Available *online* at : http://jurnal.poltekapp.ac.id/

Jurnal Manajemen Industri dan Logistik

| ISSN (Print) 2622-528X | ISSN (Online) 2598-5795 |

Article category : Industrial Marketing

Business Performance Improvement Model Through Entrepreneurial Skills and Benchmarking Mediated by Innovation Performance of MSMEs in the Culinary Creative Industry Sub-Sector in West Java Province

S. Syahyono
Universitas Islam 45 Bekasi, Indonesia

ARTICLE INFORMATION

Article history:

Received: May 05, 2022
Revised: May 25, 2022
Accepted: June 02, 2022

Keywords:

benchmarking;
entrepreneurial skills;
innovation performance;
business performance;
MSME sub-sector;
culinary creative industry

ABSTRACT

This study aimed to analyze the effect of Entrepreneurship Skills and Benchmarking on the Business Performance of Culinary MSMEs mediated by Innovation Performance. This research is descriptive-verificative with survey research, the approach in this study used a descriptive-quantitative approach. There were 338 observation units (respondents) who filled out the questionnaire. The sampling technique used was proportional random. Descriptive analysis and verification analysis were used to process the data. The results of this study showed that low innovation performance, low entrepreneurial skills and the application of benchmarking were the causes of low culinary business performance achievements in West Java, . Entrepreneurial competence must be improved in order to have a greater impact on innovation performance that has an impact on continuous performance improvement.

Corresponding Author:

S. Syahyono,
Email: Syahyono@unisma.ac.id

INTRODUCTION

There are three main sub-sectors in the creative economy in Indonesia such as culinary, craft, and fashion. The creative economy in Indonesia absorbs 14% of the workforce or around 18.1 million workers aged between 20-24 years[1, 2]. According to Bekraf, Indonesia creative economy has major problem, namely minimal funding, as many as 92.4% of MSMEs rely on their own capital, 2.4% get loans from banks, 0.7% were financed by ventures, and 96.6% were not incorporated business[3].

This phenomenon shows that crafts, fashion and culinary are still left behind especially in labor absorption that also has an impact on the community economy [4]. However, there are still many challenges to developing creative industries [5]. According to survey conducted Central Statistics Agency, it is found that there are only five provinces in Indonesia that massively dominate the production of export commodities for creative economy output[6]. The visualization of the survey results can be seen in Table 1 below[7]:

Table1. Provinces Contribution to Creative Economy Exports in 2018

Rank	Province	Percentage	Total Ekraf export in 2018		
1	West Java	33.56%	USD	6.499	Billion
2	East Java	20.85%	USD	4.037	Billion
3	Banten	15.66%	USD	3.003	Billion
4	Central Java	14.02%	USD	2.714	Billion
5	DKI Jakarta	10.50%	USD	2.033	Billion
6	Riau Islands	1.89%	USD	0.366	Billion
7	Bali	1.32%	USD	0.256	Billion
8	In Yogyakarta	1.26%	USD	0.243	Billion
9	Riau	0.45%	USD	0.087	Billion
10	North Sumatra	0.28%	USD	0.055	Billion
TOTAL			**USD**	**18.286**	**Billion**

Source : BPS & Bekraf, 2018 (processed)

From table 1, obtained that the West Java province is the province with highest export commodity with a percentage of 33% during 2018. After West Java there are East Java (20.85%), Banten (15.66%), Central Java (14.02%) and Jakarta (10.50%). This export includes multi-products resulting from the contribution of thousands of creative industry units involving many local human resources in each region [8].

Table 1. describes the fact that other provinces have not effectively demonstrated their role in developing the creative economic potential for the improvement and progress of the Indonesian economy at a macro level. Based on the public opinion, the emerged that the various sub-sectors of the creative industry were most likely not fully developed in the province [7, 9, 10].

The understanding of creative industry performer and the public on industrial changes is still limited[11]. It causes lower level of distribution of culinary creative sub-sector utilization in Indonesia [12]. It can be said that the importance of developing innovation and the factors supporting

company performance for business continuity have not been realized by most of the Indonesian people [11]. Viewing the phenomenon of the creative economy, the culinary industry sub-sector should be the largest contributor to the National GDP contribution , but the fact is that currently the contribution of the culinary sub-sector continues to decline. In fact, it tends to be very low compared to the fashion sub-sector [13].

Based on description above, it shows that there is a performance innovation gap between large culinary business performer and lower-middle culinary business performer to develop their business. In developing the culinary industry in Indonesia, it is necessary to map out the culinary ecosystem consisting of creative value chains, markets, nurturance environments (nurturing and business development environments), and archiving all forms of culinary potential to be developed [14].

Innovation performance, entrepreneurial skills and benchmarking are factors that may affect the business performance of culinary SMEs [10]. These three factors must be met so the performance of culinary SMEs can be optimal [15]. However, the fact is that culinary MSME actors have not fully focused on benchmarking strategies in achieving goals and have the excellence in time, energy and resource allocation efficiency, so they are not in line with the development of innovation performance and business performance . It will make culinary SMEs difficult to achieve the planned conditions [16].

RESEARCH METHOD

This study used a descriptive-quantitative approach. The type of research is a descriptive-verificative survey research [17]. The sampling technique used was proportional random sampling. There were 338 units of observation (respondents) obtained from the questionnaire. The data were processed using descriptive analysis and verification analysis [18].

