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Competence, Agile Leadership, Social Media Engagement, Reputation and Business Performance of MSMEs in Bekasi Regency

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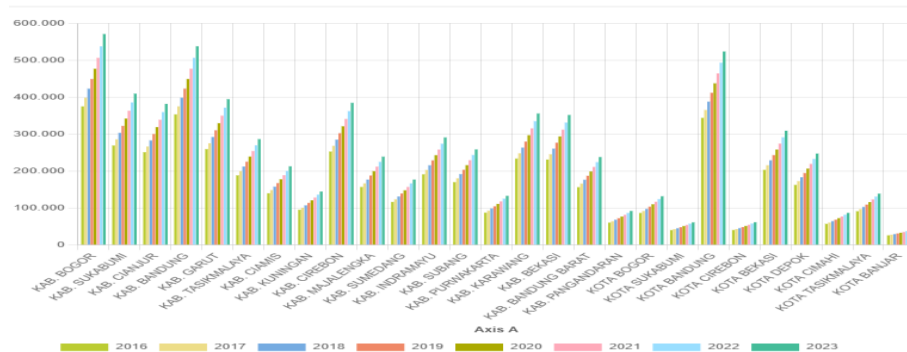
Abstract: This quantitative study aims to analyze the influence of Competence, Agile Leadership, Social Media Engagement, Reputation on Business Performance of MSMEs in Bekasi Regency. The research sample was 277 MSMEs, using Structural Equation Modeling (SEM) AMOS. The results show that competence has a positive effect on business performance, competence has a positive effect on reputation, agile leadership has a positive effect on reputation, but agile leadership does not affect business performance, social media engagement has a positive effect on business performance but social media engagement does not affect reputation. Reputation has a positive effect on business performance. Full mediation occurs when reputation mediates competence and business performance, the same thing happens when reputation mediates agile leadership and business performance, but when reputation mediates social media engagement and business performance, partial mediation occurs. The implications of the theory provide new developments and insights related to the theory of competence, agile leadership, social media engagement, reputation and business performance. In practice, MSMEs in Bekasi Regency can play a more active role in welcoming government programs for the development of competencies, expanding current insights, and utilizing social media to build business reputation as a supporter of improving business performance in the future so that they can compete in their respective zones.

Keywords: Competence, Agile Leadership, Social Media Engagement, Business Performance Reputation

INTRODUCTION

Data from the Ministry of Cooperatives and SMEs in 2023, the province with the most MSMEs is West Java, with 1.49 million MSME units, followed by Central Java with 1.45 million, East Java with 1.15 million. In fourth place is DKI Jakarta with 658 thousand, the least

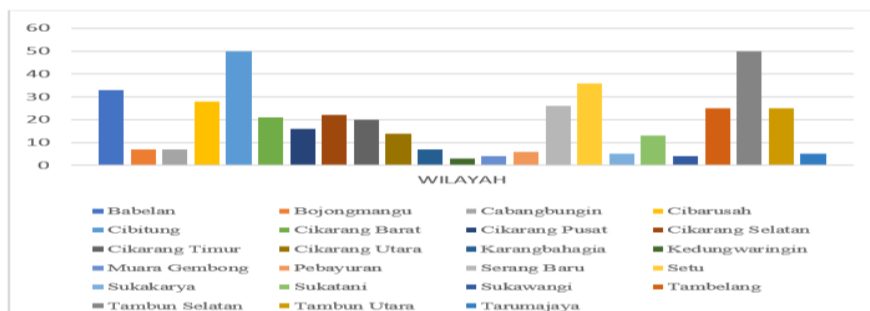
in Papua province with 3,932 units, previously North Maluku with 4,141 units. Bekasi Regency is not in the largest or smallest position in terms of the number of MSMEs in West Java. In 2021 there were 311,927 units, in 2022 there were 331,226 units and in 2023 there were 351,720 units, as shown in the following graph.



Source: Department of Cooperatives and Small Businesses (2021)

Figure 1. Projection of the Number of Micro, Small and Medium Enterprises (MSMEs) Based on Regency/City in West Java

Based on a field survey, the majority of Bekasi Regency MSMEs are led by one person, a small team, or a legal organization. Bekasi Regency has great potential in developing MSMEs, but the distribution of these MSMEs is uneven, this condition creates a gap that is a separate phenomenon for Bekasi Regency MSMEs as shown in the following picture.



