

# Human Resource Development of Bandung MSMEs with Entrepreneurial Leadership Characteristic through Quality Leadership in Global Market Era

Nina Nurani\*, Uce Karna Suganda, Nurul Hermina, Deden Sutisna

*Master of Management, Postgraduate Program, Widyatama University. Jl. Cikutra No. 204A, Bandung 40125, Indonesia*

## Abstract

MSMEs in Bandung has contributes significantly to the economic growth of the city. However, the number of exports is still low. The problems are minimal human resource performance, limited products, less innovative and less than optimal technological capabilities, thus it is necessary to develop entrepreneurial leadership characters in the global market as a strategy for competitiveness and implementing a learning culture. The aim of this study is to find out how the development of human resources in MSMEs in Bandung has entrepreneurial leadership characteristics in entering the global market. This study is carried out using cross sectional method. The specification of this study is descriptive quantitative analysis, using purposive sampling technique to produce a total of 85 respondents. Data collection techniques is using literature studies, questionnaires, interviews, and observations. The results showed that the development of MSME human resources in Bandung with entrepreneurial leadership characteristics with the Cognitive Ambidexterity approach, SEER (Social, Environmental, and Economic Responsibility and Sustainability), SSA (Self and Social Awareness), entrepreneurial leadership and the quality of "Entrepreneurship Leadership" has an average value of Good. However, the ability to complete tasks optimally, always thinking about mistakes that will occur so that the ability to capture and create opportunities has a low average value. Because of this, it is necessary to increase innovative learning in addition to optimizing leadership skills in a timely completion of tasks, decision making and negotiation skills.

*Keywords:* Human Resource of MSMEs; Entrepreneurial Leadership; Global Market.

## 1. Introduction

Micro, Small and Medium Enterprises (MSMEs) are one of the boosters of the Indonesian economy, the MSME sector remains afloat, and is even able to guide the movement of the Indonesian economy, with the following considerations: (1) MSMEs do not have foreign debt, (2) there is not much debt to the sector banking because the MSME sector is considered unbankable, (3) using local raw materials, and (4) export-oriented MSME. Therefore, MSMEs are considered capable of being a solution to increase Indonesia's economic growth. Based on data from the Ministry of Cooperatives and SMEs, it was recorded that in 2020 the MSME sector experienced a decrease of 4.41 percent of Indonesia's Gross Domestic Product (GDP) (BPS, 2020). This reduction needs to be pursued, considering that MSMEs are the driving force of the Indonesian economy so that they can open opportunities for the Indonesian economy to develop in the future, especially through the global market.

Faced with the global market, it is hoped that the MSME sector can increase economic growth (Gamage, 2020; Genc, 2019). This is in line with Catriana's opinion (2020) that trade is a strategic tool for increasing economic growth, implemented through Export and Import activities (BPS, 2020). However, the value of exports in Indonesia is smaller than the value of imports. Indonesia's export value when compared to March 2019 to April 2019 has decreased by 7.19 percent. However, the value of Indonesia's imports in April 2020 experienced an increase of 11.28 percent compared to March 2019 (BPS, 2020). Currently, 15,000 (0.02%) of MSMEs in Indonesia have carried out export activities of the total number of MSMEs in Indonesia, namely 65,471,134, while another 65,456,134 (99.98%) have not carried out export activities, so the comparison between the number The proportion of MSMEs that have exported and those that

\* Corresponding author.

*E-mail address:* nina.nurani@widyatama.ac.id

have not exported is around 1:4 (Shemi & Helmi, 2019).

From the results of the Bandung City MSME profiling in 2021, according to data from the Office of Cooperatives, Micro, Small and Medium Enterprises there are a total of 8662 MSMEs (Dedi, 2021). The business activities are ranging in the culinary, fashion, handicraft, handicraft, service, and trade sectors. These MSMEs have the opportunity to export these products to various countries. Up until today, there has been a growth of MSMEs in the city of Bandung of 3.8% in the last six years (M Nizar, 2021). However, a number of Bandung City's leading commodities have experienced an impact due to the Covid-19 pandemic due to decreased market demand due to the Covid-19 pandemic.

The MSMEs in Bandung City in entering the global market have various problems that have an impact on the weak competitiveness of imported products, especially during the COVID-19 pandemic (Risnawati et al., 2022). The main problems faced by MSMEs in the city of Bandung in entering the global market include minimal human resource performance, limited and less innovative MSME products (Suwarni, et.al, 2019) and less than optimal technological capabilities so that online marketing has not maximized the cause of the decline income, especially during the current pandemic. In dealing with these conditions, MSME human resources in the city of Bandung need leaders who can answer challenges and opportunities to enter the global market, namely leaders who are adaptive to change capable of fast transformations or crackers (Suyatno, 2014) through learning culture strategies. Therefore, it is necessary to develop character for MSME human resources in the city of Bandung who have entrepreneurial leadership characteristics (Akbari, 2021; Lee, 2020)

Developing human resources in MSMEs in Bandung City with character and entrepreneurial leadership in entering the global market can be studied using 3 (three) principles of entrepreneurial leadership as follows: (1) development of a cognitive ambidexterity mindset, (2) oriented to a new mindset: social, environmental, sustainable economic responsibility, and (3) guided by self-understanding and social orientation. From the results of the development of MSME human resources in Bandung City with the character of the global market era, MSME with the character of entrepreneurial leadership are realized. These characteristics include having dynamic and effective leadership, optimizing risk, not minimizing it, constantly being creative and innovative to get better, taking personal responsibility for company results, understanding the bigger picture, keeping things simple for customer satisfaction, and searching for means of inspiration according to vision and goals.

From the results of previous studies regarding the development of MSME human resources in Bandung City regarding Entrepreneurship Leadership in the global market era, the following are obtained. Muafi (2022) examined the impact of entrepreneurial leadership on the performance of Small and Medium Enterprises in India with the results of continuous improvement, innovativeness, proactiveness and resource allocation studies having a positive impact on company performance. Miao (2019) researched entrepreneurial leadership and its relationship with business performance in micro and small enterprises in the east java region, the results of the study found a relationship between entrepreneurial leadership and business performance. Wurzel (2019) stated that export intentions are influenced by entrepreneurial leadership to integrate entrepreneurial characteristics and innovation leadership, strategies, skills, and values aligned with exporters with opportunities for MSMEs to enter the global market. Referring to the above, this study is interested in conducting research on the development of human resource of MSMEs using entrepreneurial leadership and quality leadership, and found out how it can prepare them to enter the global market (Gamage, 2020)