RESULT & DISCUSSION

Descriptive Analysis

Description of Entrepreneurship Skills

Culinary entrepreneur responses regarding to the entrepreneurial skill variable and each Dimension on is based on the percentage score (Low or high) as presented in the following table 2.

Table 2. Culinary Entrepreneurs Responses on Entrepreneurship Skills

No.	Dimension on		1-2-3-4	5-6-7	Total	Achievement Criteria
1	Self-knowledge (ES1)	f	561	453	1.014	Low
		%	55,3	44,7	100,0	
2	Imagination (ES2)	f	548	466	1.014	Low
		%	54,0	46,0	100,0	
3	Practical Knowledge (ES3)	f	597	417	1.014	Low
		%	58,9	41,1	100,0	

http://dx.doi.org/10.30998/jmil.v6i1.1003

No.	Dimension on		1-2-3-4	5-6-7	Total	Achievement Criteria
4	Search Skills (ES4)	f	538	476	1.014	Low
		%	53,1	46,0	100,0	
5	Foresight (ES5)	f	563	451	1.014	Low
		%	55,5	44,5	100,0	
6	Computation Skill (ES6)	f	560	454	1.014	Low
		%	55,2	44,8	100,0	
7	Communication Skill (ES7)	f	564	450	1.014	Low
		%	55,6	44,4	100,0	
Entrepreneurship Skills (ES)		**f**	**3.931**	3.167	7.098	**Low**
		%	**55,4**	44,6	100,0	

Source : Data processing recapitulation (2020)

Based on Table 2, the achievement of the score percentage for the latent variable of entrepreneurial skills was Low (55.4%.) The table showed that all Dimension ons in this entrepreneurial skill were Low.

Based on these data, it can be stated that the Dimension on of Self-knowledge (ES1) was generally Low (with a Low score percentage of 55.3%), so it can be stated that almost of half more culinary entrepreneurs in West Java did not have a strong interest related to culinary businesses. The Imagination Dimension on (ES2) was Low (with a Low score percentage of 54.0%) that indicated that almost half of these culinary entrepreneurs in West Java did not have a high imagination in developing their culinary business. The Practical Knowledge (ES3) Dimension on was basically Low (with a Low score percentage of 58.9%) and was the lowest achievement Dimension on compared to other Dimension ons in the entrepreneurial skills construct [19]. In this case, it can be stated that generally culinary entrepreneurs in West Java did not fully have practical knowledge in managing the production process. The Search Skills (ES4) Dimension on is the ability to find new ideas, seek information, and share information related to culinary businesses. The calculation results showed that this Dimension on was Low. Based on this condition, there are still many culinary entrepreneurs in West Java who do not fully have the ability to find new ideas, seek and share information related to their culinary business.

The Foresight Dimension on (ES5), referring to the calculation results, iwas still Low. This ability is related to the entrepreneur ability to design, implement, and evaluate the vision. The design of the vision is not attainable, so it affects the ability to carry out the vision [20]. The Computation Skill (ES6) Dimension on relates to conduct the estimation of costs/profits, utilize information technology, and predict market conditions. Referring to the results of data processing, it turns out that there are still a few culinary entrepreneurs in West Java who have adequate capabilities in estimating costs/profits. The Communication Skill (ES7) Dimension on refers to the culinary entrepreneur communication skills with subordinates, consumers, and business partners. Some culinary entrepreneurs in West Java in this case already have good skills in communicating with subordinates,

consumers, and business partners. However, some of them are not effective in conducting two-way communication with subordinates, consumers, or business partners. This communication skill Dimension on, based on the calculation results, turns out to be distributed both for entrepreneurs in restaurants and cafes [12].

Benchmarking Description

Table 3. Culinary Entrepreneur Responses on Benchmarking

No.	Dimension		1-2-3-4	5-6-7	Total	Criteria Achievement
1	Strategic Benchmarking (BM1)	f	360	316	676	Low
		%	53,3	46,7	100,0	
2	Process Benchmarking (BM2)	f	367	309	676	Low
		%	54,3	45,7	100,0	
3	Functional Benchmarking (BM3)	f	383	293	676	Low
		%	56,7	43,3	100,0	
4	Performance Benchmarking (BM4)	f	292	284	676	Low
		%	58,0	42,0	100,0	
5	Product Benchmarking (BM5)	f	364	312	676	Low
		%	53,8	46,3	100,0	
6	Financial Benchmarking (BM6)	f	405	271	676	Low
		%	59,9	40,1	100,0	
Benchmarking (BM)		**f**	**2.271**	1.785	4.056	**Low**
		%	**56,0**	44,0	100,0	

Source : Data Processing Recapitulation (2020)

Based on Table 3, the achievement of the percentage score for the latent variable construct of benchmarking was Low with a Low percentage of 56.0%. The table showed that all Dimension ons in this benchmarking were Low.

Based on these data, it can be stated that the Strategic Benchmarking (BM1) Dimension on was Low (with a Low score percentage of 53.3%). It can be stated that the efforts of culinary entrepreneurs in West Java in conducting strategic competitive analysis of partners/competitors and responding to feedback from strategic competitive analysis for the company had not been carried out effectively. The Process Benchmarking (BM2) Dimension on includes Low (with a Low score percentage of 54.3%). This condition showed that culinary entrepreneurs in West Java had not made many comparisons regarding the suitability of targets with costs, nor have they been effective in making comparisons regarding the suitability of products with targets. The Functional Benchmarking (BM3) Dimension on is classified as Low (with a Low score percentage of 56.7%). It can be stated that most culinary entrepreneurs in West Java have not been effective in comparing certain business functions with other

companies, and have not been effective in implementing certain business functions after benchmarking [21].

