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THE EFFECT OF INDIVIDUAL CHARACTERISTICS AND MANAGERIAL ABILITY ON ENTREPRENEURSHIP SKILL DEVELOPMENT

Abdul Hafidz Rosydi Fuady, Fadlilla Maghfiroh, Didit Darmawan, Eli Masnawati, Yulius Kurniawan

Universitas Sunan Giri Surabaya, STKIP PGRI Bangkalan, Universitas Widya Kartika Surabaya

correspondence: michael.yulius@gmail.com

Abstract - *This research aims to investigate the influence of individual characteristics and managerial abilities on the development of entrepreneurial skills. Entrepreneurial skills are an important aspect of an entrepreneur's success and business growth. To achieve this goal, this study uses data analysis methods that involve quantitative methods with ex post facto models. Collecting data from 100 respondents who are employee owners in a company in the city of Surabaya. The data obtained from this survey was then analyzed using statistical techniques, such as multiple linear regression, to determine the influence between individual characteristics and managerial abilities and the development of entrepreneurial skills. The results of this study indicate that individual characteristics have a positive influence on the development of entrepreneurial skills. In addition, managerial abilities, especially leadership and strategic planning skills, also have a significant positive influence on the development of entrepreneurial skills.*

Keywords: development of entrepreneurial characteristics, individual characteristics, managerial abilities.

INTRODUCTION

In the era of industrialization, assessments of a country's development are basically measured based on the welfare of its population. Factors that can improve the welfare of the population, such as Micro, Small and Medium Enterprises which are able to ensure equal distribution of income through job creation (Kuratko, 2005). Based on the economic challenges that are being faced by many countries around the world today, efforts to stimulate greater entrepreneurial activity have become a key goal for many national governments (Infante, 2022; Putra et al., 2022). The important role of entrepreneurship in economic development has been emphasized by researchers such as Davidson et al. (2006). Economic growth can be expected to occur with an entrepreneurial culture that is evenly distributed in society (Sinambela et al., 2021; Halizah, 2022; Putra, 2022).

Low entrepreneurial activity includes a low percentage of potential entrepreneurs and established entrepreneurs. The number of entrepreneurs who identify opportunities and believe they have the necessary skills to create a business venture is also comparatively smaller. According to Anho (2014), the concept of entrepreneurial skills refers to different activities but is not limited to several Ability to innovate, creativity, risk taking, initiative, visionary, focus, determination, team spirit, resources, financial management, self-confidence, versatility, competence, dynamic thinking, optimization Tendency, originality, people-oriented, flexible in decision-making, responsive to suggestions and criticism, drive for achievement, profit-oriented, long-term and persistent, energy for hard work, adaptation to challenges and vision. Entrepreneurial skills help in the creation and development of businesses in various fields (Ewubare, 2010). According to Anho (2011), entrepreneurial skills are marked by hard efforts for the future. This relates to various activities, such as innovation, imitation, creativity, ingenuity, drive to excel, will to win, determination and hard work, adapting to challenges and looking to the future (Khayru et al., 2021; Mardikaningsih et al., 2022). Drucker (1985) argues that entrepreneurial skills are a practice discipline and skills can be learned like any other discipline. The entrepreneurial process takes place within a certain period of time and requires the active participation of entrepreneurs (Halizah, 2022; Nurmalasari, 2022). Henry (2003) sees entrepreneurship as the engine that drives a country's economy and creates new industries, young entrepreneurs, jobs and wealth. Agbionu (2008) on entrepreneurial skills includes the process of creating wealth for the purpose of growth. This is not just a process but also leads to real achievements (Djazilan, 2022; Halizah et al., 2022). Harris (2013) defines entrepreneurial skills as the ability to identify customer needs, market opportunities, and pursue them. Harris (2013) argues that these entrepreneurial skills are part of a broader set of leadership and management skills necessary for efficient business performance. Some of the challenges faced include low levels of entrepreneurial skills which are seen as important elements in economic and entrepreneurial development (Adendorff et al., 2013). Chell (2013) argues that research on entrepreneurial skills is largely theoretical and rarely supported by empirical evidence.

Entrepreneurship is considered as a tool of economic development that plays an important role in the country's economic growth, employment, and social welfare. Planned interventions can significantly help the country's economic development and can reduce the problem of unemployment in society (Ahmadpour, 2001). An entrepreneur must have a tendency to act in a certain way towards entrepreneurship, such as individual characteristics (Steward, 1999). According

to Eysenck (1981), individual characteristics as an organization of character, temperament, and body shape that are uniquely adapted to the environment. Individual characteristics are generally seen as a distinctive pattern of maintaining emotions, thoughts and behaviors that characterize a person. According to Frese and Gielnik (2014), entrepreneurs must be able to have several characteristics at once. An individual can demonstrate ability to act as an investor, inventor, accountant, dispute mediator, leader, technologist, marketer and top seller. Research conducted by Hisrich (2007), proved that individual characteristics have a significant effect on entrepreneurial skills.

Managerial ability has also been identified as the most important dimension of the five dimensions of entrepreneurial skills proposed by Tripopsakul and Charupongsopon (2017), which facilitates the success and competitiveness of companies (Ahmad & Ahmad, 2021). The combination of managerial skills obtained through training and work experience can be considered appropriate for employees who change professions (Khayru et al., 2022; Mardikaningsih, 2022). The managerial ability required by the owner of the company may depend on the phase of the company, meanwhile if not having managerial ability can contribute to business failure as expressed in the Managerial Ability Pyramid (Newton, 2001). This study, which aims to explain the role of entrepreneurial managerial skills in business success, uses a comprehensive framework of entrepreneurial skills and managerial ability reviews adopted from research (Hisrich & Peters, 2002).