## **2. Literature Review**

### *2.1. Entrepreneurial Leadership*

The term "entrepreneurial leadership" refers to the kind of management necessary to launch, develop, and oversee an effective company venture. In order to recognize opportunities, take measured risks, and motivate others to realize a common goal, one must possess a certain blend of traits, abilities, and behaviors (Cai, 2019). An inventive attitude, a solid work ethic, and the capacity to change with the times are traits of entrepreneurial leadership. It necessitates in-depth knowledge of the market, consumers, and industry trends, as well as the capacity to think creatively and create novel concepts that address the demands of the target market (Dabić, 2021)

The capacity to take risks is one of the most crucial characteristics of entrepreneurial leadership. Whether it's investing in new technology, breaking into a new market, or recruiting a vital employee, entrepreneurs frequently need to take calculated risks to succeed. Successful businesspeople, on the other hand, don't just take risks at random; they thoroughly consider the advantages and disadvantages of every choice before acting. Entrepreneurial leaders are also incredibly resilient and determined. Entrepreneurs must be ready to weather failures and overcome challenges because

starting a new firm may be a difficult and uncertain process (Deng, 2021). They must also be able to maintain their concentration on their objectives and persevere in the face of difficulty. Effective business executives have excellent communication skills. They must be able to express their ideas clearly and motivate others to share their zeal and dedication. They need to be proficient communicators with coworkers, clients, investors, and other stakeholders. The capacity to assemble and direct a capable team is another essential quality of entrepreneurial leadership. Entrepreneurs must be able to recognize talent, inspire workers, and assign duties efficiently. They must be able to establish an environment at work that encourages innovation and creativity (Genc, 2019).

Another aspect of entrepreneurial leadership is a dedication to lifelong learning and personal development (Hu et al., 2022). Successful businesspeople are prepared to put time and effort into their own professional and personal growth because they understand that they can always learn more and improve. In conclusion, developing entrepreneurial leadership is an essential part of creating a successful firm (Cori & Bonti, 2021). It calls for a special mix of traits, abilities, and attitudes, such as creativity, risk-taking, resiliency, communication, teamwork, and a dedication to lifelong learning. These characteristics put entrepreneurs in a strong position to add value, promote growth, and leave a lasting impression on their industry (Kim, 2020)

## 2.2. *Quality Leadership*

In order for a team to perform at a high level and be successful, a leader must be able to inspire, encourage, and direct them. This is known as providing "quality leadership." It is a crucial part of any productive business because good leadership may boost output, boost employee engagement, and promote a great workplace environment (Cai, 2019). A leader who practices quality leadership can build an environment at work that is encouraging and empowering by using a combination of skills and actions (Muafi, M., & Johan, A, 2022). The capacity to communicate goals and expectations to team members is one of the most crucial characteristics of effective leadership (Dabić, 2021). A smart leader will collaborate with their team to create tough yet doable goals and will lay out specific instructions on how to get there. Effective communication is another essential element of good leadership (Akbari, 2021). A leader with effective communication skills may give their team members feedback and direction while also clearly articulating their vision and objectives (Lee, 2020).

Effective leaders are also adept at fixing issues. They are able to recognize and deal with problems that occur within the company, and they can create successful plans for overcoming obstacles and accomplishing goals. The capacity to create and sustain a strong team is a key component of effective leadership. This entails finding and hiring bright people, offering chances for personal and professional advancement, and building a collaborative and encouraging work atmosphere. Integrity and dedication to moral principles are also essential components of good leadership. Fairness, honesty, and respect are values that ethical leaders uphold, and they encourage their teams to share these values as well (Nor-Aishah, 2020). Finally, effective leadership is a crucial element of any successful firm. Effective leaders have a range of abilities and traits, such as the capacity to establish precise objectives, communicate clearly, solve problems, forge solid teams, and exhibit morality and integrity. Leaders may boost productivity, create a great workplace culture, and succeed for both their organization and their team by cultivating these traits and demonstrating them in their work (Miles, 2020).

## 2.3. *Human Resource Development in MSMEs*

Any business, especially MSMEs, must prioritize human resource development (HRD). HRD is the process of making investments in the skills, knowledge, and talents of employees in order to enhance their performance and support the organization's success (Chang et al., 2019). HRD is extremely significant in MSMEs. These organizations, which have few resources, rely significantly on the abilities and knowledge of its staff members to promote growth and success. These firms can benefit from HRD by developing and keeping talented staff members, increasing production and efficiency, and adjusting to shifting market conditions.

Finding and keeping skilled workers is one of MSMEs' biggest issues. By offering possibilities for professional development and progress, HRD can assist in addressing this difficulty. This can involve access to conferences and events in the sector as well as training courses, mentorship, and coaching. MSMEs can foster a pleasant work environment and increase employee engagement by investing in their professional development, which can raise job satisfaction and lower turnover (Amarakoon et al., 2019). The improvement of leadership and management abilities is a key component of HRD in MSMEs. Entrepreneurs with limited formal management training run many MSMEs. These leaders can have opportunities to acquire the abilities and information necessary to successfully manage their teams,

establish goals and objectives, and make strategic decisions through HRD.

HRD can aid MSMEs in adapting to shifting market dynamics and commercial trends. MSMEs may guarantee that their teams have the skills and knowledge required to take advantage of new possibilities and manage growing difficulties by offering employees the chance for training and development. This can aid in the long-term success and competitiveness of these firms. HRD is a crucial task for MSMEs, to sum up (Hu et al., 2022). These businesses can recruit and keep talented people, increase production and efficiency, develop leadership and management abilities, and respond to shifting market conditions by making investments in the development of their personnel. MSMEs must prioritize HRD if they are to succeed, and companies that do so are more likely to see sustained growth and success.

### 3. Methods

This study uses a descriptive quantitative cross-sectional method using a Cognitive Ambidexterity approach that involves predictive and creative logic in the decision-making approach. And the SEER (Social, Environmental, and Economic Responsibility and Sustainability) approach to explain "The Development of MSME HR with Entrepreneurial Leadership through Quality Leadership to Enter the Global Market". Specifications descriptive quantitative analysis research. For descriptive quantitative analysis of the population in this study is the digital creator community in the city of Bandung. The sample obtained by 85 respondents used purposive sampling, which is a non-probability selection method that selects a sample from the Bandung City digital creator population. The population used was SMEs in West Java with a purposive sampling technique which took as many as 85 samples of micro, small and medium enterprises in Bandung. Each perspective will show the principles of enhancing the character of Entrepreneurial Leadership which have a positive impact to create a generation of qualified 'entrepreneurship leadership' to enter competition in the global market.

Data collection techniques to support quantitative descriptive analysis were carried out by field studies in the form of data collection through questionnaires and literature studies, literature studies to collect and compile data related to the problem under study referring to secondary and tertiary data sources as supporters. This research is expected to be able to examine HR Competency Development for MSME Entrepreneurship Leadership Character to Enter the Global Market. The specification of the research is descriptive quantitative analysis with the cross sectional method, with the data analysis method used descriptive quantitative.

