Influence Of Digital Transformation, Training, Entrepreneurial Knowledge on MSME Performance After The Pandemic

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Abstract

This study aims to examine the effect of digital transormation, training, entrepreneurial knowledge on the performance of MSMEs after the pandemic. **Methodology/approach –** This research is using quantitative research. The sample in this study used the quota sampling technique where the researcher only used 100 people as the research sample. The data in this study were obtained through questionnaires distributed via google form. The scale of the questionnaire questions uses a Likert scale with a score of 5,4,3,2,1. The collected data is then analyzed by multiple regression analysis through 3 stages, namely instrument testing, classical assumption testing and hypothesis testing. **Result** –The test results show that all items of the instrument are valid and reliable and meet the prerequisites for the classical assumption test. The results showed that 1) Digital transformation had a significant positive effect on MSME performance during the pandemic, 2) training had a significant positive effect on MSME performance during a pandemic, and 3) entrepreneurial knowledge had a significant positive effect on MSME performance during a pandemic and 4) digital transformation, training and entrepreneurial knowledge have a simultaneous effect on the performance of MSMEs during the pandemic. Other researchers who want to examine more deeply related to the topic in this study can use a larger sample size with more varied variables in order to obtain better findings.

Keywords: Digital Transformasi, Training, Entrepreneurial Knowledge

INTRODUCTION

Micro, Small and Medium Enterprises or commonly known as MSMEs show an important role for Indonesia's economic growth from year to year. The development of MSMEs is currently very high, this is due to the diversity of religions, customs and regions which are divided into islands and have different resources, so that MSMEs in Indonesia are growing very rapidly and rapidly. Most MSMEs grow in qualified areas and the level of visitors to the area is a benchmark for the development of MSMEs. According to the (Kementerian Komunikasi dan Informatika, 2018), both BUMDes, MSMEs, ultra micro and cooperatives currently account for 61% of the total national gross domestic product (GDP). Unfortunately, only 21% of the four sectors do digital on boarding (Iskamto et al., 2022; Iskamto & Ghazali, 2021; Lamin, 2022; Syahrir et al., 2023).

Currently the business world is faced with a digital civilization where all digital business devices are used for business purposes by making significant changes to their properties through a combination of information, computing, communication, and connectivity technologies (Cascio & Montealegre, 2016)). Understanding this situation digital transformation is needed by companies as a response to changes in the business environment today as a result of business competition. In addition, digital transformation is considered necessary to increase the competitiveness and value creation of a company. The use of new digital technologies is expected to improve key businesses

(e.g. improve customer experience, streamline operations or create new business models, (Fitzgerald et al., 2014) Owoeye, 2021). Support this statement, P.M, Bican & A. Brem (2020) found that digital transformation has a significant positive effect on company performance.

In addition to being adaptive to digital developments. In achieving organizational goals, every organization needs resources to achieve them. These resources include natural resources, financial resources, scientific and technological resources, and human resources (J.Macke & D.Genari,2019). Among these resources, the most important resource is human resources. Human Resources (HR) is the company's most expensive asset compared to other assets because HR is the main driver of the company's organization. HR must be managed optimally, continue and be given extra attention and fulfill their rights, besides that HR is a partner of entrepreneurs to achieve organizational goals. In addition to the company, HR also always has to improve their competence, along with the development of the era of globalization (A.M. Warren 2015). Training is the obligation of the company and all parties involved in business development and planning. This is because by holding training, the company makes a long-term investment in the value development of the company (Festing & Schäfer, 2014)). Through training, companies can develop and increase employee knowledge and skills so that they can be more efficient and streamline employee performance. Training or training is intended to improve and develop the attitudes, behavior, skills and knowledge of its employees in accordance with the wishes of the company. Thus, training must be carried out continuously to improve employee performance and achievement (Zainal, 2015). The findings shows that the training carried out has a significant positive impact on company performance (Idris et al,2020).

Seraj & Alshebami (2022) states that one of the driving factors for entrepreneurial growth in a country lies in entrepreneurial knowledge. Entrepreneurial knowledge is the ability to get something new in the past, creative thinking and acting innovatively, so that it can create ideas or opportunities and can be put to good use (Roxas et al,2009). Entrepreneurial knowledge studies one's values, abilities and behavior in creating and innovating. Entrepreneurial knowledge can be obtained through various sources, which can later be used as material for consideration by business actors to maintain their business and determine the company's future steps. The findings shows that entrepreneurial entrepreneurs are one of the predictors that affect company performance (A.Al Mamun& R. Muniady, 2019).

