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## The Influence Of Entrepreneurial Competency And Leadership On Micro-Enterprise Sustainability In Bandar Lampung City

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### ABSTRACT

*Micro-enterprises play a vital role in supporting local economic development, yet many face persistent challenges in sustaining their operations over time. This study aims to examine the influence of entrepreneurial competency and entrepreneurial leadership on micro-enterprise sustainability in Bandar Lampung City. A quantitative research design was employed, using primary data collected from 125 micro-enterprise owners through a structured questionnaire. The data were analyzed using multiple linear regression with SPSS. The results indicate that entrepreneurial competency has a positive and statistically significant effect on micro-enterprise sustainability. This finding suggests that entrepreneurs who possess stronger competencies – such as opportunity recognition, strategic thinking, resource management, and commitment – are more capable of maintaining business continuity in a dynamic and resource-constrained environment. In contrast, entrepreneurial leadership does not demonstrate a significant direct effect on sustainability, indicating that formal leadership practices may be less influential in micro-enterprise contexts where owners are deeply involved in daily operations. These findings contribute to the literature by highlighting entrepreneurial competency as a key internal determinant of micro-enterprise sustainability, particularly in developing economies such as Indonesia.*

**Keywords:** Entrepreneurial Competency; Entrepreneurial Leadership; Micro-Enterprise Sustainability; Msmes; Bandar Lampung City

### ABSTRAK

*Usaha mikro memiliki peran penting dalam mendukung pembangunan ekonomi lokal, namun banyak yang masih menghadapi tantangan dalam mempertahankan keberlanjutan usahanya. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi kewirausahaan dan kepemimpinan kewirausahaan terhadap keberlanjutan usaha mikro di Kota Bandar Lampung. Penelitian ini menggunakan pendekatan kuantitatif dengan data primer yang dikumpulkan dari 125 pemilik usaha mikro melalui kuesioner terstruktur. Data dianalisis menggunakan regresi linier berganda dengan bantuan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa kompetensi kewirausahaan berpengaruh positif dan signifikan terhadap keberlanjutan usaha mikro. Temuan ini mengindikasikan bahwa pelaku usaha yang memiliki kompetensi kewirausahaan yang lebih kuat – seperti kemampuan mengenali peluang, berpikir strategis, mengelola sumber daya, dan memiliki komitmen usaha – lebih mampu menjaga keberlangsungan usahanya dalam lingkungan yang dinamis dan terbatas sumber daya. Sebaliknya, kepemimpinan kewirausahaan tidak menunjukkan pengaruh langsung yang signifikan terhadap keberlanjutan usaha mikro, yang*

menunjukkan bahwa praktik kepemimpinan formal kurang dominan dalam konteks usaha mikro di mana pemilik usaha terlibat langsung dalam aktivitas operasional sehari-hari. Penelitian ini memberikan kontribusi teoretis dengan menegaskan peran kompetensi kewirausahaan sebagai faktor internal utama dalam menentukan keberlanjutan usaha mikro, khususnya di negara berkembang seperti Indonesia.

**Kata Kunci:** Kompetensi Kewirausahaan; Kepemimpinan Kewirausahaan; Keberlanjutan Usaha Mikro; UMKM; Kota Bandar Lampung

## INTRODUCTION

Micro-enterprises represent the smallest yet most dominant segment of Micro, Small, and Medium Enterprises (MSMEs) and play a critical role in economic development, particularly in developing countries (Mohiuddin et al., 2020). Beyond income generation, micro-enterprises contribute to employment creation, poverty reduction, and local economic resilience by utilizing local resources and serving community-based markets (Zizile & Tendai, 2018; Ahmad et al., 2018). Despite their economic importance, micro-enterprises remain highly vulnerable due to limited capital, weak managerial capacity, and exposure to market uncertainty (Nikolić et al., 2019).

Indonesia provides a relevant context for examining micro-enterprise sustainability, as MSMEs account for more than 90% of business entities and absorb over 97% of the national workforce (KADIN Indonesia, 2025). Micro-enterprises dominate this structure, representing approximately 99% of all MSMEs, particularly in non-agricultural sectors. While this dominance reflects strong entrepreneurial participation, it also highlights structural fragility, as most micro-enterprises operate with limited assets, low productivity, and informal management practices. Consequently, ensuring business sustainability remains a major challenge, with more than 60% of MSMEs in Indonesia failing to survive in the long term (Mesin, 2025).