### 4. Result and Discussions

#### 4.1. Descriptive Statistics

msme hr development with entrepreneurial leadership through quality leadership to enter the global market uses a sample of 85 MSME people in Bandung. The sampling technique uses purposive sampling. The majority of MSME business actors are 82% aged 40 years and under and ages between 41-50 years of 12.9%. Masters education is 32%, Bachelors is 59%, D3 is 1%, and senior high school is 8%. From the data on the quality of education, it has the potential to increase and develop the character of entrepreneurial leadership through Quality Leadership to enter the Global Market. The study of descriptive statistical data from the results of research on 85 MSME respondents in the city of Bandung can be explained according to the table 1.

**Tabel 1.** Respondents' Response for Each Indicator

| Indicator  | Percentage |   |   |   |   |   |
|--|------------|---|---|---|---|---|
|  | 1          | 2 | 3 | 4 | 5 | 6 |
| Human Resource Development of Bandung MSMEs with Entrepreneurial Leadership Characteristic through Quality Leadership in Global Market Era |            |   |   |   |   |   |
| <b>A.</b> Human Resource Development of MSMEs  |            |   |   |   |   |   |
| a. <i>Cognitive Ambidexterity</i>  |            |   |   |   |   |   |

|  |  |       |       |       |       |       |       |
|--|--|-------|-------|-------|-------|-------|-------|
| 1  | Analyze problems to implement solutions accommodating sustainable social, environmental, and economic factors.   | 2.4%  | 22.4% | 21.2% | 24.7% | 18.8% | 10.6% |
| 2  | Analyzing and acting is always change-oriented in order to realize the goal  | 7.1%  | 14.1% | 18.8% | 25.9% | 27.1% | 7.1%  |
| 3  | Predicting the future through detailed analysis namely goals, problems, causes, impacts as well as reliable data   | 4.7%  | 18.8% | 15.3% | 24.7% | 30.6% | 5.9%  |
| 4  | Apply different logics to create innovations in complexity (creation logic)  | 7.1%  | 14.1% | 16.4% | 20.0% | 31.8% | 10.6% |
| <i>b. SEER (Social, Environmental, and Economic Responsibility and Sustainability)</i> |  |       |       |       |       |       |       |
| 1  | Directing the creation of social, environmental and economic values as potential synergies   | 5.9%  | 17.6% | 21.2% | 20.0% | 27.1% | 8.2%  |
| 2  | Using innovation with a different mindset in decision making.  | 5.9%  | 17.6% | 12.9% | 28.2% | 29.4% | 5.9%  |
| 3  | Using a unique SEER-oriented mindset in an innovative way.   | 3.5%  | 21.2% | 20.0% | 20.0% | 30.6% | 4.7%  |
| 4  | Paying attention to the gains, interests, rights, and power of the stakeholder team the impact of responsible and sustainable solutions                        | 9.4%  | 16.5% | 25.9% | 17.6% | 25.9% | 4.7%  |
| <i>c. SSA (Self and Social Awareness)</i>  |  |       |       |       |       |       |       |
| 11   | Apply multiple perspectives in uncertain situations  | 9.4%  | 17.6% | 10.6% | 27.1% | 29.4% | 5.9%  |
| 22   | Creating programs by negotiating uncertain and unclear outcomes forms creative decision making.  | 10.6% | 17.6% | 20.0% | 24.7% | 21.2% | 5.9%  |
| 33   | Using superior understanding, the potential has implications for social, environmental, and economic action.   | 15.3% | 11.8% | 22.4% | 21.2% | 23.5% | 5.9%  |
| <b>C. Entrepreneurial Leadership</b>   |  |       |       |       |       |       |       |
| <i>a. Dynamic and Effective Leadership</i>   |  |       |       |       |       |       |       |
| 11   | Trying to be persuasive to instill influence by motivating and mobilizing employees, subordinates, and the public to achieve organizational (strategic) goals. | 2.4%  | 10.6% | 16.5% | 15.3% | 47.1% | 8.2%  |
| 22   | In carrying out its functions, leaders use skills or knowledge of communication and motivation.  | 1.2%  | 11.8% | 14.1% | 15.3% | 47.1% | 10.6% |
| <i>b. Leadership Professionalism</i>   |  |       |       |       |       |       |       |
| 1  | Using cooperation by fostering creativity and innovation, choosing alternative opportunities by considering the risks.   | 4.7%  | 11.8% | 14.1% | 27.1% | 32.9% | 9.4%  |
| 22   | Using expertise and competence according to the field as an intuitive thinker  | 1.2%  | 9.5%  | 23.8% | 21.4% | 36.9% | 7.1%  |
| <i>c. High Entrepreneurial Spirit and Soul</i>   |  |       |       |       |       |       |       |
| 11   | Have a high entrepreneurial spirit and soul  | 4.7%  | 9.4%  | 14.1% | 25.9% | 27.1% | 18.8% |
| 22   | Have the ability to identify and streamline opportunities to convert into value  | 1.2%  | 12.9% | 17.6% | 23.5% | 37.6% | 7.1%  |
| <i>d. Change Management</i>  |  |       |       |       |       |       |       |
| 11   | Have managerial ability to be able to change and move the organization, in accordance with the choice of organizational planning strategy                      | 5.9%  | 11.8% | 18.8% | 30.6% | 30.6% | 2.4%  |
| 22   | Making continuous changes to create excellence   | 4.7%  | 17.6% | 17.6% | 22.4% | 34.1% | 3.5%  |
| <i>e. Global Market Leadership</i>   |  |       |       |       |       |       |       |
| 1  | Make decisions with a view or insight into the future.   | 1.2%  | 10.7% | 11.9% | 25.0% | 39.3% | 11.9% |

