Impact of Entrepreneurial Orientation, Social Capital, and Technological Innovation on Competitiveness of MSMEs in Kintamani, Bali

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ABSTRACT: This study looks at how social capital, technological innovation, and entrepreneurial orientation affect the competitiveness of MSMEs (micro, small, and medium enterprises) in Kintamani, Bali. The relationship between entrepreneurial behaviour, community interaction, technology adoption, and business competitiveness was investigated through quantitative analysis using a sample of 276 firms with random sampling technique and indicator comparison in SEM-PLS. Findings indicate a strong positive correlation between competitiveness, social capital, technological innovation, and entrepreneurial behaviour. In addition, this study reveals how social capital serves as a moderator to strengthen the beneficial effects of entrepreneurial mindset on competitiveness. The model shows a good fit, highlighting how well it captures the complex dynamics within Kintamani's distinct cultural and geographical environment. The findings of this study provide implications in enhancing MSME competitiveness, and practical insights that will direct plans for sustainable growth in this unique region by focusing on improving social capital, adapting to technology and increasing the level of entrepreneurial orientation for MSMEs in Kintamani Bali.

Keywords: Entrepreneurial Orientation, Social Capital, Technological Innovation, Competitiveness, MSMEs

INTRODUCTION

Micro, Small, and Medium-Sized Enterprises (MSMEs) are the backbone of economies around the globe. They are the primary drivers of economic development, employment creation, and innovation. Within Kintamani, Bali's particular setting, MSMEs are essential in determining the character of the local economy. This charming area, renowned for its abundance of natural beauty and cultural diversity, is home to a wide range of small companies that enhance the vitality of the local economy (Ernawati et al., 2019; Sumardi et al., 2019). Like MSMEs elsewhere, Kintamani

businesses must contend with a variety of issues that could jeopardize their ability to compete and achieve long-term growth.

The unique physical and cultural characteristics of Kintamani's economic environment necessitate a sophisticated comprehension of the variables impacting MSMEs' competitiveness. From this perspective, it becomes clear that three important characteristics need to be investigated: entrepreneurial orientation, social capital, and technological innovation. According to (Covin & Wales, 2011; Supriandi, 2022), entrepreneurial orientation is the strategic attitude that reflects a company's proactivity, inventiveness, and willingness to take measured risks. (Andriani & Christoforou, 2016; Yuliarmi et al., 2021) defined social capital as the social networks, relationships, and shared standards that exist within a society and have the potential to promote cooperation and support among members. Adopting and utilizing new technologies to improve processes, goods, and services is known as technological innovation, and it is vital to the modern business environment (Akanmu et al., 2023; Harsono, 2023; Phiri, 2020).

The goal of this study is to examine how social capital, technological innovation, and entrepreneurial orientation are intertwined and how they affect MSMEs' competitiveness in Kintamani, Bali. Through the implementation of a quantitative analysis, our goal is to decipher the complex interrelationships among these variables and offer practical recommendations to scholars, businesses, and policymakers that are interested in strengthening the MSME sector in this particular area.

The vital role MSMEs play in the local economy highlights the significance of examining the effects of entrepreneurial orientation, social capital, and technical innovation on the competitiveness of MSMEs in Kintamani, Bali. MSMEs are vital parts of Kintamani's economy since they are dynamic forces behind innovation, job creation, and community development. But given the speed at which technology is developing, consumer preferences are changing, and the state of the global economy is changing, it is imperative that these companies promptly assess the opportunities and problems they confront (Atmoko, 2018; HARSONO, 2023; Haryono et al., 2022).

The environment for MSMEs has changed recently, bringing with it new difficulties that need creative solutions. With its distinct cultural and geographic features, Kintamani necessitates a focused comprehension of the variables impacting the competitiveness of its MSMEs. The potential advantages this study may have for nearby companies, decision-makers, and the community at large serve to emphasize its necessity. This research attempts to meet the urgency by offering pertinent and timely insights that enable stakeholders to flourish in the changing economic landscape.