**Table 1. Number of Micro, Small, and Medium Enterprises (MSMEs) in Bandar Lampung City**

Number of Business Units	Year
	2023
Micro	2,243
Small	41
Medium	12
<b>Total</b>	<b>2,296</b>

Source: Cooperatives Office and Micro, Small, Medium Enterprise of Lampung Province, 2023.

This condition is also evident at the regional level, including in Bandar Lampung City, where micro-enterprises constitute the majority of MSME shows in Table 1. Although micro-enterprises play a strategic role in supporting local

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economic activity and employment, many struggle to maintain business continuity. Prior studies indicate that nearly half of small businesses fail within their first five years, suggesting that sustainability challenges persist even beyond the start-up phase (Nikolić et al., 2019). These challenges are not solely driven by external constraints such as access to capital, but are increasingly linked to internal entrepreneurial factors (Giovannoni & Fabietti, 2013).

Entrepreneurial competency has been widely recognized as a key determinant of business sustainability. It encompasses the knowledge, skills, and behavioral capabilities that enable entrepreneurs to identify opportunities, manage resources effectively, and adapt to environmental changes (Man et al., 2002; Bird, 2019). Entrepreneurs with stronger competencies tend to demonstrate higher resilience, innovation capacity, and long-term business viability (Fazal et al., 2019). However, many micro-entrepreneurs lack adequate competencies due to limited training and experiential learning, which constrains their ability to sustain business operations (Pepple & Enuoh, 2020).

In addition to competency, entrepreneurial leadership plays a crucial role in shaping business direction and sustainability. Entrepreneurial leadership emphasizes vision, opportunity recognition, and the ability to mobilize limited resources under uncertainty (Gupta et al., 2004; Mamun et al., 2018). While prior studies have shown that entrepreneurial leadership can enhance business performance and sustainability, empirical findings remain inconsistent, particularly in the context of micro-enterprises (Hussain & Li, 2022).

Although existing research has examined entrepreneurial competency and entrepreneurial leadership separately, limited studies have analyzed their combined influence on micro-enterprise sustainability. Empirical evidence focusing on micro-enterprises in Bandar Lampung City remains scarce. Therefore, this study aims to examine the influence of entrepreneurial competency and entrepreneurial leadership on micro-enterprise sustainability in Bandar Lampung City, contributing context-specific insights to the entrepreneurship and sustainability literature.

Entrepreneurial competency is a key internal factor influencing business sustainability, particularly in micro-enterprises where owners are directly involved in operational and strategic decision-making. Man et al. (2002) define entrepreneurial competency as a set of knowledge, skills, and behavioral capabilities that enable entrepreneurs to identify opportunities, manage resources, and respond to environmental changes effectively. This competency-based perspective emphasizes that sustainability depends not only on external resources but also on the entrepreneur's ability to utilize them strategically.

Entrepreneurial competencies are multidimensional, encompassing opportunity recognition, relationship management, conceptual thinking, organizing ability, strategic orientation, and commitment (Man et al., 2002; Bird, 2019). Empirical studies consistently report a positive relationship between entrepreneurial competency and business sustainability. Fazal et al. (2019) and Ismail (2022) demonstrate that entrepreneurs with stronger competencies exhibit higher resilience and long-term business viability. In Indonesia, Yahya et al. (2025) confirm that entrepreneurial competency significantly enhances MSME

sustainability. However, many micro-entrepreneurs still lack adequate competencies due to limited training and managerial experience, which constrains innovation and business continuity (Pepple & Enuoh, 2020).

Entrepreneurial leadership integrates entrepreneurial orientation with leadership capability, emphasizing vision, opportunity recognition, innovation, and risk-taking in uncertain environments (Gupta et al., 2004). This leadership style is particularly relevant for micro-enterprises, where the business owner functions simultaneously as leader and manager (Mamun et al., 2018). Entrepreneurial leaders are expected to mobilize limited resources and align employees toward achieving long-term business goals.