|  |   |  |       |       |       |       |       |       |
|--|---|--|-------|-------|-------|-------|-------|-------|
| 2  | 2 | Carry out and complete tasks according to ability and expertise.   | 0.0%  | 10.6% | 10.6% | 22.4% | 44.7% | 11.8% |
| 3  |   | Completing the task of commits to the change   | 1.2%  | 1.8%  | 15.3% | 28.2% | 34.1% | 9.4%  |
| 4  |   | Complete professional tasks so as to achieve goals   | 1.2%  | 7.1%  | 20.2% | 16.7% | 42.9% | 11.9% |
| <b>B. ENTREPRENEURIAL LEADERSHIP CHARACTERISTICS</b>   |   |  |       |       |       |       |       |       |
| <b>a. Customer Service</b>   |   |  |       |       |       |       |       |       |
| 11   |   | Execution and completion of the tasks of each team member is activated with a focus on customer priority, as a value added service                 | 1.2%  | 12.9% | 18.8% | 20.0% | 37.6% | 9.4%  |
| 32   |   | Completing tasks keeping in mind complexity and risk, as well as errors, reduces customer satisfaction.  | 4.7%  | 11.8% | 24.7% | 18.8% | 34.1% | 5.9%  |
| 33   |   | Completing the task by remembering the function in order to provide added value to the service provided to the customer.                           | 2.4%  | 11.8% | 9.4%  | 27.1% | 38.8% | 10.6% |
| <b>b. Optimizing risk, not minimizing risk</b>   |   |  |       |       |       |       |       |       |
| 11   |   | Complete tasks following changes according to the dynamics of stakeholder needs.   | 0.0%  | 16.5% | 16.5% | 30.6% | 28.2% | 8.2%  |
| 22   |   | Completing the task is not successful because the consideration of reducing risk is always the main concern  | 7.1%  | 17.6% | 11.8% | 22.4% | 34.1% | 7.1%  |
| 33   |   | Completing the task thinks about what mistakes will happen, with the aim of not eliminating mistakes, but creating opportunities.                  | 3.5%  | 11.8% | 14.1% | 23.5% | 41.2% | 5.9%  |
| <b>c. Creative and Innovative</b>  |   |  |       |       |       |       |       |       |
| 11   |   | Completing tasks always think that change is an opportunity, not a threat.   | 0.0%  | 11.8% | 9.4%  | 21.2% | 45.9% | 11.8% |
| 22   |   | Completing tasks always think that change is an opportunity, not a threat.   | 0.0%  | 9.4%  | 14.1% | 20.0% | 47.1% | 9.4%  |
| <b>c. Responsibility</b>   |   |  |       |       |       |       |       |       |
| 11   |   | Complete tasks with the thought that large companies are played by employees who are responsible for results even though they are not yet the goal | 25.9% | 14.1% | 21.2% | 10.6% | 24.7% | 3.5%  |
| 22   |   | Completing tasks causes the company to be inefficient, not communicative which has an impact on achieving effectiveness.                           | 27.1% | 16.5% | 17.6% | 14.1% | 22.4% | 2.4%  |
| <b>e. Having and understanding wider picture</b>   |   |  |       |       |       |       |       |       |
| 11   |   | Complete tasks by synergizing to get superior performance consistent with the organization's vision, values, and strategy                          | 5.9%  | 12.9% | 18.8% | 22.4% | 32.9% | 7.1%  |
| 22   |   | Complete tasks irresponsibly beyond individual goals with consideration of harming the company.  | 34.1% | 16.5% | 15.3% | 14.1% | 17.6% | 2.4%  |
| <b>f. Keeping simple things</b>  |   |  |       |       |       |       |       |       |
| 11   |   | Completing tasks over time, creating work complexity to impress skills   | 30.6% | 12.9% | 18.8% | 21.2% | 15.3% | 1.2%  |
| <b>g. Inspire others according to vision and target</b>  |   |  |       |       |       |       |       |       |
| 11   |   | In completing the task requires a customer-based vision.   | 1.2%  | 9.6%  | 14.5% | 27.7% | 36.1% | 10.8% |
| 22   |   | Completing a task aims to provide target meaning helps visualize the journey to the goal and its achievement.                                      | 0.0%  | 14.1% | 14.1% | 20.0% | 41.2% | 10.6% |
| Details: 1 = Never, 2 = 1 time, 3 = 1-2 times, 4= Sometimes (more than 2 times), 5 = often, 6 = very often |   |  |       |       |       |       |       |       |

## 4.2. Human Resource Development of MSMEs

### 4.2.1. Cognitive Ambidexterity

Human resource in MSMEs in dealing with problems were able to solve problems with solutions using a sustainable social, environmental and economic factor analysis approach. with a frequency of ability levels of more than 2 to 6 of 75.2%. Thus the MSME human resources in the city of Bandung are able to solve problems with solutions using a sustainable social, environmental and economic factor analysis approach with high scores. However, 24.8% of the respondents still need to develop cognitive ambidexterity. This is in line with the opinion of Lytvynenko (2019) that the development of human resources with entrepreneurial leadership spirit needs to use a new model, a world view that is fundamentally different from business and applies illogical decision making, Entrepreneurship-based companies have advantages where leadership performance has more flexibility.

Bandung city MSME respondents in acting to analyze problems are always always oriented towards change in order to realize goals with a frequency of more than 2 to 6 of 78.8%. Thus the MSME human resources in the city of Bandung who already have the ability to analyze problems by aiming at the goals that have been set have a high value, although there are still 21.2% of respondents who need to develop the ability to act in analyzing problems towards the goals set. This is in line with the opinion Cori & Bonti (2021) that a leader is needed from a leader in the global era, namely a leader who always leads to the goals that have been set (Kim, 2020)

Bandung city MSME respondents who used future predictions through detailed analysis, namely objectives, problems, causes, impacts and reliable and available data with a frequency of more than 2 to 6 of 76.5%. Thus the MSME human resources in the city of Bandung who already have the ability of entrepreneurial leaders, namely by using future predictions through detailed analysis, namely goals, problems, causes, impacts and reliable and available data have high value. However, there are 23.5% of MSME human resources in the city of Bandung who do not yet have the ability to use future predictions through detailed analysis. Leaders needed in the global era are leaders who are very visionary.

Bandung city MSME respondents who are able to apply different logic to create innovations in complexity (creation logic) with a frequency of more than 2 to 6 are 78.8%. Thus, MSME human resources in the city of Bandung who already have the ability to create logic have high value. However, there are 21.2% of respondents who need to be developed through learning the logic of creation (creation logic) considering that the logic of creation for MSMEs as entrepreneurial leaders can find themselves. When conditions are uncertain, MSME in Bandung are able to implement a different logic from an orientation towards action, discovery, and creation (Cognitive Ambidexterity). This is in line with the opinion of Genc (2019) that the principle of entrepreneurial leadership is Cognitive Ambidexterity.

### 4.2.2. Social, Environmental, and Economic Responsibility and Sustainability (SEER)

Bandung city MSME respondents who are able to direct the creation of social, environmental and economic values as a potential synergy with a frequency of more than 2 to 6 of 76.5%. Thus the MSME human resources in the city of Bandung who have been able to direct the creation of social, environmental and economic values as a potential synergy in sustainable and sequential responsibilities have high value. However, there are still 23.5% of MSME human resources in the city of Bandung who still have to improve their competency involvement in creating SEER value. This is in line with Safuan (2017) who found that human resources need to have Cognitive Ambidexterity, namely directing the creation of social, environmental and economic values as a potential synergy in sustainable responsibility and sequentially.