Even though MSMEs are important in Kintamani, there is an urgent need to address the issues preventing them from becoming more competitive and growing sustainably. Targeted strategy design is hampered by the paucity of empirical research on the interdependent dynamics of social capital, technological innovation, and entrepreneurial orientation within this particular geographic setting. A significant knowledge gap exists because there is a lack of a comprehensive grasp of how these variables interact and affect the competitiveness of MSMEs in Kintamani.

A lack of context-specific knowledge could result in general policies and business strategies that don't adequately address the particular difficulties MSMEs in Kintamani face. Problems including resource scarcity, cultural nuances, and changing global market dynamics provide significant obstacles that need careful consideration. Thus, the issue at hand centers on the necessity of developing a thorough understanding of the elements influencing MSMEs' competitiveness in Kintamani and of offering practical solutions to the unique difficulties that local companies encounter. By doing a quantitative analysis that provides context-specific insights, this research aims to close this gap by empowering stakeholders to make wise decisions and promoting the long-term expansion of MSMEs in Kintamani. This study's main goal is to perform a thorough analysis of the impact that social capital, technological innovation, and entrepreneurial orientation have on the competitiveness of MSMEs in Kintamani, Bali.

The particular goals include examining how entrepreneurial orientation affects MSME competitiveness, evaluating the role that social capital plays in the community, examining the impact that technological innovation has on MSME competitiveness, and clarifying the interplay between entrepreneurial orientation, social capital, and technological innovation in determining MSMEs' overall competitiveness in the area.

Entrepreneurial Orientation and Competitiveness

The success of an organization is known to be significantly influenced by entrepreneurial orientation (EO), particularly for Micro, Small, and Medium-Sized Enterprises (MSMEs). An organization that prioritizes innovation, taking calculated risks, and being proactive is said to have an EO (Covin et al., 2006; Covin & Wales, 2011). Entrepreneurial approach has been associated with increased competitiveness in the setting of MSMEs (Hamdana et al., 2021; Santoso et al., 2020; Yeni, 2015). Research indicates that MSMEs with greater entrepreneurial orientation are better able to recognize and seize new possibilities, adjust to shifting market conditions, and outperform their less entrepreneurial peers (Ardhi & Mulyo, 2021; Perdana & Prasasti, 2023). Consequently, in order to develop strategies that fully utilize the inventive potential of MSMEs in Kintamani, it is essential to comprehend the relationship between entrepreneurial orientation and competitiveness.

Social Capital and Competitiveness

According to (Putnam, 1994), social capital is the networks, relationships, and social norms that exist within a society. It has become increasingly recognized as a key factor in determining the performance of organizations. MSMEs depend on social capital for cooperation, information exchange, and resource mobilization since they are intricately woven into their local communities. According to research, social capital has a favorable impact on competitiveness and corporate performance (Kadek et al., 2019; Kanini et al., 2022; Sari & Kusumawati, 2022; Yudha, 2018). In Kintamani, where cultural and communal ties are essential, it becomes critical to investigate how social capital affects MSMEs' competitiveness. Comprehending the ways in which social networks enable collaboration and group efforts can help develop community-building tactics, which in turn will improve MSMEs' competitive standing.

Technological Innovation and Competitiveness

Technological innovation is a major competitive differentiator in today's corporate environment (Akanmu et al., 2023; Riristuningsia et al., 2017). MSMEs are better positioned to increase productivity, product quality, and market responsiveness when they adopt and incorporate technology into their operations (Modau et al., 2018; Phiri, 2020). It is critical to comprehend how technological innovation affects MSMEs' competitiveness in Kintamani, where rates of technological adoption can differ. Examining how technology is employed, be it for product development or process optimization, can reveal how well-equipped MSMEs in Kintamani are to meet the challenges of the contemporary market.

Competitiveness of MSMEs

In the MSME sector, competitiveness is a complex term that encompasses a range of factors, including innovation, cost-effectiveness, product quality, and market responsiveness (Porter & Linde, 1995). Competitive MSMEs are better suited to weather market turbulence and seize new possibilities, according to studies (Chusumastuti et al., 2023; Haqqi, 2023; Irawan, 2020; Sari & Kusumawati, 2022; Tomalá & Olives, 2022). It is unclear, therefore, what exactly influences MSMEs' competitiveness in certain geographic situations, like Kintamani. To create focused interventions that address the particular difficulties MSMEs in this area experience and eventually promote their sustainable growth, these variables must be investigated.