Prior empirical findings on the effect of entrepreneurial leadership on sustainability remain mixed. Several studies indicate that entrepreneurial leadership positively influences innovation, resilience, and sustainable performance (Koryak et al., 2015; Hussain & Li, 2022). Conversely, other studies report insignificant or context-dependent effects, suggesting that structural constraints may weaken leadership influence in small firms (Nor-Aishah et al., 2020; Puceanu et al., 2021). These inconsistencies highlight the need for further empirical investigation, particularly within micro-enterprises in developing economies.

Business sustainability refers to an enterprise's ability to maintain long-term operations while balancing economic, social, and environmental objectives Elkington in 1998 (Das et al., 2020). In micro-enterprises, sustainability is typically reflected in basic indicators such as profit stability, cost efficiency, employee development, collaboration, and environmentally responsible practices (Giovannoni & Fabietti, 2013; Orobia et al., 2020). Due to limited resources, micro-enterprises often adopt informal sustainability practices that are strongly influenced by the entrepreneur's personal competencies and leadership capabilities (Alshehhi et al., 2018).

Although previous studies have examined entrepreneurial competency and entrepreneurial leadership in relation to SME sustainability, most treat these variables separately. Empirical evidence focusing specifically on micro-enterprises remains limited. Given the dominance and vulnerability of micro-enterprises in Bandar Lampung City, this study addresses this gap by examining the influence of entrepreneurial competency and entrepreneurial leadership on micro-enterprise sustainability. Based on the literature, the following hypotheses are proposed:

*H1: Entrepreneurial competency has a positive effect on micro-enterprise sustainability.*

*H2: Entrepreneurial leadership has a positive effect on micro-enterprise sustainability.*

## METHODS

This study employed a quantitative research design to examine the influence of entrepreneurial competency and entrepreneurial leadership on micro-enterprise sustainability in Bandar Lampung City. A quantitative approach was considered appropriate as it allows for the measurement of relationships between variables through statistical analysis and facilitates objective hypothesis testing. The population of this study consisted of micro-enterprise owners operating in Bandar Lampung City. In accordance with Law No. 20 of 2008, micro-enterprises are

defined as productive businesses owned by individuals with total assets not exceeding IDR 50,000,000 and an annual turnover of no more than IDR 300,000,000. The respondents were required to have still actively operating at the time the research is conducted and directly involved in decision-making and leadership within their enterprises. A non-probability sampling technique was applied using purposive sampling combined with quota sampling to ensure both relevance and proportional representation across business sectors (Sekaran & Bougie, 2016). Based on national data from the Ministry of Cooperatives and SMEs, five dominant business sectors were selected, namely agriculture and fisheries, wholesale and retail trade, accommodation and food services, manufacturing, and services. Each sector was allocated an equal quota of respondents. A total of 125 micro-enterprise owners participated in the study, meeting the minimum sample requirements for regression analysis.

**Table 2. Business Sector Distribution**

No	Business Sectors	Percentage	Quota
1	Agriculture and Fisheries	20%	25
2	Wholesale and Retail	20%	25
3	Accommodation, Food and Beverage	20%	25
4	Manufacturing	20%	25
5	Service	20%	25
TOTAL		100%	125

Source: The Ministry of Cooperatives and SMEs (2024)

Primary data were collected using a structured questionnaire distributed online through Google Forms between November 3 and December 19, 2025. The questionnaire was disseminated via social media platforms, business community groups, and direct outreach to micro-enterprise owners in Bandar Lampung City. All responses were collected anonymously to ensure confidentiality and to minimize response bias. The research instrument was designed using a Likert scale to measure entrepreneurial competency, entrepreneurial leadership, and micro-enterprise sustainability. Prior to hypothesis testing, the instrument underwent validity and reliability testing using SPSS. Construct validity was assessed using the Kaiser-Meyer-Olkin (KMO) measure and factor loading values, with a minimum threshold of 0.5 indicating acceptable validity (Hair, 1995). Reliability was evaluated using Cronbach's Alpha, where values above 0.6 indicated satisfactory internal

consistency (Sekaran & Bougie, 2016). Data analysis was conducted using multiple linear regression to test the proposed hypotheses regarding the effects of entrepreneurial competency and entrepreneurial leadership on micro-enterprise sustainability. The t-test was applied to assess the partial effects of each independent variable, while the coefficient of determination ( $R^2$ ) was used to evaluate the explanatory power of the model. Statistical analysis was performed using SPSS, and hypothesis decisions were based on a significance level of 1, 5, 10 percent.