Bandung city MSME respondents who are able to use innovation with a different mindset in making decisions with a frequency of more than 2 to 6 are 76.5%. Thus, the MSME human resources in the city of Bandung who have been able to use new ways of making decisions in accordance with different worldviews have a high value in principle. However, there are still MSME human resources in the city of Bandung of 23.5%, which need to be studied using new ways of making decisions with a different view of the world. Entrepreneurial leader needs to have cognitive ambidexterity, namely being able to use new models in decision making with a different world mindset in principle. This is in line with the findings from previous studies Gamage (2020) that a leader is very innovative entrepreneur, and are able to make changes.

Bandung city MSME respondents who can use a unique mindset with an orientation to SEER in an innovative way with a frequency of more than 2 to 6 is 75.3%. This has the meaning that human resources of MSME in the city of Bandung who have been able to use a unique mindset focused on SEER in innovative ways have high value. However, there are still 24.7% of MSME human resources in the city of Bandung who need to improve this capacity. Bandung city MSME

respondents who are able to use their interests, rights and power as a team work with a variety of stakeholders are 74.1%. This shows that MSME human resources in the city of Bandung who have been able to use these competencies adjust the preferences of various stakeholders to have high value. However, there are still 25.3% of MSME HR in the city of Bandung who need to increase their ability to develop, implement and measure the impact of solutions with sustainable responsibility. This is in line with the study from () that a leader is a person who has competence (expertise) according to the ability to complete tasks.

#### 4.2.3. *Self and Social Awareness*

Bandung city MSME respondents who are able to apply perspective sharing in uncertain situations with a frequency of more than 2 to 6 are 73%. This shows that the MSME human resources in the city of Bandung have been able to apply a perspective in responding to uncertain situations and are not known to have high value. However, there are still 27% of MSME HR in the city of Bandung who need to learn these skills. This is in line with the study from () that a leader is a person who has competence (expertise) according to the ability to complete tasks in uncertain situations/cognitive ambidexterity.

Bandung city MSME respondents who are able to create programs, negotiate uncertain and unclear results in the form of creative decision making with a frequency of more than 2 to 6 of 71.8%. This shows that MSME human resources in the city of Bandung have been able to create programs to negotiate uncertain and unclear results from creative decisions that have high value. However, there are still 28.2% of MSME HR in the city of Bandung who need to learn these skills. This is in line with the study from Safuan (2017) that a leader is a person who has good negotiation skills to complete tasks.

Bandung city MSME respondents who are able to use superior thinking have potential implications for social, environmental and economic behavior with a frequency of more than 2 to 6 of 72.3%. This shows that MSME human resources in the city of Bandung who have been able to use sophisticated understanding which has implications for social, environmental and economic actions have high value. However, there are still 28.2% of MSME human resources in the city of Bandung who need learning to improve these abilities. This is in line with the opinion of Greenberg et al., 2011 that a leader is a person who has a sophisticated understanding of social, environmental and economic/cognitive ambition (Safuan, 2017). This is in line with the study from Safuan (2017) that a leader is a person who is willing to accept risks.

### 4.3. *Entrepreneurial Leadership*

#### 4.3.1. *Customer Service Focus*

Bandung city MSME respondents who are able to carry out and complete tasks, by involving each member of the team are activated with a focus on customer priority, as value added services with a frequency of more than 2 to 6 of 85.9%. Thus the MSME human resources in the city of Bandung who have the ability to carry out and complete the tasks of each team member are activated with a focus on customer priority, as value-added services have high value. However, there are still 14.1% of MSME human resources in the city of Bandung, who need development to increase these capabilities. According to Safuan (2017), a leader in entering the global market is needed who is influential, so as to bring the work team to work more optimally in completing tasks with a focus on customer priority.

Bandung city MSME respondents who were able to complete tasks keeping in mind complexity and risk, as well as errors, thereby reducing customer satisfaction with a frequency of more than 2 to 6 by 83.5%. Thus, the MSME human resources in the city of Bandung who have the ability to complete tasks keeping in mind the complexity and risk, as well as errors, thereby reducing customer satisfaction have a high value. However, there are still 17.5% of MSME human resources in the city of Bandung, which need development to increase this capacity. Both successful leaders and entrepreneurs have willingness to accept risk. Leadership is also related to creating an organization that has a high-performance spirit.

Bandung city MSME respondents who were able to complete tasks by keeping in mind the running function so as to provide value added services provided to customers with a frequency of more than 2 to 6 of 85.8%. Thus the MSME human resources in the city of Bandung who have the ability to complete tasks by keeping in mind the running function so as to provide added value to the services provided to customers have high value. However, there are still 14.2% of MSME human resources in the city of Bandung who need learning to improve these abilities.

#### 4.3.2. *Optimizing Risk, Not Minimizing Risk*

Bandung city MSME respondents who are able to complete tasks must always have changes, following the dynamics of stakeholder needs with a frequency of more than 2 to 6 of 83.5%. Thus the MSME human resources in the city of Bandung who have the ability to complete tasks must always have changes, to improve, and meet the needs of new customers have high value. However, there are still 16.5% of MSME human resources in the city of Bandung who need self-development to increase these capabilities. It is necessary for entrepreneurs to have innovative abilities and capability to make changes so as to be able to meet the needs of new customers.

Bandung city MSME respondents who are able to complete tasks always by reducing the risks that impact the company experience failure with a frequency of more than 2 to 6 of 75.3%. Thus the MSME human resources in the city of Bandung who have the ability to complete tasks always minimize risks which will ultimately cause every company to fail to have high value. However, there are still 24.7% of MSME HR in the city of Bandung who have the ability to complete tasks with a willingness to accept risks to achieve goals. Successful leaders and entrepreneurs are willing to accept risks to achieve goals.

Completing tasks always thinking about mistakes that impact the goal of creating opportunities with a frequency of more than 2 to 6 of 84.7%. Thus the MSME human resources in the city of Bandung who always think about mistakes that will occur, by not capturing and creating opportunities have high value. Meanwhile, MSME human resources in the city of Bandung already have the ability to complete tasks by not always thinking about mistakes that will occur but preferring to capture opportunities to create opportunities even if only 16.3%, therefore learning is needed to increase the ability to create opportunities. In line with the principles of entrepreneurial leadership, it is necessary to have innovative abilities - entrepreneurs, to capture opportunities.

#### 4.3.3. *Creative and Innovative*

Bandung City MSME respondents who were able to complete tasks always thought that change was an opportunity, not a threat with a frequency of more than 2 to 6 of 89.2%. Thus the MSME HR in the city of Bandung who have the ability to complete tasks always think that change is an opportunity, not a threat to get high marks. However, there are still 11.8% of MSME HR in the city of Bandung who need learning to improve these abilities. In line with the principles of entrepreneurial leadership, it is necessary for entrepreneurs to have innovative abilities and make changes because change is an opportunity, not a threat in an effort to achieve goals.