Source: Bekasi Regency Government

Department of Cooperatives, Small and Medium Enterprises (2024)

Figure 2. Distribution of MSMEs by District

The phenomenon of MSMEs in Bekasi Regency reflects the collective efforts of the community and government in building a resilient and sustainable local economy. By continuing to support innovation and adaptation, MSMEs in this area have great potential to continue to grow and contribute more to the national economy. For this reason, MSMEs in Bekasi Regency need excellence accompanied by innovation-based creativity in order to continue to survive and develop during the Covid-19 pandemic with longer endurance and time (Munthe & Rahadi, 2021). Achieving optimal and maximum performance in terms of management, finance, production, marketing, and human resources is a necessary requirement for companies to continue operating, including MSMEs (Abor and Quartey, 2010)

This study is motivated by the opinion that business performance is measured by various metrics, including revenue, profit, market share, customer satisfaction, and employee engagement (Mutegi et al., 2015). The competence of business actors plays a major role, where competence is a basic personal trait, as business actors always prioritize the most profitable

way in finding solutions related to their business (Lazar and Paul, 2015). Therefore, human resource (HR) competence is an important factor for Micro, Small and Medium Enterprises (MSMEs). Improving HR capabilities and skills is a must in order to be agile in responding to the global market and answering the challenges of digital era business, because MSMEs must be able to adapt to dynamic market developments (Syuhada, Arief Teguh Nugraha, Hadir Sugianto, & Amrullah Hardikusuma, 2023).

Leadership that creates dynamic capabilities greatly influences the success of an organization, one form of dynamic capability is flexible, agile leadership, and quickly finds ways of change and makes decision-making strategies (Adhiatma et al., 2023). However, the findings of Khan, A. Z., and Adnan (2014) show that there is no leadership style that can overcome all difficulties or obstacles in achieving organizational goals throughout time. Achieving goals can be realized by combining different leadership styles to overcome various challenges as decision-making efforts faced. Business owners are required to be responsive and agile by changing sales strategies (Lorentz et al., 2016). To deal with this, MSMEs elaborate on the use of technology by utilizing social media (Dwivedi et al., 2021). The results of the study by (Patma, Wardana, Wibowo, Narmaditya, & Akbarina, 2021) show that the adoption of technology by utilizing the internet/e-business has an influence on social media marketing variables and the sustainability of SMEs. Narteh and Braimah (2020) argue that a company's reputation is like the lifeblood of an organization and should not be underestimated. For service companies, reputation has an important function as an intangible resource that impacts customers and the company itself. Reputation is easily tarnished by the company's behavior, negligence and inaction (Helm & Tolsdorf, 2013). There have not been many studies that combine the variables of competence, agile leadership, social media engagement, reputation and business performance in SME research, especially research to analyze indirect relationships involving reputation in SMEs, so this is novel.

METHOD

The research design used in this study is hypothesis testing, using primary data obtained directly from respondents, namely MSME actors in Bekasi Regency. The type of research is hypothesis testing to test the effect of competence, agile leadership, social media engagement, reputation on business performance. The type of relationship between the variables studied is carried out causally (cause and effect) with statements that indicate allegations about the influence between two or more variables. Data collection was carried out by distributing questionnaires online to respondents where the questionnaires filled out were 277 respondents. This study aims to test competence, agile leadership, social media engagement, reputation that affect business performance.

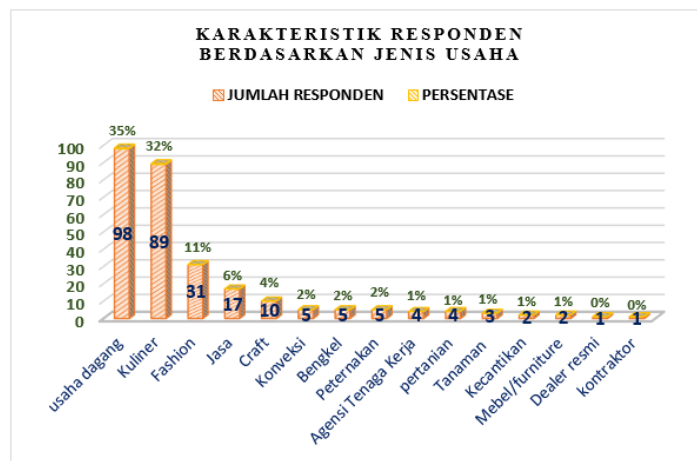
The business performance measurement indicators adopt the research of Oduro et al. (2022) and Suutari et al. (2023) where there are 11 indicators, which are divided into two, the first is financial performance with 5 indicators, namely return on capital, operating margin, liquidity, self-sufficiency, and cost management. While the second is non-financial performance consisting of 6 indicators, namely product and service development, sales volume, share of market, market expansion, personal development and stakeholder relations. Reputation measurement indicators based on Fombrun and Gardberg (2000), there are 5 measurements, namely corporate appeal, products and services, vision and leadership, workplace environment, social responsibility. Competence is measured through 3 indicators, namely cognitive competence, interpersonal competence and results-oriented competence, these indicators are in accordance with the research of Mai et al. (2022). The agile leadership measurement indicators are context-setting agility, stakeholders' agility/engendering collaboration, creative agility, self-leadership agility, and fostering synergy, these indicators are obtained from the research of Adhiatma et al. (2023), Attar and Abdul-Kareem (2020),