LITERATURE REVIEW

MSME Performance (Y)
Performance is a result achieved by workers in their work according to certain criteria that apply to a job. MSME performance is one of the most important targets of financial management. One of the objectives of financial management is to maximize the wealth of the owners and the value of the company (S.Husnan & Pudjistuti,2015). (Purwaningsih & Kusuma Damar, 2015) states that the performance of MSMEs can be measured by the following indicators:
1. Sales growth
2. Capital growth
3. Addition of manpower every year
4. Market growth and marketing
5. Profit growth
6.

Entrepreneurial Knowledge (X3)
According to Hisrich et.al (2021), entrepreneurship is a process of creating something new and valuable by utilizing the necessary effort and time, taking social, physical, and financial risks, and receiving rewards in the form of money and personal satisfaction and independence. Entrepreneurial

knowledge can shape students' mindset, attitudes, and behavior to become true entrepreneurs so that it directs them to choose entrepreneurship as a career choice. Knowledge of entrepreneurship as: A person's understanding of entrepreneurship with various positive, creative, and innovative characters in developing business opportunities into business opportunities that benefit themselves and the community or their consumers

(Karyaningsih et.al, 2020). Thus, entrepreneurial knowledge is knowledge obtained from the entrepreneurial learning process obtained by students at school and outside of school. It is regarding how to take advantage of business opportunities into profitable business opportunities, start new businesses, generate new additions, and produce new products and services as capital for entrepreneurship (Mason et.al,2014) .

Entrepreneurial knowledge can   obtained through direct or indirect experience. Knowledge is directly obtained through the involvement of individuals in entrepreneurship training and similar educational backgrounds. An entrepreneur will not succeed if he does not have the knowledge, abilities, and skills (A.   Omriha, & M. A. Bouraoui, 2015). Successful entrepreneurs, in general, are those who have competencies, namely those who have knowledge, skills, and individual qualities that include attitudes, motivations, personal lvalues, land lbehaviors lneeded lto lcarry lout lwork/activities. lSome lprovisions lof lentrepreneurial knowledge lthat lneed lto lbe lowned lby la lbusiness lactor laccording lto l lare las lfollows (A.suyana and A.Agustian,2016) :

1. Knowledge of the start-up business.
2. Knowledge of roles and responsibilities.
3. Knowledge of personality and self-ability.
4. Knowledge of business management and organization.

Training (X2)

Training for employees is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities well (Attaunur,.I & Ariyanto.E, 2015).

Training refers to the development of work skills that can be used immediately. Training is a systematic process of changing the behavior of employees in a direction to improve organizational goals. This training is crucial because of the method used to retain, maintain, maintain employees and at the same time improve the skills of employees to be able to improve their performance. (Rahman Pakaya, 2011) mentioned several training indicators, including:

7. Quality of Training Materials
8. Quality of Training Method
9. Quality of Training Instructors
10. Quality of Training Facilities and Facilities
11. Quality of Training Participants.

Digital Transformation (X1)

Digital transformation is a change in how a job is handled by using information technology to gain efficiency and effectiveness. This change brings both positive and negative impacts for every individual and company related to the business process (S. Seufert and C. Meier,2016). customers to order products or place orders about various other things quickly and cheaply. No longer all have to transact directly, but online, this transaction can be done using various information technology media, ranging from ordering, payment, confirmation, and checking the delivery of goods, all done digitally. The indicators of digital transformation, according to (Hess et al., 2016), are as follows:

1. Strategic role
2. Digital Diversification
3. Revenue creation
4. Main business scope
5. Responsibility for digital transformation straegy
6. Organizational positioning of new activitis

7. Building of competencies
8. Financial of new process

METHODS

This research is a type of quantitative research. Sources of data in this study are primary data, data sources that directly provide data to researchers from banking financial reports, and secondary data are data or information obtained other than the object of research, in this case, a literature review as a supporter of theory in this study (Sugiyono,2017).

This research was conducted on MSMEs in Bekasi. The sample in this study was taken using the Quota Sampling Technique, in which this sampling technique took as many samples as the number determined by the researcher. In this research, the researcher involved 100 samples.