Bandung city MSME respondents were able to complete the task realizing that change allows for opportunities to increase organizational competitiveness to gain long-term success with a frequency of more than 2 to 6 of 90.6%. Thus the MSME human resources in the city of Bandung who have the ability to complete tasks by realizing that change has the potential to increase opportunities for self-growth, the company's competitive position and long-term success have very high value. However, there are still 11.8% of MSME HR in the city of Bandung who need learning to improve these abilities. Entrepreneurial leadership needs to have innovative abilities and able make changes, to increase opportunities, self-growth, and the company's long-term competitive position.

#### 4.3.4. *Responsibility*

Bandung city MSME respondents who are able to complete tasks by acting as large companies are individual employees who are not responsible for results outside their goals with a frequency of more than 2 to 6 of 90.6%. Thus the MSME human resources in the city of Bandung who have the ability to complete tasks by acting that large companies are individual employees who are not responsible for results beyond the goals have a very high value. However, there are still 0.4% MSME human resources in the city of Bandung who need learning to improve these abilities. In line with the principles of entrepreneurial leadership, it is necessary to be responsible as an effort to achieve goals.

Bandung city MSME respondents who were able to complete the task caused inefficiency, poor communication, and misalignment throughout the company, and tended to reduce effectiveness with a frequency of more than 2 to 6 of 56.4%. Thus, there are still MSME human resources in the city of Bandung who complete the task by causing inefficiency, poor communication, and misalignment in the company, and tend to reduce effectiveness by having sufficient values. However, 43.6% of MSME human resources in the city of Bandung were still able to complete the task properly. Therefore, it is necessary to learn to reduce or eliminate these weaknesses. Successful leaders and entrepreneurs are timely leadership in completing tasks and decision making as well as having good negotiation skills.

#### 4.3.5. *Understanding Wider Picture*

Bandung city MSME respondents who were able to complete the task of getting individual and team performance to the highest level, by being committed to the vision, values and organizational strategy with a frequency of more than 2 to 6 of 81.2%. Thus the MSME HR of the city of Bandung is able to complete the task of getting individual and team performance to the highest level by being committed to the vision, values and strategies of the organization having high value. However, there are still 18.8% of MSME HR in the city of Bandung who need learning to improve these abilities. Therefore it is necessary to learn to reduce or eliminate these weaknesses. According to Robbins and Judge (Robbins and Judge, 2013), leadership is the ability to influence a group toward achieving a vision or set of goals. and inspire organizational members to want to achieve the vision. Successful leaders and entrepreneurs are strategic leaders who are committed to long-term vision and goals, values, and organizational strategy.

#### 4.3.6. *Keeping Things Simple*

Bandung city MSME respondents who were able to complete tasks over time tended to make things more complicated than needed to impress expertise with a frequency of more than 2 to 6 of 56.5%. Thus, MSME human resources in the city of Bandung who complete tasks according to time have the potential to create something more complex than what is needed to impress expertise as a competency value, which is not good enough as entrepreneurial leadership has sufficient value. However, there are 43.5% of MSME HR in the city of Bandung who are able to complete the task well. Therefore, learning is needed to reduce or eliminate these deficiencies. Organizations need strong leadership and strong management for optimal effectiveness in formulating detailed plans, creating efficient organizational structures, and overseeing daily operations.

### 4.4. *Quality Leadership*

#### 4.4.1. *Dynamic and Effective Leadership*

Bandung city MSME respondents who are able to try to be persuasive to instill influence by motivating and motivating employees, subordinates, with a frequency of more than 2 to 6 is 87%. This shows that MSME human resources in the city of Bandung who have been able to persuasively try to instill influence by motivating and motivating employees, subordinates have high scores. However, there are still 13% of MSME HR in the city of Bandung who need learning to improve their persuasive abilities. A leader is a person who has influence to bring a team of hard work and a willingness to accept risks.

Bandung city MSME respondents who are able to carry out leadership functions use communication skills or knowledge and motivation with a frequency of more than 2 to 6 of 87%. This shows that MSME human resources in the city of Bandung who have been able to carry out leadership functions using communication skills or knowledge and motivation have a high value. However, there are still 13% of MSME human resources in the city of Bandung who need learning to improve these abilities. This is in line with the Safuan (2017) who stated that a leader is a person who has good negotiation skills to complete tasks.

#### 4.4.2. *Professionalism*

Bandung city MSME respondents who are able to carry out leadership functions use teamwork to always be creative, innovative looking for alternative opportunities with the courage to take risks with a frequency of more than 2 to 6 of 83.5%. Thus the MSME human resources in the city of Bandung who have been able to carry out the leadership function use teamwork to always be creative, innovative looking for alternative opportunities with the courage to take risks have a high value. However, there are still 16.5% of MSME human resources in the city of Bandung who need learning to improve these abilities. This is in line with the Safuan (2017) who stated that a leader is a person who has a willingness to accept risks and influence - bringing the team to work hard.

Bandung city MSME respondents who are able to use expertise and competence in one or several fields and become intuitive thinkers (opportunity seekers) with a frequency of more than 2 to 6 is 87%. Thus the Bandung MSME HR who has used expertise and competence in one or several fields and becomes an intuitive thinker has high value. However, there are still 13% of MSME human resources in the city of Bandung who need learning to improve these abilities. This is in line with the Safuan (2017) who stated that a leader is a person who has competence (expertise) and the ability to

complete tasks.

#### 4.4.3. *High Entrepreneurial Spirit and Soul*

Bandung city MSME respondents who have a high entrepreneurial spirit and spirit with a frequency of more than 2 to 6 are 85.9%. Thus the MSME human resources in the city of Bandung who have a high entrepreneurial spirit and spirit have a high value. However, there are still 14.1% of MSME HR in the city of Bandung who need learning to improve these abilities. This is in line with the Safuan (2017) who stated that the development of entrepreneurial leadership is a growing demand and challenge in entering the global market, in order to create a generation of quality leaders' entrepreneurial leadership.

Bandung city MSME respondents who have the ability to see, identify, utilize, create opportunities have more value with a frequency of more than 2 to 6 of 85.9%. This shows that MSME human resources in the city of Bandung who have the ability to see, identify, utilize, create opportunities have high value. However, there are still 14.1% of MSME HR in the city of Bandung who need learning to improve these abilities. Organizations need strong leadership, optimal effectiveness, challenging the status quo, visionary, by formulating detailed plans, creating efficient organizational structures, and overseeing daily operations.