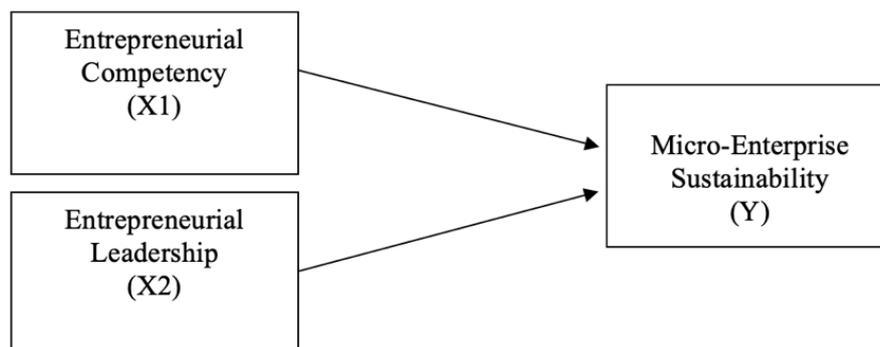


Figure 1. Theoretical Framework

## RESULT AND DISCUSSION

Before examining the relationships among variables, a brief overview of respondent characteristics was conducted to provide contextual understanding of the research sample. The respondents consisted of micro-enterprise owners in Bandar Lampung City who were actively involved in managing and making strategic decisions within their businesses. These characteristics include domicile, gender, age, last education, business sector, business establish, number of employees, business assets, and business turnover of micro-enterprise owners in Bandar Lampung. The results of the processed data indicate that:

Table 3. Respondent Characteristics

	n	%		n	%
Gender			Business Established		
Male	74	59.2	1-5 Years	54	43.2
Female	51	40.8	6-10 Years	31	24.8
Total	125	100	>10 Years	40	32
Age			Total	125	100
20 – 30 Years Old	25	20			
31 – 40 Years Old	41	32.8	Number of Employee		
41 – 50 Years Old	41	32.8	1 Employee	63	50.4
> 50 Years Old	18	14.4	2 Employee	20	16
Total	125	100	3 Employee	9	7.2
			4 Employee	9	7.2

Last Education			> 4 Employee	24	19.2
Elementary	35	28	Total	125	100
Junior High School	8	6.4	Business Asset		
Senior High School	60	48	<Rp 10.000.000	30	24
Diploma 3 (D3)	4	3.2	Rp 10.000.000 - 29.999.999	50	40
Bachelor (S1)	18	14.4	Rp 30.000.000 - Rp 49.999.999	45	36
Total	125	100	Total	125	100
Business Sector Distribution			Business Turnover		
Agriculture and Fisheries	25	20	<Rp 100.000.000	87	69.6
Wholesale and Retail	25	20	Rp 100.000.000 - 199.999.999	32	25.6
Accommodation, Food and Beverage	25	20	Rp 200.000.000 - 299.999.999	4	3.2
Manufacturing	25	20	>Rp 300.000.000	2	1.6
Service	25	20	Total	125	100
Total	125	100			

Source: Author (2026)

Table 3 presents the demographic and business characteristics of the respondents. The respondents consist of 125 micro-enterprise owners in Bandar Lampung City, with a higher proportion of male entrepreneurs than female entrepreneurs. Most respondents are within the productive age range, indicating an active and economically engaged business population. In terms of business experience, the majority of micro-enterprises have been operating for more than one year, with a considerable proportion having established their businesses for over ten years. This suggests that the respondents possess sufficient experience to assess issues related to business sustainability. Regarding firm size, most micro-enterprises operate with a limited number of employees, reflecting the labor-intensive and owner-centered nature of micro-enterprises. The educational background of respondents is dominated by senior high school graduates, indicating moderate

formal education levels among micro-entrepreneurs. With respect to financial capacity, most businesses fall within the lower to middle asset and turnover categories, consistent with the characteristics of micro-enterprises as defined by national regulations. The respondents are evenly distributed across five major business sectors, namely agriculture and fisheries, wholesale and retail, accommodation and food services, manufacturing, and services, ensuring balanced sectoral representation in the study sample.