The Performance Benchmarking (BM4) Dimension on was Low (with a Low score percentage of 58.0%). The fact is related to the low efforts of culinary entrepreneurs in West Java in comparing outcome characteristics with other companies in achieving the planned performance targets. The Product Benchmarking (BM5) Dimension on was still Low (with a Low score percentage of 53.8%). Basically, culinary entrepreneurs in West Java had not been fully successful in producing quality products/services according to standards and in producing products/services according to the wishes of internal and external parties.

The Financial Benchmarking (BM6) Dimension on, like other Dimension ons, was still Low (with a Low score percentage of 59.9%), and was among the lowest Dimension ons compared to other Dimension ons in this benchmarking construct [10, 17]

Description of Innovation Performance

Table 4. The Response of Culinary Entrepreneurs on Innovation Performance

No.	Dimension		1-2-3-4	5-6-7	Total	Criteria Achievement
1	HR Capability (IP1)	f	573	441	1.014	Low
		%	56,5	43,5	100	
2	Use of Technology (IP2)	f	545	469	1.014	Low
		%	53,7	46,3	100,0	
3	Interaction & Communication with external parties (IP3)	f	585	429	1.014	Low
		%	57,7	42,3	100,0	
4	Marketing capability (IP4)	f	557	457	1.014	Low
		%	54,9	45,1	100,0	
5	New product development (IP5)	f	550	464	1.014	Low
		%	54,2	45,8	100,0	
6	Innovation in Operation-Production (IP6)	f	578	436	1.014	Low
		%	57,0	43,0	100,0	
7	Research & Development (IP7)	f	574	440	1.014	Low
		%	56,6	43,4	100,0	
Innovation Performance (IP)		**f**	**3.962**	3.136	7.098	Low
		%	**55,8**	44,2	100,0	

Source : Data Processing Recapitulation (2020)

Based on Table 4, the achievement of the percentage score for the latent variable of innovation performance was Low, with a Low percentage of 55.8%. The table showed that all Dimensions in this innovation performance were Low.

Based on these data, it can be stated that the HR Capability Dimension (IP1) was generally Low (with a Low score percentage of 56.5%). It can be stated that HR did not yet fully possess the skills to innovate. The dimensions of Technology Use (IP2) were also Low (with a Low score percentage of 53.7%). In this

case, the company ability to use the internet in product promotion, build prospective business networks, and market products on-line had not been fully exploited. Dimensions of Interaction & Communication with External Parties (IP3) include Low (with a Low score percentage of 57.7%). It is based on the fact that culinary companies had not fully cooperated with third parties, carried out promotions, exhibitions and bazaars, and entered into partnerships with customers and consumers. The Marketing Capability Dimension (IP4) in this case is Low (with a Low score percentage of 57.7%). This condition showed that culinary entrepreneurs in West Java still face difficulties in evaluating culinary products, introducing products with special menus, and determining product selling prices.

The New Product Development (IP5) dimension was basically Low (with a Low score percentage of 54.2%). The development of new products was related to the creation of product development plans and ideas, the creation of competitive superior product plans, and the ability to follow market demand. Dimension of Innovation in Operations-Production (IP6) was Low (with a Low score percentage of 57.0%). This dimension is related to make product innovations according to consumer demand, effective and efficient use of raw materials, and product quality control. The Research & Development Dimension (IP7) like other Dimensions that was Low (with a Low score percentage of 56.6%). The factors that determine this are the identification of market segments, expansion of market networks, and expansion of product distribution. It can be stated that each type of business had the similarities in this Dimension with the assumption that had certain characteristics [8, 10, 14].

Performance Description

Table 5. Culinary Entrepreneur Responses on Business Performance

No.	Dimension		1-2-3-4	5-6-7	Total	Criteria Achievement
1	Profitability (FP1)	f	602	412	1.014	Low
		%	59.4	40.6	100,0	
2	Growth (FP2)	f	621	393	1.014	Low
		%	61.2	38.8	100,0	
3	Market Value (FP3)	f	609	405	1.014	Low
		%	60.1	39.9	100,0	
4	Customers Satisfaction (FP4)	f	617	397	1.014	Low
		%	60.8	39.2	100,0	
5	Employees Satisfaction (FP5)	f	585	429	1.014	Low
		%	57.7	42.3	100,0	
6	Environmental Performance (FP6)	f	613	401	1.014	Low
		%	60.5	39.5	100,0	
7	Social Performance (FP7)	f	629	385	1.014	Low
		%	62.0	38.0	100,0	
Performance (BP)		**f**	**3.962**	3.136	7.098	**Low**
		%	**55,8**	44,2	100,0	

Source : Data Processing Recapitulation (2020)

http://dx.doi.org/10.30998/jmil.v6i1.1003

Based on Table 5, the achievement of the percentage score for the latent variable of business performance was Low (55.8%). The table 5 showed that all Dimensions in this business performance were Low.