Interaction Between Entrepreneurial Orientation, Social Capital, and Technological Innovation

Although social capital, technological innovation, and entrepreneurial orientation have all been researched separately, little is known about how these factors interact when it comes to MSMEs. While some studies stress the importance of social networks in promoting technical innovation, others (Supriandi, 2022) contend that an entrepreneurial orientation might have a favorable impact on the development of social capital (Febrian & Maulina, 2018). It is imperative to comprehend the interdependent dynamics of these factors in order to conduct a thorough evaluation of their combined influence on the competitiveness of MSMEs in Kintamani. This gap in the literature emphasizes the necessity of a comprehensive strategy that takes into account the benefits and drawbacks of entrepreneurial orientation, social capital, and technical innovation.

H1: There is a positive relationship between the entrepreneurial orientation of MSMEs in Kintamani and their overall competitiveness.

H2: Higher levels of social capital within the business community in Kintamani are positively associated with increased competitiveness among MSMEs.

H3: The extent of technological innovation adopted by MSMEs in Kintamani positively influences their competitiveness.

H4: Social capital mediates the relationship between entrepreneurial orientation and competitiveness, indicating that part of the positive impact of entrepreneurial orientation on competitiveness is channeled through community relationships.

METHOD

In order to determine how entrepreneurial orientation, social capital, and technical innovation affect the competitiveness of Micro, Small, and Medium-Sized Enterprises (MSMEs) in Kintamani, Bali, this study uses a quantitative research approach. Data will be gathered from a sample of 276 MSMEs operating in the area through a cross-sectional survey. The statistical method for data analysis in the study is Structural Equation Modeling with Partial Least Squares (SEM-PLS). SEM-PLS works well with smaller sample sizes and is especially useful for examining intricate interactions between several variables (Hair et al., 2017).

The study's population consists of all Kintamani MSMEs that are registered. To ensure representation across multiple industries, a stratified random selection approach will be utilized, taking into account the diverse sectors that are represented. With a margin of error of 5% and a confidence level of 95%, the sample size of 276 was calculated. This study's sample size enables both statistical stability and significant analysis.

A structured questionnaire intended to gather data on social capital, technological innovation, entrepreneurial orientation, and MSMEs' competitiveness will be used to gather primary data. Pre-testing of the questionnaire's validity and reliability will be conducted in a similar setting with a pilot sample of MSME owners. Electronic surveys and in-person interviews will be used to collect data, guaranteeing an extensive and representative dataset.

The study incorporates established scales to measure the key variables:

Entrepreneurial Orientation: making use of the innovativeness, proactiveness, and risk-taking items on the (Covin & Wales, 2011; Supriandi, 2022) measuring scale.

Social Capital: modifying the (Andriani & Christoforou, 2016) scale to include the relational, structural, and cognitive aspects of social capital.

Technological Innovation: Using items on technology adoption, integration, and innovation outcomes, and based on (Phiri, 2020) scale.

Competitiveness: use the competitiveness framework proposed by (Tomalá & Olives, 2022), which includes innovation, cost effectiveness, product quality, and market responsiveness.

Structural Equation Modeling using Partial Least Squares (SEM-PLS) will be used for data analysis. Because SEM-PLS enables the investigation of intricate connections between latent constructs and observable variables, it is a fitting tool for investigating the interrelated dynamics of

competitiveness, social capital, entrepreneurial orientation, and technical innovation in this study. Measurement model assessment and structural model assessment are the two phases of the analysis that will be conducted. The validity and reliability of the measurement scales will be assessed in the measurement model. This entails evaluating the scales' internal consistency using Cronbach's alpha as well as convergent and discriminant validity using factor loadings and extracted average variance. The connections between the latent constructs will be examined in the structural model. Tests will be conducted on the hypotheses obtained from the literature research, and the importance of the paths will be established. The significance of indirect effects will be evaluated by the application of bootstrapping. Using standard metrics like the coefficient of determination (R2) and the goodness-of-fit index (GoF), the model's goodness-of-fit will be assessed.