This research analyzed using multiple linear regression to examine the influence of entrepreneurial competency and entrepreneurial leadership on micro-enterprise sustainability. Prior to hypothesis testing, all measurement items met the required validity and reliability criteria, indicating that the research instrument was suitable for further analysis.

**Table 4. T-Test Result**

H	Relationship Between Variables	Sig.	Significance Degree ( $\alpha = 1\%$ )	Significance Degree ( $\alpha = 5\%$ )	Significance Degree ( $\alpha = 10\%$ )
H 1	Entrepreneurial Competency → Micro-Enterprise Sustainability	.000**	Significant	Significant	Significant
H 2	Entrepreneurial Leadership → Micro-Enterprise Sustainability	.087*	No Significant	No Significant	Significant

Exp Significance Level :  $\alpha^{***} = 1\%$ ,  $\alpha^{**} = 5\%$ ,  $\alpha^* = 10\%$

Source: Author (2025)

The regression results indicate that entrepreneurial competency has a positive and statistically significant effect on micro-enterprise sustainability. This finding suggests that micro-enterprise owners who possess higher levels of entrepreneurial competency are better able to sustain their businesses over time. Competencies related to opportunity recognition, strategic thinking, organizing resources, relationship management, and long-term commitment enable entrepreneurs to adapt to market changes, manage limited resources efficiently, and maintain business continuity. This result supports the argument that human capital, particularly entrepreneurial competency, is a critical internal factor influencing sustainability in micro-enterprises.

These findings are consistent with previous studies which emphasize that entrepreneurial competency enhances business resilience and long-term performance, especially in small-scale enterprises operating under resource constraints. In the context of Bandar Lampung City, where micro-enterprises dominate the economic structure, competency development appears to be a key mechanism for strengthening business sustainability.

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In contrast, entrepreneurial leadership does not demonstrate a statistically significant direct effect on micro-enterprise sustainability at the conventional significance levels. Although a marginal effect is observed at a higher tolerance level, the results indicate that entrepreneurial leadership alone is insufficient to directly influence sustainability outcomes in micro-enterprises. This may be explained by the nature of micro-enterprises, where business owners are heavily involved in daily operational activities and formal leadership structures are less pronounced.

The absence of a strong direct effect of entrepreneurial leadership suggests that leadership practices in micro-enterprises may operate indirectly rather than independently. In small business settings, leadership roles often overlap with operational responsibilities, reducing the visibility and impact of formal leadership behaviors. As a result, sustainability outcomes may depend more heavily on practical competencies than on leadership styles.

Overall, the findings highlight that entrepreneurial competency plays a more dominant role than entrepreneurial leadership in sustaining micro-enterprises in Bandar Lampung City. While leadership remains important, its contribution to sustainability may be mediated by other factors such as innovation capability, adaptability, or operational efficiency. These results underscore the importance of strengthening entrepreneurial competencies as a strategic priority for enhancing micro-enterprise sustainability.

## CONCLUSION

This study examines the influence of entrepreneurial competency and entrepreneurial leadership on micro-enterprise sustainability in Bandar Lampung City. The findings indicate that entrepreneurial competency has a positive and significant effect on micro-enterprise sustainability, highlighting the importance of entrepreneurs' abilities to recognize opportunities, manage resources, and make strategic decisions. In contrast, entrepreneurial leadership does not show a statistically significant direct effect on sustainability, suggesting that formal leadership practices are less prominent in micro-enterprise contexts where owners are closely involved in daily operations. These results contribute theoretically by reinforcing the role of entrepreneurial competency as a key determinant of sustainability in micro-enterprises, particularly in developing economies. The findings also suggest that entrepreneurial leadership may influence sustainability indirectly through other mechanisms, such as innovation capability or adaptability, rather than through a direct relationship. From a practical perspective, the study implies that micro-enterprise development programs should prioritize strengthening entrepreneurial competencies through targeted training, mentoring, and experiential learning initiatives. For micro-enterprise owners, enhancing entrepreneurial competencies is essential to improve resilience and ensure long-term business sustainability in a dynamic economic environment.

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