Based on these data, it can be stated that Profitability (FP1) dimension was Low (with a Low score percentage of 59.4%). In this case, profitability refers to the measurement of level of cost efficiency, optimization of profit creation, and the effectiveness of production equipment use. Dimension Growth (FP2) was Low (with a Low score percentage of 61.2%). This dimension can be seen from the potential for additional production capacity, the potential for increasing the number of human resources, and the potential for additional product/service variants. Market Value (FP3) Dimension showed the Low (with a Low score percentage of 60.1%). Dimension Customer Satisfaction (FP4) as well as other Dimensions was Low (with a Low score percentage of 60.8%).

Dimension of Employee Satisfaction (FP5) was low (with a Low score percentage of 57.7%). The characteristics of employee satisfaction can be seen from the level of employee retention to keep working, the level of individual performance, and the level of pride as an employee in the culinary business. The Dimension of Environmental Performance (FP6) was Low (with a Low score percentage of 60.5%). Generally, this dimension related to the level of waste/business waste management, support for environmental sustainability, and involvement in the green environment. Dimension of Social Performance (FP7) also included the Low (with a percentage of Low score of 62.0%). In this case, the dimension of social performance was based on support for the community (sponsorship, CSR), active involvement in local community activities, and contribution to reducing the number of unemployed.

Partial Least Square Path Modeling (PLS-PM) Analysis

Based on PLS calculations, the model for improving business performance through entrepreneurial skills and benchmarking mediated by innovation performance in the UMKM sub-sector of the culinary creative industry in West Java Province can be presented in this figure 1.

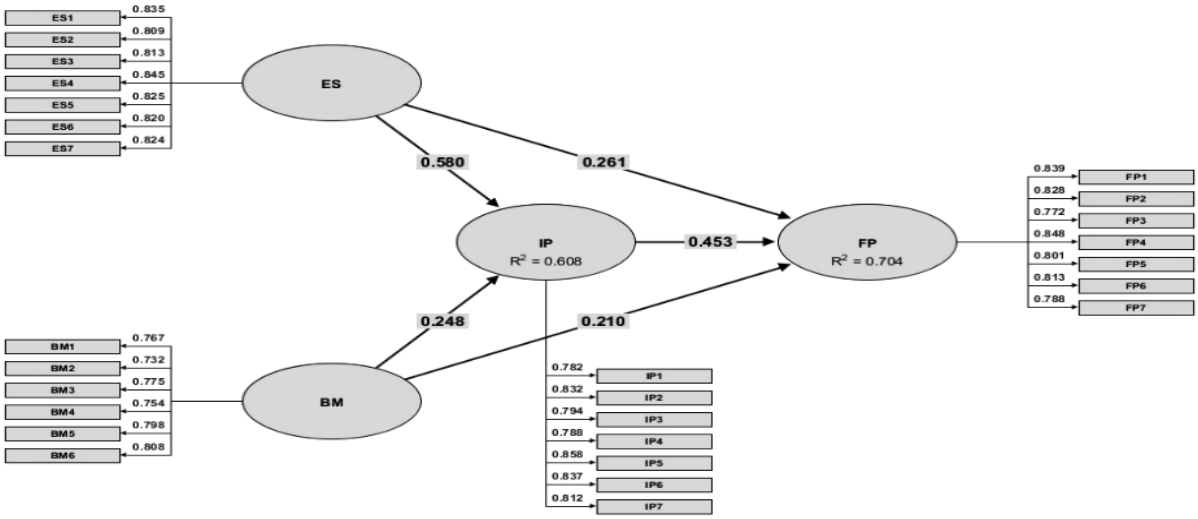


Figure 1. Overall Model

http://dx.doi.org/10.30998/jmil.v6i1.1003

Measurement Model
Construct Reability

Table 6. Construct Reliability

Construct	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_c)	Cronbach's alpha(α)
ES	0.922	0.937	0.922
BM	0.865	0.899	0.865
IP	0.917	0.933	0.916
FP	0.916	0.932	0.914

Source : Appendix 4, The results of PLS Data measurement using ADANCO (2020)

The measurement of construct reliability is reliability estimation associated with the reflective measurement model. The calculation results are considered reliable if the value is > 0.7. The table showed that all constructs had a value > 0.7 so that the constructs of entrepreneurial skills, benchmarking, innovation performance, and business performance were interpreted as reliable and supportive towards a good model (table 6).

Convergent Reliability

Table 7. Convergent Reliability

Construct	Average variance extracted (AVE)
ES	0.680
BM	0.597
IP	0.664
FP	0.661

Source : Appendix 4, The results of PLS Data processing (2020)

The calculation results showed that the AVE value for each construct was more than 0.5 so it can be stated that all constructs had good Dimension. (Table 7)

http://dx.doi.org/10.30998/jmil.v6i1.1003

Discriminant Validity

Table 8. Discriminant Validity

Construct	ES	BM	IP	FP
ES				
BM	0.813			
IP	0.827	0.753		
FP	0.824	0.790	0.864	

Tabel 9. Discriminant Validity: Fornell-Larcker Criterion

Construct	ES	BM	IP	FP
ES	**0.680**			
BM	0.528	**0.597**		
IP	0.579	0.449	**0.664**	
FP	0.575	0.494	0.628	**0.661**

Squared correlations; AVE in the diagonal.