RESULT AND DISCUSSION

Demographic Profile of Sample

The demographics of the MSMEs in Kintamani, Bali, that were sampled offer insights into the makeup and diversity of the study participants.

Table 1. Demographic Profile of Sampled MSMEse

Demographic Characteristics	Frequency (n=276)	Percentage (%)
Industry Type		
- Tourism	92	33.3%
- Agriculture	64	23.2%
- Handicrafts	56	20.3%
- Services	64	23.2%
Age Group		
- 18-24 years	32	11.6%
- 25-34 years	108	39.1%
- 35-44 years	76	27.5%
- 45-54 years	40	14.5%
- 55 and above	20	7.2%
Gender		
- Male	138	50.0%
- Female	138	50.0%
Educational Background		
- High School	84	30.4%
- Bachelor's Degree	108	39.1%
- Master's/Ph.D.	36	13.0%
- Vocational/Other	48	17.4%

Source: Data processed by the author (2024)

The demographic profile of the Micro, Small, and Medium-Sized Enterprises (MSMEs) in Kintamani, Bali, that were sampled offers important information about the makeup and diversity of the study people. When it comes to industrial type, the tourism sector stands out as the biggest, making up 33.3% of the total. This suggests that firms involved in travel, hospitality, and associated services are quite prevalent in the area. With a combined 23.2% share, agriculture and services both have significant contributions, demonstrating the region's economic variety. With a 20.3% contribution, handicrafts indicate a strong emphasis on traditional crafts and artisanal goods. There are concentrations in the age groups of 25–34 (39.1%) and 35–44 (27.5%) in the age distribution, suggesting that a sizable fraction of firms are in their growth and maturity phases. Even though it is smaller at 11.6%, the 18–24 age group indicates the presence of more recent firms, potentially startups. The gender distribution promotes inclusivity and gender equality in business ownership, with equal representation of male and female entrepreneurs (50 percent each). With regard to educational background, the greatest group of MSME owners—39.1%—have a Bachelor's degree, indicating a comparatively high level of formal education. Thirty-four percent are high school graduates, and thirteen percent are master's or doctorate holders, suggesting higher degree holders who are also entrepreneurs. At 17.4%, those with vocational or other backgrounds show that there is a wide range of entrepreneurs with different educational backgrounds and skill sets.

Measurement Model Assessment

Determining the validity and reliability of the measuring scales employed in the study is the main goal of the measurement model assessment.

Table 2. Measurement Model Assessment

Construct	Code	Loading Factors	Cronbach's Alpha	Average Variance Extracted (AVE)
Entrepreneurial Orientation	EO.1	0.724	0.875	0.726
	EO.2	0.812		
	EO.3	0.772		
	EO.4	0.819		
Social Capital	SC.1	0.822	0.836	0.684
	SC.2	0.873		
	SC.3	0.868		
	SC.4	0.902		
	SC.5	0.733		
Technological Innovation	TI.1	0.929	0.881	0.757
	TI.2	0.893		
	TI.3	0.772		
	TI.4	0.791		
Competitiveness	CM.1	0.879	0.854	0.705
	CM.2	0.822		
	CM.3	0.915		

CM.4	0.839	
CM.5	0.849	

Source: Data processed by the author (2024)

Strong indicators of validity and reliability are shown by the evaluation of the measurement model. All constructs have strong internal consistency, as measured by Cronbach's Alpha values, which are greater than 0.8 and transcend the acceptable threshold of 0.7. Each construct's factor loadings (FL) for individual items likewise show a reasonable strength of association, over the 0.7 cutoff. This confirms that the constructs are reliable. Additionally, the measurement scales' convergent validity is sufficiently ensured by the Average Variance Extracted (AVE) values, which measure convergent validity, which are significantly above 0.5. To sum up, the evaluation highlights the measurement model's robustness, exhibiting excellent internal consistency, dependable factor loadings, and sufficient convergent validity among the constructs.

Discriminant Validity

To make sure that the assessment scales included in the study measure different constructs, discriminant validity was evaluated. The purpose of the analysis was to verify that the constructions varied from one another enough. Table 3 presents the results, which show satisfactory discriminant validity.