Denning, (2018), Parker et al. (2015) and Sanatigar et al. (2017). The social media engagement measurement indicators are obtained from the research of Ahmad et al. (2019), Dogan-Sudas et al. (2022) and Rozak et al. (2023).

RESULTS AND DISCUSSION

Results

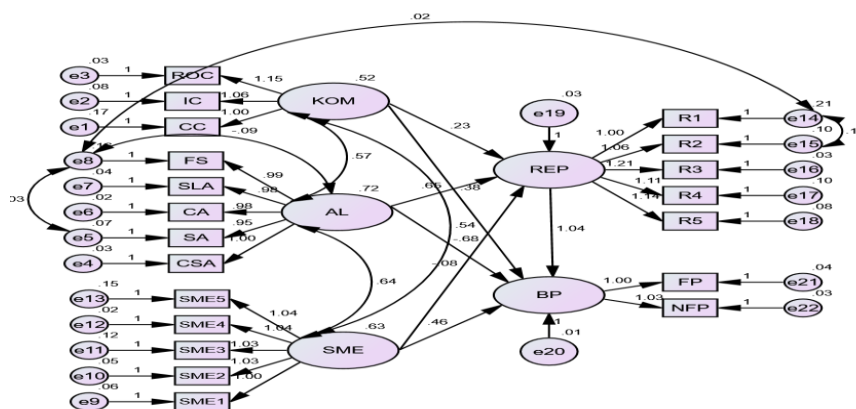
MSMEs in Bekasi Regency have 15 types of businesses, the following is the distribution of respondents according to the type of business as shown in Figure 3. Trade business respondents are in first place, as many as 98 MSMEs with an overall percentage of 39%, in second place culinary businesses as many as 89 MSMEs with a percentage of 32%, third place 11% fashion sector with a total of 31 MSMEs, fourth and fifth with a percentage of 6% and 4% are service businesses as many as 17 MSMEs while crafts are 10 MSMEs. The sixth, seventh and eighth places are filled by convection businesses, workshops and livestock where each MSME has 5 with a percentage of 2%. MSMEs for labor agencies, agriculture and occupy the next respondent position with a total of 4 MSMEs each. Plant businesses only have 3 MSMEs, beauty respondents and furniture businesses 2 MSMEs, for official dealers and contractors only 1 respondent each.



Source: self-processed data (2024)

Figure 3. Respondent Characteristics Based on Business Type

Based on the results of data processing, with AMOS Software, the path diagram of the output results of the full sample hypothesis testing, obtained the following results:



Source: self-processed data (2024)

Figure 4. Path Diagram Output Results Of Full Sample Hypothesis Testing

For the GOF test results, both the full sample model passed several criteria. It was concluded that each type of measurement of this model recorded good fit for several criteria. While CMIN is in the poor fit category because the result is 2061.709, it does not meet the ratio requirement <2 . Similarly, RMSEA with a value of 0.236 is categorized as poor fit because the result does not meet the criteria of $0.05 \leq RMSEA < 0.10$ and the PNFI value of 0.668 is included in the poor fit category, the result is greater than the target suitability of 0.891. The results of the direct influence test in this study are shown in table 1 below:

Table 1. Full Sample Output Hypothesis Testing From SEM AMOS

Hipotesis	Variable	Estimate	S.E.	C.R.	P value	Result
H ₁ Competence has a positive effect on business performance	BP <--- KOM	0.379	0.085	4.478	0.0000	H ₁ supported
H ₂ Competence has a positive effect on reputation	REP <--- KOM	0.232	0.073	3.16	0.002	H ₂ supported
H ₃ Agile leadership has a positive impact on business performance	BP <--- AL	-0.68	0.103	-6.584	0.000	H ₃ not supported
H ₄ Agile leadership has a positive impact on reputation	REP <--- AL	0.654	0.064	10.221	0.0000	H ₄ supported
H ₅ Social media engagement has a positive impact on business performance	BP <--- SME	0.457	0.081	5.638	0.000	H ₅ supported
H ₆ Social media engagement has a positive impact on reputation	REP <--- SME	-0.079	0.074	-1.072	0.284	H ₆ not supported
H ₇ Reputation has a positive effect on business performance	BP <--- REP	1.044	0.13	8	0.000	H ₇ supported

The results of the hypothesis testing obtained results, most of the hypotheses are supported, except for H3, the results of the agile leadership test have a positive effect on business performance and are not supported. The same thing happened in H6 where the results of the social media engagement test have a positive effect on reputation and are not supported.

For the results of the indirect influence test in this study, based on the test results, it is known that the magnitude of the indirect influence coefficient of competence on business performance through reputation is 0.242 (0.232x1.044) meaning that if the perception of competence increases, the perception of reputation will increase, causing the perception of business performance to increase. The test results show a p-value of 0.003 < 0.05 (alpha 5%) then H8 is supported. The results of the H9 test show that the magnitude of the indirect influence coefficient of agile leadership on business performance through reputation is 0.682 (0.654x1.044) meaning that if the perception of agile leadership increases, the perception of reputation will increase, causing the perception of business performance to increase. The test results show a p-value of 0.000 < 0.05 (alpha 5%) then H9 is supported. Meanwhile, the test results of H10 showed that the coefficient of indirect influence of social media engagement on business performance through reputation was -0.082 (-0.079x1.044), meaning that if the perception of social media engagement decreases, the perception of reputation will increase, causing the perception of business performance to decrease. The test results showed a p-value of 0.289 > 0.05 (alpha 5%) so H10 was not supported.

Discussion

The results of the H1 test found that competence has an effect on business performance. These results support Aulia's research (2020) which states that MSME business performance can be influenced by competence. In line with Mai et al. (2022) revealed that result-oriented competence has a significant effect on business performance. The competence of MSME actors in Bekasi Regency affects business performance, in general, MSME competence is good, but it is still lacking when determining business opportunities and threats and MSME actors also

do not show a level of energy, vitality, and appearance that does not have certain characteristics. This is because the demographic distribution of MSMEs is uneven and the types of businesses tend to be similar, business actors consist of businesses passed down from families, housewives and Covid-19 makes business a last alternative to earn income. MSMEs in Bekasi Regency tend to already have an understanding of achieving good business performance. In business performance, the results of the validity test of the business performance financial indicator operating margin illustrate that MSMEs have not made their operating margins part of their business growth strategy. Meanwhile, in the business performance non-financial indicator share of market, it indicates that MSMEs do not yet have an effective marketing or promotion strategy to increase market share.

H₂ test that the competence of MSME actors in Bekasi Regency has a positive effect on reputation, this result supports the research of Purnamasari and Hamudya (2023) that Panin Dubai Syariah Bank (PDSB) continuously builds and strengthens the company's reputation by prioritizing vision and leadership skills in seeing market opportunities, for future goals. The competency approach in managing a company's reputation risk is relevant for all companies competing in a market economy (Andriushchenko et al., 2019). A stronger reputation and higher status are associated with greater access to critical resources and better organizational performance (Kim et al. 2021). MSME actors have managed the business as a whole, including creating a culture and work climate, paying attention to quality by maintaining production methods, maintaining taste and appearance. MSMEs provide sufficient support for the development and growth of human resources even in the scope of personal businesses, because they are still seen as efforts to meet family needs. MSME actors in Bekasi Regency have been actively responsible for the environment in operational activities in social or environmental activities in the local community. Local communities are usually formed from the length of time the business has been established, the type of business that is directly involved in environmental activities such as youth gatherings, both religious and national commemoration day celebrations, toddler and senior posyandu activities and other things that are close to daily activities.