The data in this study were obtained through questionnaires distributed through the G-Form link. The data

collected was then analyzed using multiple regression analysis assisted by the SPSS application (A. A. Rohayah and A. Arinda,2017). The stages in this research include:

RESULT

Instrument Test
Validity Test

Validity shows the extent to which the measuring instrument is used to measure what is being measured. Measurement of validity in this study using the product-moment formula based on the following criteria:

1. If the value (Sig. 2 Tailed) < 0.05 then the instrument is declared valid
2. If the value (Sig. 2 Tailed) > 0.05 then the instrument is declared invalid

Table 1.Validity test Result

Variable	Indicator	Sig.
Digital Tranformation (X1)	Strategic role	0.726
	Digital Diversification	0.787
	Revenue creation	0.758
	Main business scope	0.713
	Responsibility for digital transformation straegy	0.732
	Organizational positioning of new activitis	0.742
	Building of competencies	0.714
	Financial of new process	0.720
Training (X2)	Quality of Training Materials	0.772
	Quality of Training Method	0.795
	Quality of Training Instructors	0.776
	Quality of Training Facilities and Facilities	0.736
	Quality of Training Participants	0.850
Entrepreneurial Knowledge (X3)	Knowledge of the start-up business.	0.822
	Knowledge of roles and responsibilities.	0.788
	Knowledge of personality and self-ability.	0.832
	Knowledge of business management and organization.	0.763
MSME Performance (Y)	Sales growth	0.798
	Capital growth	0.801
	Addition of manpower every year	0.773
	Market growth and marketing	0.792
	Profit growth	0.731

Based on the results of the Table 1, it is known that all items of the instrument are declared valid with a score of sig. 2 tails > 0.05 so the instrument is suitable for use.

Reliability Test

Reliability test is used to measure the level of consistency of the questions used. The reliability test in this study used the cronbcah alpha formula based on the following criteria:

1. if the Cronbach alpha score > 0.60 then the instrument is declared to meet the reliability requirements
2. if the cronbach alpha score <0.60, the instrument is declared not to meet the reliability requirements

Table 2 : Reliability Test Result

Variabel	N of Items	Cronbach Alpha	Information
Digital Tranformation (X1)	8	0.880	Reliable
Training (X2)	5	0.839	Reliable
Entrepreneurial Knowledge (X3)	4	0.811	Reliable
MSME Performance (Y)	5	.838	Reliable

Based on the test results, it is known that each variable has a Cronbach alpha score> 0.6 so that the instrument is feasible to use.

Classic Assumption Test
Normality Test

Normality test aims to determine that the sample data comes from a population that is normally distributed or not. Good and appropriate data used in this study is data that is normally distributed. In this study, researchers used the normality test with the Kolmogorov-Smirnov test.

1. Data is declared normally distributed if the points spread around the diagonal line and follow the direction of the diagonal line
2. The data is declared not normally distributed if the points spread far from the line or do not follow the diagonal line

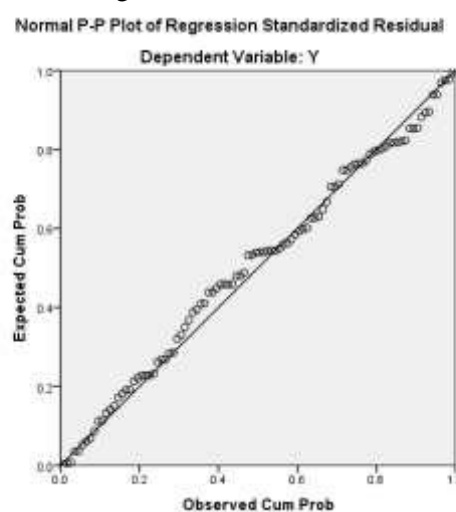The following are the results of the Kolmogorov-Smirnov test which can be seen from .

Figure 1 : Normality Test Result

The P-Plot figure 1 shows the spread of points following a diagonal line. So, it can be concluded that the regression model meets the assumption of normality.

Multicollinearity Test

This test is conducted to determine whether there is a strong correlation between the independent variables by using the Variance Inflation Factor (VIF) for each independent variable. The basis for making decisions on the multicollinearity test:

1. Data is declared to have no symptoms of multicollinearity if the tolerance value is >1.00 and the VIF value is <10.00
2. The data is declared to have symptoms of multicollinearity if the tolerance value is <1.00 and the VIF value is <10.00

The following table presents the results of the Multicollinearity test:

Table 3 : The results of the Multicollinearity test

Model		Unstandardized Coefficients		Collinearity Statistics	
		B	Std. Error	Tolerance	VIF
1	(Constant)	.524	1.248		
	X1	.291	.137	.286	3.493
	X2	.263	.120	.242	4.134
	X3	.697	.100	.501	1.994

Based on the table 3, it can be seen that the analysis calculation results show that the VIF value of each independent variable is smaller than 10 and the tolerance value is greater than 0.10 so it can be concluded that the regression model does not contain multicollinearity symptoms.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is an inequality of variance in the regression model from the residuals of one observation to another observation. To determine heteroscedasticity can use the Glejser test. The basis for decision making in this test follows this:

1. if the significance value is 0.05, it can be concluded that there is no heteroscedasticity problem,
2. If the significance value is <0.05, it can be concluded that there is a heteroscedasticity problem.