The calculation results showed that the HTMT value was below 0.9 and on the Fornell-Larcker Criterion it can be seen that the AVE value was higher than the squared correlation value. Discriminant validity showed that each construct studied had different characteristics in its concept. In other words, a construct had a different concept from other constructs. (Tabel 8 and Tabel 9)

Table 10. Cross Loadings Matrix

Indicator	ES	BM	IP	FP
ES1	**0.835**	0.635	0.654	0.661
ES2	**0.809**	0.516	0.584	0.601
ES3	**0.813**	0.611	0.629	0.618
ES4	**0.845**	0.583	0.591	0.632
ES5	**0.825**	0.601	0.629	0.632
ES6	**0.820**	0.627	0.642	0.606
ES7	**0.824**	0.614	0.657	0.623
BM1	0.490	**0.767**	0.500	0.504
BM2	0.601	**0.732**	0.508	0.554
BM3	0.547	**0.775**	0.528	0.546
BM4	0.592	**0.754**	0.504	0.549
BM5	0.584	**0.798**	0.535	0.523
BM6	0.552	**0.808**	0.530	0.579

http://dx.doi.org/10.30998/jmil.v6i1.1003

Indicator	ES	BM	IP	FP
IP1	0.553	0.520	**0.782**	0.591
IP2	0.626	0.540	**0.832**	0.675
IP3	0.605	0.523	**0.794**	0.591
IP4	0.644	0.520	**0.788**	0.655
IP5	0.654	0.573	**0.858**	0.677
IP6	0.624	0.572	**0.837**	0.634
IP7	0.630	0.573	**0.812**	0.689
FP1	0.639	0.615	0.676	**0.839**
FP2	0.603	0.572	0.660	**0.828**
FP3	0.578	0.543	0.607	**0.772**
FP4	0.684	0.583	0.690	**0.848**
FP5	0.637	0.585	0.619	**0.801**
FP6	0.556	0.547	0.625	**0.813**
FP7	0.608	0.552	0.625	**0.788**

Source : Appendix 4, PLS Data Processing Results (2020)

The results of the factor loadings calculation and cross loading matrix showed that each indicator (Dimension or manifest variable) was valid and reliable. The results reflected each construct, and showed conceptual (as well as statistical) differences between each indicator in one construct and other indicators in the other construct. (Table 10)

Structural Model

Inter-construct Correlations

The closest relationship was the relationship between innovation performance (IP) and business performance (BP) that was 0.792. The lowest relationship was the relationship between benchmarking (BM) and innovation performance of 0.670. Table 4.38 presents the inter-construct correlations matrix. (Table 11)

Table 11. Inter-construct Correlations Matrix

Construct	ES	BM	IP	FP
ES	1.000			
BM	0.727	1.000		
IP	0.761	0.670	1.000	
FP	0.758	0.703	0.792	1.000

Source : Appendix 4, PLS Data Processing Results (2020)

http://dx.doi.org/10.30998/jmil.v6i1.1003

Coefficient of Determination (R2)

Table 12. Coefficient of Determination (R2)

Construct	Coefficient of determination (R^2)	Adjusted R^2
IP	0.608	0.606
FP	0.704	0.701

Source : Appendix 4, PLS Data Processing Results (2020)

Based on these results, it can be stated that the variance of the innovation performance construct (IP) can be explained by entrepreneurial skills (ES) and benchmarking (BM) of 60.8%, while the variance of the business performance construct (BP) can be explained by ES, BM, and IP by 70.4%. (Table 12)

Path coefficients, Indirect effect, and total effects

Table 13. Path coefficients, Indirect Effect, dan Total Effects

Model	Effect	Beta	p-value	Indirect effects	Total effect	Hypothesis
IP	ES → IP	0.580	0.000*		0.580	Accepted
	BM → IP	0.248	0.000*		0.248	Accepted
FP	ES → FP	0.261	0.000*	0.263	0.524	Accepted
	BM → FP	0.210	0.000*	0.113	0.323	Accepted
	IP → FP	0.453	0.000*		0.453	Accepted

Description : * shows the significance level of 5% (2-sided) with accepted hypothesis
Source : Appendix 4, PLS Data Processing Results (2020)

Based on p-value, it can be stated that all path coefficients (beta) were significant so that all hypotheses were accepted. The results also showed that the innovation performance construct (IP) can be a mediating variable for entrepreneurial skills (ES) and benchmarking (BM) on business performance (BP). It can be said that the findings of this study support the effect of partial mediation, because the effect of the mediating variable on the dependent variable is significant and the influence of the independent variable on the mediating variable is significant. (Table 13)

Effect size (Cohen's f2)

Table 14. Interpretation Value f2

Effect size	Interpretation
$f^2 \geq 0.35$	strong effect
$0.15 \leq f^2 < 0.35$	moderate effect
$0.02 \leq f^2 < 0.15$	weak effect
$f^2 < 0.02$	unsubstantial effect

Source : Henseler & Dijkstra (2015).

Based on the calculation in table 14. the value of f2 for each path can be presented in Table 15.

Table 15. Effect size (Cohen's f2)

Effect	Beta	Indirect effects	Total effect	Cohen's f^2	Interpretation
ES → IP	0.580		0.580	0.405	strong effect
BM → IP	0.248		0.248	0.074	weak effect
ES → FP	0.261	0.263	0.524	0.077	weak effect
BM → FP	0.210	0.113	0.322	0.065	weak effect
IP → FP	0.453		0.453	0.272	moderate effect

Source : Appendix 4, PLS Data Processing Results (2020)

The interpretation of the f2 value showed the strong effect of entrepreneurial skills contribution on innovation performance (ES IP), while the contribution of the influence of innovation performance on business performance (IP FP) had a moderate effect. The contribution of BM IP, ES FP, and BM FP were weak effect.