Hypothesis H₃ does not support agile leadership's effect on business performance. Overall, the condition of MSME actors in Bekasi Regency suggests agile leadership characteristics, but it turns out that MSME actors are not yet adept at coordinating their business goals and have not been able to evaluate the results that have been achieved. One of the reasons for the failure in implementing agile leadership is its inconsistent application throughout the organization. Rigby et al. (2016) showed that when agile principles are only partially adopted or not implemented with full commitment, organizations tend to fail to achieve the expected benefits, such as increased flexibility and responsiveness. Denning (2018) emphasized that the success of agile leadership is highly dependent on consistent and comprehensive implementation. Companies that fail in agile leadership because they only implement certain elements of agile, without paying attention to other important aspects such as organizational culture and the involvement of the entire team. Ambler and Lines (2012) stated that inconsistent agile implementation, especially in large-scale environments, often results in unsatisfactory results. Business actors tend to only emphasize the importance of having a disciplined and systematic approach to adopting agile, which includes support from the entire organization, adequate training, and commitment to cultural change.

The results of the H₄ agile leadership test of MSME actors in Bekasi Regency have an effect on reputation, this is in accordance with research by Ghazvinian et al. (2024), that the adoption of agile leadership not only has an impact on the internal performance of the organization but also makes a significant contribution to the perception and image of the company in the eyes of the public and external stakeholders (Ghazvinian et al., 2024). In line with Li et al. (2021) in Chia, SME leaders faced resource constraints through a spontaneous approach that encouraged reputation creation, using personal reputation as a representation of

organizational reputation, namely reputation by endowment. Through an agile approach, it is hoped that leaders will reduce direct control in every aspect of operations and provide more autonomy to the team to achieve business goals. However, the results of the study show that SME actors in Bekasi Regency still tend to apply a traditional management style that focuses on command and control, thus inhibiting the flexibility and adaptability that should be the hallmark of agile leadership. This situation is because the majority of actors only make business a routine to fulfill family needs, not as an entity that has a vision for the sustainability of its business.

The results of the H₅ test, there is a positive influence of social media engagement on business performance in MSMEs in Bekasi Regency. This result is in line with the opinion that the adoption of social media by companies provides benefits, and several researchers have identified a positive relationship between social media adoption and company performance (Ainin et al., 2015; Paniagua and Sapena, 2014; Parveen et al., 2014; Rodriguez et al., 2012). Rodriguez et al. (2015) found a positive effect of social media use on customer-related activities and sales performance. The results of multiple regression analysis show that the presence of social media and market orientation significantly predict the performance of MSMEs in West Java (Heryadi et al., 2023). The majority of MSMEs in Bekasi Regency have already linked their businesses to social media, but have not been able to optimally identify significant changes in the industry and have not used social media to develop products or provide new services as a development of their business. This occurs in efforts carried out in the scope of family household businesses in areas with limited access to telecommunication signals and because most of the efforts in this scope are carried out by housewives who are not yet able to wisely use social media.

Hypothesis 6 does not statistically support social media engagement on reputation for MSMEs in Bekasi Regency, this could be due to factors such as inappropriate communication strategies, lack of brand trust, or irrelevant or inauthentic engagement can cause social media efforts to fail to improve reputation. Understanding the context and approach used in social media engagement is essential to determining its impact on reputation. Kaplan and Haenlein (2010) argue that social media engagement can have limited impact if it is not managed well or if there is no clear strategy. Just because a brand is well-known on social media does not mean its reputation will improve. The quality of interactions, consistency, and fit with brand identity are important factors that determine success. The opinion of Erdogmus, I. E., & Cicek, M., (2012) is also in line and shows that not all forms of social media engagement have a direct impact on metrics related to reputation, such as brand loyalty. Only content that is truly relevant and useful to consumers tends to have a positive impact. Therefore, social media engagement that is ineffective or does not meet consumer expectations can fail to improve reputation. The demographic effect of Bekasi Regency has an impact on the uneven distribution of MSMEs, so that limited access, minimal information and zoning culture affect the reputation that is formed, or even the reputation itself is not formed from social media engagement activities but through traditional methods that prioritize one-sided assessments or certain groups. Social media engagement in the context of utilizing social media to provide information about distribution channels shows higher results than utilizing social media to promote discounts and see opportunities for new products or services to the market. Bekasi Regency MSMEs prefer word-of-mouth, customer testimonials, because they directly influence reputation compared to interactions on social media. social media strategies used by business actors tend to be unfocused or not well designed, the results may not significantly affect reputation. such as not posting consistently, content that is not relevant to the business unit, lack of response or length of time responding to customers, can result in engagement not having an impact on reputation.

Hypothesis 7 states that the reputation of MSMEs in Bekasi Regency affects their business performance, this is in accordance with the statement that a company's reputation is an external perception of the company's operations by stakeholders and the general public.

