify issues in the future, then the entrepreneur/owner will quickly read business opportunity the goods/services is no longer demanded by the customers, then the new goods/services is ready generated, eventually able to secure business continuity.

Conceptual competency is the entrepreneurial competencies in terms of developing new ideas, and impose new problems as opportunities. The measurement results of conceptual competencies owner/managers of small and medium enterprises shows that conceptual competencies possessed still needs to be improved because it is still in the category of sufficient. This indicates that the ability of the owners/managers of SMEs developing new ideas need to be improved, as well as in solving business problems.

Opportunity competency is the ability of owners/managers in identifying the goods or services that consumers want, and the ability to measure unfulfilled consumer needs. The measurement result of opportunity competency shows the owners/managers of SMEs general has had a high opportunity competency either ability in terms of identifying the goods or services that consumers want, as well as the ability to understand unfulfilled consumers' needs. This ability is the advantages of the owners/managers of SMEs in maintaining their business because by knowing the goods/services that the customer wants, then the owner/entrepreneur could produce goods/services received by consumers that have a competitive advantage compared to competitors.

Relationship competency is the ability of the owners/managers of SMEs in maintaining or establishing interpersonal relationships in a working relationship with the workers, as well as the ability of to develop long-term trust with stakeholders. The results showed that the owner/manager already has had a good relationship competency, in terms of inter-personal relationships in the working relationship with the workers, as well as the ability of to develop long-term trust with stakeholders.

Learning competency is the ability of the owners/managers of SMEs in developing businesses through a continuous process of learning about the occupied business, and applying the results of learning in to everyday practice managing company. The measurement results shows that in general the owner/manager has already had a good learning competency, that is the ability to learn as much as possible in occupied areas, as well as the ability to apply skills learned in real practice.

Personal competency is the ability of the owners/managers of SMEs in terms of motivating themselves to achieve optimal performance, and the ability to identify possessed strength to take advantage of the opportunities and facing the threats. The measurement result of personal competency shows that the owner/manager has already had a good learning competency particularly supported by the ability to motivate themselves to always achieve the optimal performance, while the ability to identify the possessed strength still need to be increased.

Results of confirmatory factor analysis to the six variables formers entrepreneurial competencies shows only 5 variables that form the entrepreneurial competencies namely Strategic competency, Conceptual competency, Opportunity competency, Learning competency, and Personal competency, while Relationship competency do not had significant importance in shaping the entrepreneurial competencies. The results of this study indicate that the competencies required by the owners/managers of SMEs to their business succeed are Strategic competency, Conceptual competency, Opportunity competency, Learning competency, and Personal competency.

Relationship competency has no significance in shaping the entrepreneurial competencies could be due to the lack of the ability negotiate from the owners/managers with the stakeholders such as with suppliers, and business partners (distributors). Internal relations owners/managers and workers are already well established, as well as the trust with stakeholders has also been well established, but both these capabilities do not sufficient to contribute to the entrepreneurial competencies that will ultimately determine the performance of the business.

Results of regression analysis between entrepreneurial competencies on business performance shows that entrepreneurial competencies are the variables that significantly influence the performance of the business, the higher the competency of the owner/manager namely Strategic competency, Conceptual competency, Opportunity competency, Learning competency, and Personal competency will lead to the higher business performance achieved.

Competence is the ability to be able to run an activity, entrepreneurial competencies in this regard are the terms of the ability of the owner/manager in running the business in order to become more developed and succeed in accordance with the objectives. The owners/managers of SMEs that succeed run the business must had Strategic competency, Conceptual competency, Opportunity competency, Learning competency, and Personal competency. Nevertheless the contribution of

entrepreneurial competencies to the achievement of business performance is relatively small that is only 25,8% meaning entrepreneurial competency only as a condition to achieve business performance, certainly achieve business performance will be influenced by other factors for example, how the owner/manager that already had all 5 of these competencies define the business strategy, how the policy is taken in the face of tight competition, how to operate more effectively and efficiently.

The limitations of this study is the performance of the business viewed from the personal perspective, not consider external factors such as environmental, and managerial factors such as the implementation of strategy and business management. Therefore, further research needs to include variables strategy as well as entrepreneurial orientation as variables that influence business performance.

Conclusion

The conclusion that could be stated from the results of this study are as follows:

1. Entrepreneurial competencies that needed to form the entrepreneurial competencies of the owners/managers of SMEs include Strategic competency, Conceptual competency, Opportunity competency, Learning competency, and Personal competency. While relationship competency less significance in shaping the entrepreneurial competencies. From 5 competencies that has an important meaning to the formation of entrepreneurial competencies, strategic competency and learning competency are the two most decisive the ability of establishment of entrepreneurial competencies.
2. Entrepreneurial competencies had significant positive effect on the performance of small businesses, meaning that the higher the entrepreneurial competencies possessed by the owners/managers include Strategic competency, Conceptual competency, Opportunity competency, Learning competency, and Personal competency, then the higher the performance of the business.

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