Importance-Performance Matrix Analysis (IPMA)

The importance position is seen from horizontal line (x-line) and the performance position is seen from the vertical position (y-line). Based on the business performance model, it can be seen that innovation performance (IP) occupies the most important position of the overall model because the importance position is on the right even though its performance is ranked second after entrepreneurial skills (ES) (figure 2).

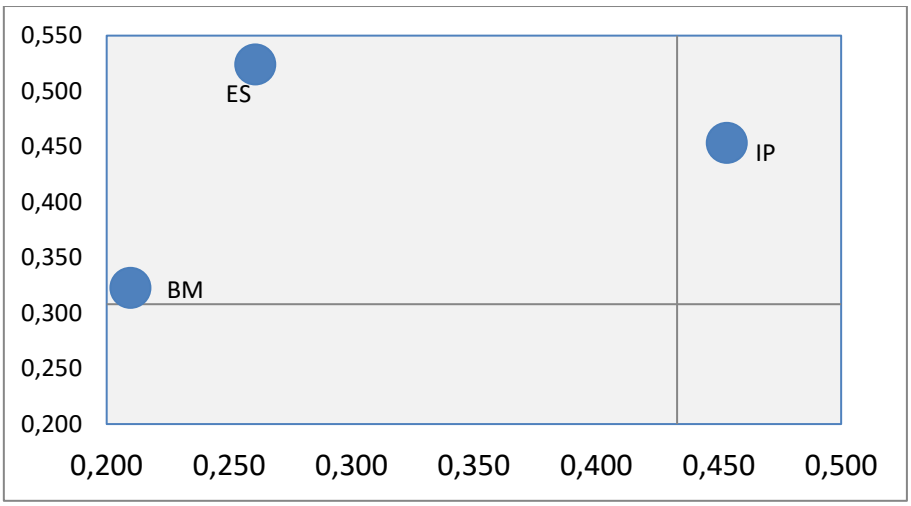
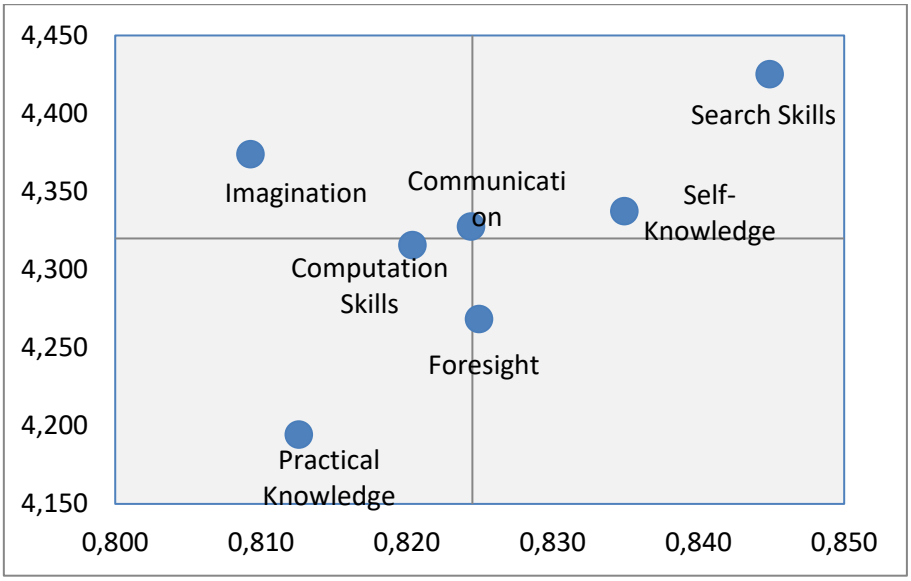


Figure 2. IPMA of Overall Performance Model

http://dx.doi.org/10.30998/jmil.v6i1.1003

Figure 3 showed the IPMA diagram for the Entrepreneurial Skills (ES) construct. Based on importance level, search skills, self-knowledge, and foresight dimensions are very important in forming entrepreneurial skills today in culinary businesses in West Java. The other dimensions such as communication, imagination, computation skills, and practical knowledge are important, but based on the importance level, the dimensions mentioned first are more important than the dimensions mentioned after.