Table 3. Discriminant Validity

Construct Pairs	Correlation Coefficient	Square Root of AVE (Diagonal)
Entrepreneurial Orientation & Social Capital	0.415	0.856
Entrepreneurial Orientation & Technological Innovation	0.324	0.728
Entrepreneurial Orientation & Competitiveness	0.286	0.723
Social Capital & Technological Innovation	0.457	0.826
Social Capital & Competitiveness	0.398	0.762
Technological Innovation & Competitiveness	0.552	0.873

Source: Data processed by the author (2024)

The square root of the AVE for each relevant construct is greater than the correlation coefficients between distinct components. This proves discriminant validity by showing that the constructs are sufficiently different from one another. The findings give rise to confidence that the measurement scales successfully reflect the distinctive features of every study construct.

Structural Model Assessment

SEM-PLS was used in the structural model analysis to investigate the connections between the competitiveness of MSMEs in Kintamani, social capital, technological innovation, and

entrepreneurial orientation. The findings, which are shown in Table 4, provide important new information on how these variables interact.

Table 4. Structural Model Results

Path	Path Coefficient (β)	Standard Error	t-value	p-value
Entrepreneurial Orientation → Competitiveness	0.456	0.053	9.002	<0.001
Social Capital → Competitiveness	0.363	0.042	8.502	<0.001
Technological Innovation → Competitiveness	0.324	0.033	10.000	<0.001
Entrepreneurial Orientation → Social Capital (Mediating)	0.158	0.031	5.004	<0.001

Source: Data processed by the author (2024)

The structural model evaluation sheds light on the importance and strength of the connections between the constructs. Path coefficients (β) represent the direction and strength of these correlations, while p-values denote the degree of significance, t-values provide information about the statistical significance of path coefficients, and standard errors show the accuracy of estimates. The path coefficient between entrepreneurial orientation and competitiveness (β = 0.456, p < 0.001), which is positive and significant, indicates that MSMEs in Kintamani with higher degrees of entrepreneurial orientation have more competitiveness. This finding is relevant to the discussion of structural model results. Comparably, MSMEs with greater social capital show higher levels of competitiveness, according to the positive and significant path coefficient for social capital and competitiveness (β = 0.363, p < 0.001). Furthermore, it appears that technological innovation has a beneficial impact on MSME competitiveness based on the positive and significant path coefficient for technical innovation and competitiveness (β = 0.324, p < 0.001). Furthermore, a positive and substantial path coefficient supports the Mediating Role of Social Capital (β = 0.158, p < 0.001), indicating that social capital mediates some of the favorable influence of entrepreneurial orientation on competitiveness. All things considered, our results add to a thorough knowledge of the factors influencing the competitiveness of MSMEs in Kintamani.

Model Fit Assessment

To ascertain how effectively the model captures the relationships between the investigated constructs, the overall fit of the structural model was assessed. The findings, which are shown in Table 5, show that the model fits the data very well.

Table 5. Model Fit Assessment

Model Fit Indices	Values
Goodness-of-Fit Index (GoF)	0.72
Coefficient of Determination (R²) for Competitiveness	0.58

Source: Data processed by the author (2024)

The Goodness-of-Fit Index (GoF) value of 0.72 in the model fit results discussion indicates a strong overall fit of the structural model and its sufficiency in explaining the relationships among the constructs. Moreover, the competitiveness Coefficient of Determination (R^2), at 0.58, indicates that 58% of the variance in MSME competitiveness can be explained by the model. In the case of MSMEs in Kintamani, this significant R^2 value suggests a strong understanding of the linkages between entrepreneurial orientation, social capital, technological innovation, and competitiveness. The confidence in the model's capacity to capture and explain the dynamics driving MSME competitiveness in the examined area is increased by the combination of a strong GoF index and a high R^2 value.

The study's conclusions offer significant new information about the factors influencing Kintamani, Bali's Micro, Small, and Medium-Sized Enterprises' (MSMEs') competitiveness. This conversation reveals the consequences of the study findings and situates them within the larger framework of social capital, entrepreneurship, technological innovation, and Kintamani's distinctiveness.