Having a positive reputation is very important for companies to continue to increase demand, attract investment, and recruit quality workers. Kodirjonova and Kim (2023) proved a positive relationship between corporate reputation and company performance, which shows that a high corporate reputation by an MSME improves its performance. Corporate reputation is the most valuable corporate asset to gain competitive advantage leading to sustainable performance (Ghuslan et al., 2021). Corporate reputation is very important in terms of supporting or rejecting stakeholder behavior and is therefore one of the most valuable intangible resources in business (Baumgartner, Ernst, and Fischer, 2022). A good reputation serves as an intangible asset that directly contributes to improving the performance of MSME businesses in Bekasi Regency. It helps in building stronger relationships with customers, business partners, and other stakeholders, which ultimately has a positive impact on business growth and stability.

Hypothesis 8, the indirect effect of competence on business performance through reputation in Bekasi Regency MSMEs proves that the role of full mediation of reputation on competence and business performance. Increasing competence will have a positive impact on business performance only through increasing reputation. Increasing the competence of Bekasi Regency MSMEs has been carried out through local government programs, such as training in production, marketing, finance, management that is tailored to the specific needs of each MSME, knowledge and skills in utilizing digital technology, communication skills, leadership, and teamwork of MSME actors. The community as UMKM actors are facilitated with access to KUR (People's Business Credit) with easier administrative requirements, involving RT, RW and Kelurahan or Village Office. The Exhibition and Expo are held by the Bekasi Regency Government as a place to promote UMKM products while e-commerce is available as a medium for online sales. Good competence can enhance a company's reputation, which in turn contributes to better business performance. Fombrun and Shanley (1990) argue that reputation is formed from a company's competence and how that reputation in turn affects business performance, the importance of reputation as a mediator that strengthens the influence of competence on business outcomes.

Hypothesis 9 indirect influence of agile leadership on business performance through reputation in MSMEs in Bekasi Regency, shows that reputation acts as an important mediator. Indicating a strong causal relationship between agile leadership, corporate reputation, and MSME business performance in the region. This proves that reputation fully mediates the agile leadership variable with business performance. Reputation fully explains the relationship between agile leadership and business performance, where increasing agile leadership will have a positive impact on business performance only through increasing reputation. The organizational culture of MSMEs in Bekasi Regency has been formed positively, although it is thick with family relationships and is still a traditional culture, but in some businesses, HR feels appreciated, involved in direct operations, and has high motivation to achieve business goals because some MSME actors choose entrepreneurship as the ultimate alternative when affected by Covid-19. This increases productivity and work quality, which will ultimately improve the company's reputation. Trying to rise from the slump due to the impact of Covid-19 makes MSMEs respond quickly to changes making their businesses more adaptive to market dynamics. This increases efficiency and effectiveness which can improve business performance. Rigby et al.'s (2016) wrote that agile leadership can improve a company's reputation through innovation and rapid decision-making. Agile leadership can improve a company's reputation through innovation, adaptability, and responsiveness, which in turn can strengthen business performance.

The results of the H_{10} test do not support the hypothesis of the indirect effect of social media engagement on business performance through reputation in MSMEs in Bekasi Regency. This shows that the relationship between social media engagement and business performance is not fully mediated by reputation, because the hypothesis is not supported, then the mediation that occurs is partial mediation. This is in line with the findings of Kodirjonova and Kim (2023)

that although having a positive reputation is very important for a company, reputation is not a standard, absolute, measurable, or most accurate reflection of the organization, because this can be subjective. Berthon et al. (2012) previously found that not all social media engagement strategies will have a positive impact on business reputation or performance, especially in international or different cultural contexts, where responses to social media can vary significantly.

CONCLUSION

Based on the research results, it can be generally concluded that competence, agile leadership and social media engagement have an effect on business performance. Reputation mediates the relationship between competence, agile leadership and social media engagement that have an effect on business performance. This conclusion shows that in MSMEs in Bekasi Regency, competence, agile leadership, and social media engagement have a direct effect on business performance. In addition, reputation can act as a mediator in strengthening the relationship between independent variables and dependent variables. In other words, indirectly the reputation of MSMEs strengthens the impact of competence, agile leadership, and social media engagement on achieving better business performance.

This conclusion indicates that to improve business performance, MSMEs need to focus on developing competencies, implementing adaptive and responsive agile leadership, and increasing social media engagement by interacting on social media. A positive reputation will strengthen the positive impact of the three independent variables on overall business performance.

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