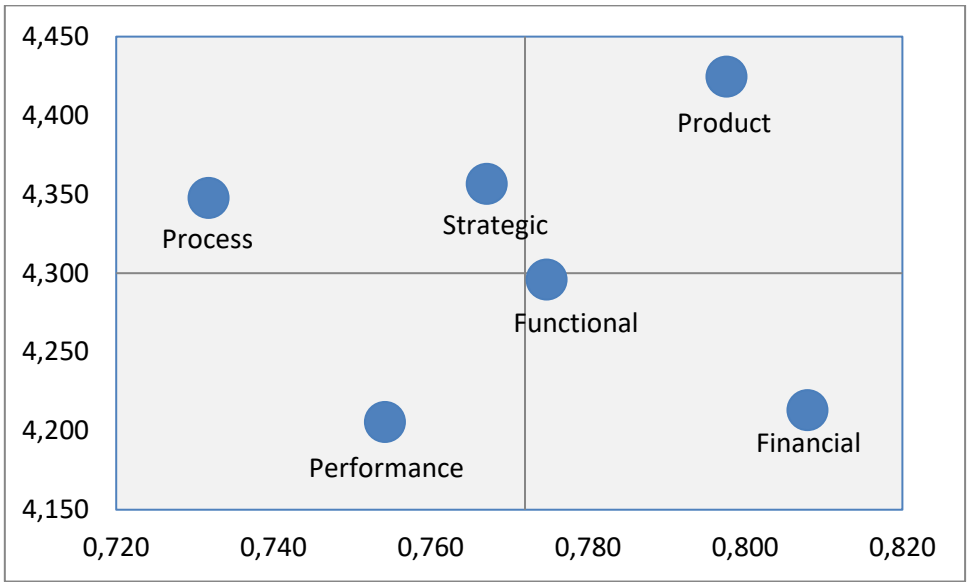


Dimension	Importance	Performance
Self-knowledge	4.337	0.835
Imagination	4.374	0.809
Practical Knowledge	4.194	0.813
Search Skills	4.425	0.845
Foresight	4.268	0.825
Computation Skill	4.316	0.820
Communication Skill	4.327	0.824
Mean	4.320	0.824

Description :
Importance is obtained from the Mean achievement value and performance is obtained from the loading value; Mean value is used as axis

Figure 3. IPMA Entrepreneurship Skills Construct

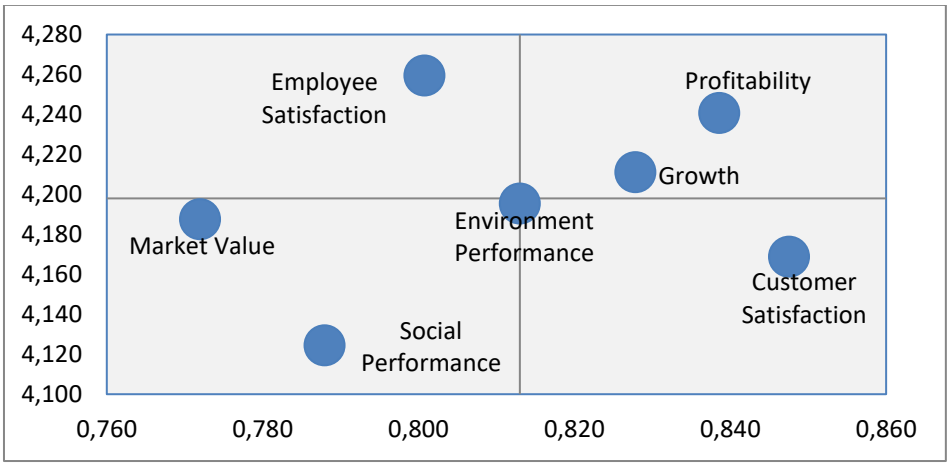
http://dx.doi.org/10.30998/jmil.v6i1.1003



Dimension	Importance	Performance
Strategic Benchmarking (BM1)	4.357	0.767
Process Benchmarking (BM2)	4.348	0.732
Functional Benchmarking (BM3)	4.296	0.775
Performance Benchmarking (BM4)	4.206	0.754
Product Benchmarking (BM5)	4.425	0.798
Financial Benchmarking (BM6)	4.213	0.808
Mean	4.307	0.722

Description :
Importance is obtained from the Mean achievement value and performance is obtained from the loading value; Mean value is used as axis

Figure 4. IPMA of Benchmarking Construct



http://dx.doi.org/10.30998/jmil.v6i1.1003

Dimension	Importance	Performance
Profitability	4.241	0.839
Growth	4.211	0.828
Market Value	4.187	0.772
Customer Satisfaction	4.169	0.848
Employees Satisfaction	4.259	0.801
Environmental Performance	4.195	0.813
Social Performance	4.124	0.788
Mean	4.198	0.813

Description :
Importance is obtained from the Mean achievement value and performance is obtained from the loading value; Mean value is used as axis

Figure 5. IPMA Business Performance Construct

Figure 4. showed the IPMA diagram for the Benchmarking (BM) construct. Based on the level of importance, Dimension of product benchmarking was more important than other dimensions, as well as performance achievements. Figure 5 showed the IPMA diagram for the Innovation Performance (IP) construct. Based on the level of importance, the dimension of technology development and the dimension of new product development were more important than other dimensions, as well as their performance achievements. It does not that the other Dimensions are not important.

CONCLUSION

Based on the discussion, it can be concluded that the innovation, entrepreneurial skills, business performance, and benchmarking performance is low, as well as all measurement Dimension ons. It means that culinary entrepreneurs in West Java do not have adequate entrepreneurial skills. Entrepreneurial skills and benchmarking have a positive effect on innovation performance. Adequate entrepreneurial skills and good benchmarking can improve the innovation performance, and vice versa. Entrepreneurial skills, benchmarking, and innovation performance have a positive effect on business performance. This condition shows that the three variables can directly increase the business performance level.

REFERENCES

[1] I. Darmo, S. Suryana, C. Furqon, H. Hendrayati, and N. Zain, "The effects of entrepreneurial skills, benchmarking, and innovation performance on culinary micro-small-medium enterprises," *Management Science Letters,* vol. 11, no. 6, pp. 1771-1778, 2021.