The results of the heteroscedasticity test obtained are as follows:

Table 4 : Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.935	.784		1.193	.236
	Digital Transformation (X1)	.085	.042	.248	-.596	.553
	Pelatihan (X2)	.095	.076	.259	1.262	.210
	Entrepreneurial Konwledge (X3)	.090	.063	.256	1.116	.267

a. Dependent Variable: RES2

In the calculation results Table 4 above, it is known that the significance value of the Digital Transformation, Training and Entrepreneurial Knowledge variables is more than 0.05 (553, 0.210 and 0.553, respectively). Based on this, it can be concluded that there is no heteroscedasticity between independent variables in the regression model.

Hypothesis testing

Partial T Test

The t-test is known as the partial test, which tests how the influence of each independent variable individually on the dependent variable. This partial test is done by comparing the value of (alpha) with the p-value. If the p-value < (0.05), then H0 is rejected. So, it can be said that there is a partial influence between the independent variable and the dependent variable, and vice versa. The following are the results of the t statistic test, which can be seen in Table 4.7 below.

Table 5 : T Test Result

Coefficients Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.524	1.248		.420	.676		
	X1	.291	.137	.258	2.024	.038	.286	3.493
	X2	.263	.120	.249	2.180	.032	.242	4.134
	X3	.697	.100	.555	6.992	.000	.501	1.994

a. Dependent Variable: Y

Simultaneous F Test

The F test was conducted to determine whether there was an effect between Digital Transformation, Training, and Entrepreneurial Knowledge variables simultaneously (simultaneously) on the performance of MSMEs during the pandemic. The criteria used include:

1. If the p-value < (0.05), it is said that there is a simultaneous influence between the independent variable and the dependent variable

2. If the p-value > (0.05), then H0 is accepted, which means that there is no effect between the independent variables on the dependent variable simultaneously.

Here are the results of the F statistic test, which can be seen in the table below:

Table 6 : F test result

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	371.062	3	123.687	73.488	.000b
	Residual	161.578	96	1.683		
	Total	532.640	99			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Table 4.8 above shows that the independent variable has a P-Value value of 0.000 where the probability value is below 0.05. It can be concluded that the Digital Transformation, Training and Entrepreneurial Knowledge variables together (simultaneously) affect the performance of SMEs during the pandemic.

DISCUSSION

Digital transformation affects MSME performance during the pandemic

The Covid-19 pandemic has brought about changes in customer behavior and requires businesses to adapt. Digital transformation is one tactic that can maintain the existence of MSMEs during the covid pandemic. This is in accordance with the findings in (H.Bouman,de Reuver,2019; Bican,Brem,2020 ;

Firiasari,2020) where the digital transformation carried out has a significant positive impact on company performance. Digital platforms are technologies that enable companies to edit and distribute data at an unprecedented scale (Yoo

and Lyytinen,2010) . With a digital platform, companies can build a more competitive advantage. Trend digital networks accommodate the internet and social media (Smith et.al,2018) to build social capital superiority online. In addition, the business trend that is currently developing very rapidly is in a new world called cyberspace which can only be reached via the internet using various ICT facilities that offer various benefits and ease of doing business. From an operational point of view, digital transformation allows for the digitization of business processes that are carried out, increasing industrial productivity, and reducing costs that must be incurred in business processes in MSMEs. On the marketing side, digital transformation provides new business opportunities that will attract as many customers as possible to get bigger profits before carrying out digital transformation and provide new innovations in terms of distributing information to a wide audience.

Training affects the performance of MSMEs during the pandemic

The Covid pandemic has created various challenges that threaten the existence of MSMEs. This can be overcome by developing existing company assets. One of them is human resource development. Support in training, mentoring, and the provision of facilities will significantly help increase the development of MSMEs. A well-developed training program will significantly facilitate MSMEs in expanding their markets both domestically and overseas. So that the level of welfare of the community and the workforce involved in it will increase, and synergy will have a positive impact on the success of national development. The performance of employees is the main factor that determines organizational success, that how well employees do their jobs affects productivity and organizational performance significantly. This is following the findings in (Idris et.al,2020 :Pramuki and Kusumawati,2012 ; Sukriani,2018) where training has a significant positive effect on company performance. If a company owner evaluates his workforce carefully, he will likely find two or more employees lacking specific skills. The training program presents an opportunity to instill the required skills in employees.