#### 4.4.4. *Change Management*

Bandung city MSME respondents have leadership skills to be able to change and move the organization, according to the choice of organizational planning strategy with a frequency of more than 2 to 6 of 82.3%. This shows that MSME HR in the city of Bandung who have this ability in accordance with the choice of organizational planning strategy has a high value. However, there are still 17.7% of MSME human resources in the city of Bandung who need learning to improve these abilities. This is in line with the Safuan (2017) who stated that a leader is a very innovative person – entrepreneur who make changes. Furthermore, Bandung city MSME respondents who have the ability to continue change to gain excellence with a frequency of more than 2 to 6 are 77.7%. This shows that MSME human resources in the city of Bandung who have this ability have a high value. However, there are still MSME HR in the city of Bandung at 22.3% who need development to increase these capabilities. Leaders need to continuously adapt radical changes, change comfort zones and be proactive to change.

#### 4.4.5. *Global Market Leader*

Bandung city MSME respondents who are able to make decisions with views or insights into the future with a frequency of more than 2 to 6 are 88.1%. This shows that MSME human resources in the city of Bandung who have the ability to make decisions with a view or insight into the future have high value. However, there are still 12.9% of MSME human resources in the city of Bandung who need learning to improve these abilities. A leader in the global era needs visionary abilities, namely a forward-looking perspective.

Bandung city MSME respondents who were able to carry out and complete tasks according to their abilities and expertise with a frequency of more than 2 to 6 were 89.4%. This shows that MSME human resources in the city of Bandung who have the ability to carry out and complete tasks according to their abilities and expertise have high value. However, there are still 11.6% of MSME human resources in the city of Bandung that need to be developed to increase these capabilities. MSME HR in entering the global market needs to apply the principles of entrepreneurial leadership, and they need to have competence (expertise) - the ability to complete tasks. Likewise, the quality of a leader in entering the global market requires competence (expertise), namely the ability to complete tasks, innovative, able to make changes, professional, and able to achieve goals.

Bandung city MSME respondents who were able to complete the task of making changes with a frequency of more than 2 to 6 were 97%. This shows that Bandung MSME human resources who have the ability to complete the task of making changes have a very high value. However, there are still 3% MSME human resources in the city of Bandung, which need development to increase these capabilities. The quality of a leader in entering the global market requires innovativeness, making professional changes, and being able to achieve goals.

Bandung city MSME respondents who were able to complete professional tasks so as to be able to achieve goals were 91.7%. Thus the MSME human resources in the city of Bandung who have the ability to complete professional tasks so that they are able to achieve goals have a very high value. However, there are still MSME human resources in the city of Bandung of 3% which need development to increase these capabilities. The quality of a leader in entering the global

market requires the ability to complete tasks professionally so as to be able to achieve goals.

#### 4.5. Managerial Implication

Bandung city MSME respondents who have the ability to complete tasks optimally to support organizational success are still low. Therefore it is necessary to develop the ability of MSME in Bandung City to increase risk optimization through effective learning, willingness to accept risks in order to achieve goals. Likewise, in terms of completing tasks, always think about mistakes that will occur with high scores, so that the ability to capture and create opportunities has a low value so that it has the potential to create weak opportunities. Therefore it is necessary to increase innovative learning to increase these abilities. An indicator of the ability to take personal responsibility for organizational results, UMKM Bandung City has a low score. It is necessary to increase the optimization of leadership skills in a timely manner in completing tasks and decision making as well as having good negotiation skills.

### 5. Conclusions

The character development of Bandung MSME human resources as entrepreneurial leadership with the Cognitive Ambidexterity approach) is crucial in the global market era. Leaders are needed who are able to adapt to radical changes (crackers), have a visionary paradigm in dealing with very fast changes in the business environment by synergizing members of the organization as the main strategy so that the organization has competitiveness and implements a learning culture. The results showed that the development of MSME human resources in the city of Bandung had entrepreneurial leadership characteristics with a Cognitive Ambidexterity approach which involved indicators of predictive logic and creation logic, SEER (Social, Environmental, and Economic Responsibility and Sustainability), and SSA (Self and Social Awareness) dimensions with an average score of good average. Entrepreneurial leadership character with a total focus on serving customers, optimizing risks, constantly being creative and innovative taking personal responsibility for organizational results, understanding the bigger picture, keeping things simple, and inspiring those around you with a vision that clear and on target, has a good average value. The quality of "entrepreneurship leadership" which is dynamic and effective, leadership professionalism, willing and able to bring teamwork to always be creative, innovative, and seek various alternative opportunities with the courage to take risks has an average good value. Have expertise (expertise) and competence in one or several fields, be an intuitive thinker (opportunity seeker), have a high entrepreneurial spirit and managerial ability to be able to change and move organizations, and global leadership has good value. Bandung city MSME respondents who have the ability to complete tasks optimally to support organizational success are still low. While indicators, always minimize the risk of causing the company to fail to have high value. Likewise, in terms of completing tasks, always think that errors that will occur have a high value and there are still MSMEs that complete tasks with inefficiency, poor communication, and misalignment, and tend to reduce effectiveness with a moderate score.

### References

- Akbari, M. (2021). Does entrepreneurial leadership encourage innovation work behavior? The mediating role of creative self-efficacy and support for innovation. *European Journal of Innovation Management*, 24(1), 1–22. <https://doi.org/10.1108/EJIM-10-2019-0283>
- Andrianto, M. S. (2016). Strategi kesiapan UMKM Bogor dalam menghadapi persaingan global. *MANAJEMEN IKM: Jurnal Manajemen Pengembangan Industri Kecil Menengah*, 11(2), 97- 102. <https://doi.org/10.29244/mikm.11.2.97-102> ???
- Amarakoon, U., Weerawardena, J., Verreynne, M. L., & ... (2019). Entrepreneurial behaviour: a new perspective on the role of the HR professional. *Personnel ...* <https://www.emerald.com/insight/content/doi/10.1108/PR-03-2018-0087/full/html>
- Atet Dedi, 2021, Pandemi Covid-19, Jumlah UMKM di Kota Bandung Bertambah, <https://golali.id/pandemi-covid-19-jumlah-umkm-di-kota-bandung-bertambah/>
- Catriana, E. (2020). 3 tantangan utama yang dihadapi UMKM selama pandemi Covid-19. Diakses dari <https://money.kompas.com/read/2020/07/02/150000926/3-tantangan-utama-yang-dihadapi-umkm-selama-pandemi-covid-19?page=all> pada 25 Oktober 2021.