[2] S. Matos and B. S. Silvestre, "Managing stakeholder relations when developing sustainable business models: the case of the Brazilian energy sector," *Journal of Cleaner Production,* // 2013. [Online]. Available: https://www.sciencedirect.com/science/article/pii/S0959652612002107.

[3] B. B. E. Kreatif, "Subsektor Bekraf," ed, 2018.

[4] L. El Bassiti and R. Ajhoun, "Towards Innovation Excellence: Why and How to Measure Innovation Performance?," in *2016 6th International Conference on Information and Communication Technology for The Muslim World (ICT4M)*, 2016: IEEE, pp. 99-104.

[5] N. S. A. Hashim, M. R. Yaacob, and M. N. Muhayiddin, "The environmental factors that influence success of women entrepreneurs: Entrepreneurial intention as a mediator," 2015.

[6] A. M. Mejías, "Efficiency and sustainability through the best practices in the Logistics Social Responsibility framework," *International Journal of Operations and Production Management,* vol. 36, no. 2, pp. 164-199, // 2016, doi: 10.1108/IJOPM-07-2014-0301.

[7] G. G. Inan and U. S. Bititci, "Understanding organizational capabilities and dynamic capabilities in the context of micro enterprises: a research agenda," *Procedia-Social and Behavioral Sciences,* vol. 210, pp. 310-319, 2015.

[8] H. Indriastuti, B. Nugroho, and V. D. W. Aryanto, "Small and medium enterprises' product benchmarking advantages on marketing performance," *International Journal of Mechanical Engineering and Technology,* vol. 8, no. 7, pp. 70-84, 2017.

[9] W. Jiang, H. Chai, J. Shao, and T. Feng, "Green entrepreneurial orientation for enhancing firm performance: A dynamic capability perspective," *Journal of cleaner production,* vol. 198, pp. 1311-1323, 2018.

[10] S. Mitchelmore and J. Rowley, "Entrepreneurial competencies of women entrepreneurs pursuing business growth," *Journal of small business and enterprise development,* 2013.

[11] A. Khedhaouria, C. Gurău, and O. Torrès, "Creativity, self-efficacy, and small-firm performance: the mediating role of entrepreneurial orientation," *Small Business Economics,* vol. 44, no. 3, pp. 485-504, 2015.

[12] M. Selvam, J. Gayathri, V. Vasanth, K. Lingaraja, and S. Marxiaoli, "Determinants of firm performance: A subjective model," *Int'l J. Soc. Sci. Stud.,* vol. 4, p. 90, 2016.

[13] D. J. McCarthy, S. M. Puffer, L. R. Graham, and D. M. Satinsky, "Emerging innovation in emerging economies: can institutional reforms help Russia break through its historical barriers?," *Thunderbird International Business Review,* vol. 56, no. 3, pp. 243-260, 2014.

[14] J. S. McMullen and A. S. Kier, "You don't have to be an entrepreneur to be entrepreneurial: The unique role of imaginativeness in new venture ideation," *Business Horizons,* vol. 60, no. 4, pp. 455-462, 2017.

[15] S. C. Muntean, "Wind beneath my wings: policies promoting high-growth oriented women entrepreneurs," *International Journal of Gender and Entrepreneurship,* 2013.

[16] O. C. Otieno, S. Liyala, B. C. Odongo, and S. O. Abeka, "Theory of reasoned action as an underpinning to technological innovation adoption studies," 2016.

[17] V. Parida, M. Westerberg, and J. Frishammar, "Inbound open innovation activities in high-tech SMEs: the impact on innovation performance," *Journal of small business management,* vol. 50, no. 2, pp. 283-309, 2012.

[18] T. Qureshi and W. Mahmood, "Role of Corporate Governance in Firm "Performance and Ownership Structure": Evidence from Listed Food Companies in Pakistan," *International Journal of Economics and Financial Research,* vol. 4, no. 6, pp. 188-196, 2018.

[19] J. B. Santos and L. A. L. Brito, "Toward a subjective measurement model for firm performance," *BAR-Brazilian Administration Review,* vol. 9, no. SPE, pp. 95-117, 2012.

[20] A. Saptono and S. Najah, "Development of an assessment instrument of affective domain for entrepreneurship in senior high school," *Journal of Entrepreneurship Education,* vol. 21, no. 4, pp. 1-12, 2018.

[21] S. Y. M. TANEO, Y. SETYANINGSIH, and A. S. L. LINDAWATI, "Improving Performance of Small and Medium-Sized Enterprises of Processed Food through Competitive Strategy, Industry Environment, Innovation Capability, and Macroeconomic Factors," *Journal of Applied Economic Sciences,* vol. 12, no. 4, 2017.

BIOGRAPHIES OF AUTHORS

Author 1	
	**Syahyono.** He holds a Doctoral degree from the Faculty of Economics and Business, Universitas Pendidikan Indonesia (2020), Master of Management from the Widya Jayakarta College of Economics (2009) and a Bachelor of Economics from the College of Economics Mutual Cooperation (2005). Since 2013 until now as a Lecturer at the Faculty of Social and Political Sciences and the Faculty of Economics and Business, 45 Islamic University Bekasi. Currently, his position is Director of the Unisma Bekasi Professional Certification Institute. He is also active as a researcher and also publishes several books and journals in scientific journals. in addition, as an assessor of lecturer performance burden (BKD) as well as a consultant in the field of management in the Government of the Ministry, Regency / City and in Private Companies.