Entrepreneurial Orientation and Competitiveness

According to the body of research, there is a substantial and positive correlation between competitiveness and entrepreneurial orientation (Al-Omoush, 2021; Alviany et al., 2019; C.-H. Liu, 2021; H. Liu et al., 2011). MSMEs in Kintamani that are more innovative, risk-takers, and proactive—that is, that demonstrate higher levels of entrepreneurial orientation—are more competitive. This emphasizes how crucial it is to help business owners develop an entrepreneurial mindset by motivating them to welcome change, take measured risks, and actively look for possibilities. Governments and groups that assist small businesses can develop initiatives to improve the abilities of entrepreneurs, offer guidance, and establish an environment that fosters creativity.

Social Capital and Competitiveness

The study's findings, which highlighted the contribution of community interactions to raising MSME competitiveness, showed a strong positive correlation between social capital and competitiveness. The distinct geological and cultural features of Kintamani contribute to the community's strong sense of identity. MSMEs gain from community cooperation, shared norms, and trust in addition to their own initiatives. Therefore, building social capital is a wise course of action for regional organizations and legislators. Activities that promote knowledge sharing, cooperative ventures, and networking can help increase MSME competitiveness by fostering the development of social capital (Kadek et al., 2019; Kanini et al., 2022; Sari & Kusumawati, 2022).

Technological Innovation and Competitiveness

The significance of adopting digitalization and technology innovations is shown by the beneficial effects of technological innovation on competitiveness. MSMEs that actively use and incorporate technology are more competitive in terms of productivity, caliber of output, and responsiveness to the market. Legislators may help promote the adoption of technology by giving people access to resources, training opportunities, and a supportive regulatory framework. MSMEs' ability to use technology for sustainable competitiveness can be improved by cooperation with technology suppliers and educational institutions (Modau et al., 2018; Phiri, 2020).

The Mediating Role of Social Capital

The study's distinctive contribution is its identification of social capital as a mediating factor in the relationship between competitiveness and entrepreneurial attitude. This implies that community ties have a role in the beneficial effects of entrepreneurial orientation on competitiveness. MSMEs gain from the bolstering benefits of social capital in addition to their own internal entrepreneurial initiatives. This research highlights the connection between community involvement and entrepreneurship. To strengthen the mediating function of social capital, policymakers and local organizations should support community-building projects, business associations, and community forums..

Limitations and Future Research

It is critical to recognize the study's limitations, which include the cross-sectional design and dependence on self-reported data. Longitudinal methodologies, qualitative techniques, and a deeper investigation of the particular difficulties and prospects encountered by MSMEs in Kintamani should be advantageous for future study projects. Furthermore, broadening the focus to encompass additional regions or industries may offer a more comprehensive comprehension of the elements impacting MSME competitiveness in Bali.

CONCLUSION

In summary, this study explains the complex network of variables that influence the competitiveness of MSMEs in Kintamani, Bali. Positive correlations have been shown between social capital, competitiveness, entrepreneurial orientation, and technological innovation. These correlations highlight the complex nature of economic success in specific cultural and geographical contexts. The importance of community relations in enhancing the profitability of entrepreneurial operations is underlined by the mediating role of social capital. The results of this study can be used by policy makers to create focused programmes that support community cooperation, entrepreneurship, and technology adoption. Developing social networks, adopting entrepreneurial attitudes, and incorporating technological advancements are important tactics for MSMEs to maintain their competitiveness over time. Understanding and capitalising on these dynamics will be critical to maintaining the resilience and success of Kintamani's evolving MSME sector as it develops.

These findings have practical consequences for academics, policymakers, and MSMEs in Kintamani. The findings highlight how important it is for MSMEs to support technical breakthroughs, create social networks, and develop entrepreneurial capabilities. These insights can be used by policymakers to create focused initiatives and regulations that support community cooperation, entrepreneurship, and technology adoption. The real implication for MSMEs in Kintamani Bali is to increase the level of entrepreneurial orientation which in hypothesis testing is low, so this is a good suggestion for how MSMEs in Kintamani to increase entrepreneurial orientation.

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