Similarly, development programs help expand the knowledge base of all employees. By doing so, company owners can bridge the gaps and weak links in their organizations. In such a way, every employee will be able to fill in for his colleague and handle any task with efficiency.

Entrepreneurial knowledge affects the performance of MSMEs in the Pandemic Period

One of the impacts felt since the Covid pandemic is the high number of unemployed. To reduce the relatively high unemployment and poverty resulting from the COVID-19 pandemic, competent business actors are needed. In entrepreneurship, of course, one must have primary entrepreneurship education to assist individuals in developing desire, spirit, and entrepreneurial behavior. Education can be a source of attitude and overall intention to become a successful entrepreneur in the future (O.Fatoki,2014). An entrepreneur is required to have special knowledge related to the business to be run. Without knowing the intricacies of a particular product or market dynamics, an entrepreneur puts himself at risk of failure. Lack of knowledge will make bad decisions, and learning from costly mistakes is not easy for an entrepreneur. With this knowledge, an entrepreneur can face various challenges creatively and innovatively. This can be reflected in the ability and willingness to start a business (start-up), the ability to do something new (creative), the ability and ability to seek opportunities (opportunity), the ability and courage to take risks (risk-bearing), and the ability to developing ideas and gathering resources. This is following the findings in (Al mamun et.al,2019 ; Roxas et.al 2009). Knowledge of entrepreneurship is crucial because with the skills or knowledge of entrepreneurship mastered, what MSMEs strive for will be more advanced and developed, which has a positive impact.

Digital Transformation, Training, Entrepreneurial Knowledge simultaneously affect the performance of MSMEs during the pandemic

In the current pandemic period, Micro, Small, and Medium Enterprises (MSMEs) cannot be separated from the impact of the Covid-19 pandemic. SMEs are expected to survive during the current pandemic. They are required to have more innovations so that the marketing of their products to the community can be expanded not only in one area. In response to this, MSMEs can develop both internally and externally. The development of MSME leaders, employees, and the application of digital transformation can be made in dealing with challenges during the pandemic. Transformation is needed to create an economic posture or business ecosystem that is more advanced and can increase business productivity during a pandemic. This requires the role of multi-stakeholders, one of which is a technology entity. Joining the marketplace or selling and marketing their products digitally through an e-commerce platform is one of the most significant ways. This is the only way MSMEs can market their products, considering the COVID-19 pandemic requires people to stay at home. Facing challenges during a pandemic can be done by having a competent leader with good entrepreneurial knowledge who will control and control the organization in the right way so that the desired targets can be carried out effectively and efficiently. The key to successful management lies in the leader's knowledge in developing all components of the company. Leaders have a great responsibility in guiding their employees. The guidance provided by the leadership can be in the form of guidance or direction. It is undeniable that, in an MSME, there is a process that influences each other between leaders and HR which then determines the success of MSMEs. HR is one of the essential things that predicts the success of MSMEs. In (B.Idris and Johnstone,2020; Pramuki and Kusumawati,2021;Rahman et.al,2017) finding that good training can also support a company's success in achieving its goals. An employee who receives training from time to time is better positioned to increase his work productivity. The training program will ensure that every employee will be conversant with the proper safety practices and procedures to follow when performing basic tasks. The training program also helps build the employee's confidence as they will gain a better understanding of the industry and its role responsibilities.

CONCLUSIONS

Digital transformation has a significant positive effect on MSME performance during the pandemic, training has a significant positive effect on MSME performance during the pandemic, and entrepreneurial knowledge has a significant positive effect on MSME performance during the pandemic, and Digital transformation, training, and entrepreneurial knowledge have a simultaneous effect on the performance of MSMEs during the pandemic. Other researchers who want to examine more deeply related to the topic in this study can use a larger sample size with more variables to obtain better findings. In the face of such a volatile economic situation, MSMEs must always be adaptive to maintain their existence. This can be done by conducting various HR and operational development programs. Automatic promotion by utilizing online media to expand reach is something MSMEs must master to survive the pandemic. Other researchers who want to examine more deeply related to the topic in this study can use a larger sample size with more variables to obtain better findings.

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