- Cai, W. (2019). Does Entrepreneurial Leadership Foster Creativity Among Employees and Teams? The Mediating Role of Creative Efficacy Beliefs. *Journal of Business and Psychology*, 34(2), 203–217. <https://doi.org/10.1007/s10869-018-9536-y>
- Chang, Y., Wang, X., & Cui, A. P. (2019). Solving the innovation problem in state-owned firms: The role of entrepreneurial orientation and high-commitment HR practices. *Industrial Marketing Management*. <https://www.sciencedirect.com/science/article/pii/S0019850118302141>
- Cori, E., & Bonti, M. (2021). The Enhancement of HR Systems Through Entrepreneurial Succession in Family SMEs. *Designing and Implementing HR Management* .... <https://www.igi-global.com/chapter/the-enhancement-of-hr-systems-through-entrepreneurial-succession-in-family-smes/268980>
- Dabić, M. (2021). Intellectual agility and innovation in micro and small businesses: The mediating role of entrepreneurial leadership. *Journal of Business Research*, 123, 683–695. <https://doi.org/10.1016/j.jbusres.2020.10.013>
- Deng, X. (2021). Perceived environmental dynamism promotes entrepreneurial team member's innovation: Explanations based on the uncertainty reduction theory. *International Journal of Environmental Research and Public Health*, 18(4), 1–12. <https://doi.org/10.3390/ijerph18042033>
- Erwin haryono, 2021, Karya Kreatif Indonesia 2021 dorong UMKM Terus Bangkit dan Optimis, [https://www.bi.go.id/id/publikasi/ruang-media/news release/Pages/ sp\\_2324321. Aspx](https://www.bi.go.id/id/publikasi/ruang-media/news%20release/Pages/sp_2324321.aspx)
- Gamage, S. K. N. (2020). A review of global challenges and survival strategies of small and medium enterprises (SMEs). In *Economies* (Vol. 8, Issue 4). <https://doi.org/10.3390/ECONOMIES8040079>
- Genc, E. (2019). The impact of SME internationalization on innovation: The mediating role of market and entrepreneurial orientation. *Industrial Marketing Management*, 82, 253–264. <https://doi.org/10.1016/j.indmarman.2019.01.008>
- Haryo Iemnsio, 2021, Dukungan Pemerintah Bagi UMKM Agar Pulih di Masa Pandemi <https://www.ekon.go.id/publikasi/detail/2939/dukungan-pemerintah-bagi-umkm-agar-pulih-di-masa-pandemi>
- Hu, W., Liu, H., Tian, Y., Zhang, X., & Mao, Y. (2022). Entrepreneurial Capability, Career Development, and Entrepreneurial Intention: Evidence From China's HR Survey Data. In *Frontiers in Psychology*. [frontiersin.org. https://www.frontiersin.org/articles/10.3389/fpsyg.2022.870706/full](https://www.frontiersin.org/articles/10.3389/fpsyg.2022.870706/full)
- Kemenpaar, 2022, Penguatan Ekosistem Digital Dalam Sektor Ekonomi Kreatif Indonesia, <https://www.kememparekraf.go.id/ragam-ekonomi-kreatif/penguatan-ekosistem-digital-dalam-sektor-ekonomi-kreatif-di-indonesia>.
- Kim, J. (2020). The intersection between HR and entrepreneurial performance: Review and roadmap for future research. *Academy of Management Proceedings*. <https://journals.aom.org/doi/abs/10.5465/AMBPP.2020.14565abstract>
- Lee, A. (2020). Leadership, creativity and innovation: a meta-analytic review. *European Journal of Work and Organizational Psychology*, 29(1), 1–35. <https://doi.org/10.1080/1359432X.2019.1661837>
- Lytvynenko, A. O. (2019). *Developing the mechanism of influence of HR policy instruments on the efficiency of entrepreneurial activity*. repository.hneu.edu.ua. <http://repository.hneu.edu.ua/handle/123456789/22856>
- Miao, Q. (2019). CEO Entrepreneurial Leadership and Performance Outcomes of Top Management Teams in Entrepreneurial Ventures: The Mediating Effects of Psychological Safety. *Journal of Small Business Management*, 57(3), 1119–1135. <https://doi.org/10.1111/jsbm.12465>
- Miles, M. P. (2020). An effectual leadership perspective for developing rural entrepreneurial ecosystems. *Small Business Economics*, 54(4), 933–949. <https://doi.org/10.1007/s11187-018-0128-z>
- M Nizar, 2021, Capai 3,8 Persen, Laju Pertumbuhan UMKM di Kota Bandung, <https://doi.org/10.29244/mikm.11.2%20.97-102>.
- Muafi, M., & Johan, A. (2022). Role of remote transformational leadership on service performance: Evidence in Indonesia. *Engineering Management in Production and Services*, 14(4), 77–93. <https://doi.org/10.2478/emj-2022-0032>
- Nor-Aishah, H. (2020). Entrepreneurial leadership and sustainable performance of manufacturing SMEs in Malaysia:

- The contingent role of entrepreneurial bricolage. *Sustainability (Switzerland)*, 12(8), 3100. <https://doi.org/10.3390/SU12083100>
- Nazmi Abdurrahman, 2021, Ada Peluang Pelaku UMKM Kota Bandung Ekspor Produk ke Luar Negeri, <https://jabar.tribunnews.com/2021/09/29/ada-peluang-pelaku-umkm-kota-bandung-ekspor-produk-ke-luar-negeri-begini-caranya>.
- Rasbin, 2019, Strategi Meningkatkan Ekspor Produk-Produk Usaha Mikro Kecil dan Menengah Indonesia: Studi Kasus di kabupaten Sleman dan Kota Surabaya. <https://jurnal.dpr.go.id/index.php/kajian/article/view/1865>
- Risnawati, R., Wirastuti, W., Sriwanti, S., & ... (2022). Strategi Pengembangan Sumber Daya Manusia (SDM) pada UMKM Kota Palu di Era Pandemi Covid 19. *Jurnal Ilmiah* .... <https://journal.widyamangala.ac.id/index.php/jurnalaset/article/view/202>
- Robbins, Stephen P., Judge, Timothy A. (2013). *Organizational behavior* 15th ed. New Jersey: Prentice Hall.
- Safuan, 2017, Pengembangan Sumber Daya Manusia Berjiwa Kepemimpinan Wirausaha Dalam Menghadapi tantangan Global, *Jurnal Manajemen Industri dan Logistik* Vol 1 No. 2 November 2017 Politeknik APP Jakarta, Kementerian Perindustrian ISSN 2598-5795; <http://jurnal.poltekapp.ac.id>
- Suyatno, Thomas. 2014. *Cracking Zone Management*. Bahan Kuliah ke-7 Kepemimpinan. S3 MSDM Universitas Negeri Jakarta.
- Wurzel, R. (2019). The European Council, the Council and the Member States: changing environmental leadership dynamics in the European Union. *Environmental Politics*, 28(2), 248–270. <https://doi.org/10.1080/09644016.2019.1549783>