The problem in this study is when an employee becomes an entrepreneur so, do individual characteristics and managerial abilities really influence the entrepreneurial skills of employees? Based on problems and theoretical studies, the aim of this research is to determine the influence of individual characteristics and managerial abilities on the development of employee entrepreneurial skills.

RESEARCH METHODS

This research is an ex post facto research. The approach used in this research is a quantitative approach so that the research data is in the form of numbers and the analysis is in the form of statistical analysis. The population of this study is an employee in a company in the city of Surabaya. The research sample used was 100 respondents using two independent variables and one dependent variable. The research data was obtained by distributing questionnaires containing statements representing the indicators of each variable.

Individual characteristic variables are measured based on the opinion of Korunka et al. (2010), namely the internal locus of control, the need for achievement, and the tendency to take risks.

Managerial ability is a person's ability to use the resources necessary for all available companies to successfully start and run a business (Aliyu, 2015; Mehralian et al., 2020). According to Griffith (1999), there are seven indicators of managerial ability variables, namely human skills, technical skills, perceptual skills, diagnostic skills, communication skills, decision-making skills, and time management skills.

Entrepreneurial skills are the ability to apply and utilize ideas through training and learning in creating and producing something of value for oneself and others. As an entrepreneur, you need to have the ability, knowledge and skills. The dependent variable is the development of employee entrepreneurial skills according to Jardim (2021) in terms of creativity and innovation; Spirit; initiative; self-efficacy and resilience.

The analytical tool used in this research is multiple linear regression with the help of SPSS, which was chosen with the main aim of measuring the extent to which individual characteristics and managerial abilities play a role in influencing the process of developing employee entrepreneurial skills.

By using multiple linear regression, this research can help organizations or companies identify the most influential factors in developing employee entrepreneurial skills. The results of this analysis can be the basis for developing more effective training programs, more appropriate human resource management, and better career development strategies for employees who want to hone their entrepreneurial skills.

RESULTS AND DISCUSSIONS

In this study, to measure the validity of the research instrument, corrected item-total correlation was used. From the validity test, the results obtained for all statements of the research variables were more than 0.3, indicating that all statements in the questionnaire could be declared valid. Thus all the statement items in the research questionnaire can be used in this study. One of the reliability testing methods is to use Alpha Cronbach. An instrument is declared reliable if the Cronbach's Alpha value is greater than 0.6. From the reliability test, individual characteristics show a value of 0.789, managerial abilities show a value of 0.772, entrepreneurial skills development shows a value of 0.85. These values indicate that the research instrument is included in the reliable category because it is greater than 0.6.

To see the symptoms of multicollinearity, you can see from the Collinearity Statistics results, the VIF (Variance Inflating Factor) results are smaller than 5, so multicollinearity does not occur. Both of these variables have VIF values not far from 1 and below 5, meaning that there is no multicollinearity.

Table 1
Coefficient[s]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.896	4.378		4.545	.000
	X.1	4.496	.866	.352	5.190	.000
	X.2	7.054	.815	.587	8.658	.000

Source: SPSS Output

Based on the tests that have been carried out, the results of partial significance (t test) of individual characteristic variables and managerial ability on business success are obtained, which shows that the magnitude of significance is 0.000 < 0.05, these results show that there is a significant influence between individual characteristics and managerial ability on success. Business. Based on Table 1, it can be concluded that the mathematical equation is as follows: Y = 19.896 + 4.496X.1 + 7.054X.2.

Information:

Y :Entrepreneurship Skills Development
X^1 : Individual Characteristics
X^2 : Managerial Ability.

Table 2
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14792.582	2	7396.291	121.723	.000[b]
	Residual	5894.058	97	60.763		
	Total	20686.640	99			

Source: SPSS Output

The research results are used to prove and answer previously determined hypotheses. The hypothesis that individual characteristics and managerial abilities influence the development of entrepreneurial skills can be sought using a simultaneous significance test (F statistical test). The simultaneous significance test is used to determine whether the independent variables jointly or simultaneously influence the dependent variable. The results of simultaneous significance testing obtained an F count of 121.723. The probability value obtained is 0.000, this shows that the regression model can be used to develop entrepreneurial skills because the probability is less than 0.05. Therefore, individual characteristic variables and managerial abilities jointly influence the development of entrepreneurial skills.

Table 3
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.846[a]	.715	.709	7.795	.846[a]

Source: SPSS Output

Through the simultaneous coefficient of determination test, you can find out how much the model's ability is to explain variations in the independent variables. The results of the simultaneous coefficient of determination test show that the R^2 is 0.715. This means that 71.5% of entrepreneurial skills development can be explained by variations in individual characteristics and managerial abilities. Meanwhile, 28.5% of entrepreneurial skills development can be explained by other variables outside the model.

Based on the results of research conducted at a company in Surabaya, it was found that there was a significant influence between individual characteristics and the development of entrepreneurial skills. These results receive support from research by Hisrich (2007). This shows that entrepreneurial skills and individual characteristics play an important role in business success. Internal factors that determine the creation of new and innovative entrepreneurs depend on the presence of entrepreneurial prospects, namely individuals who have certain characteristic traits. Individual characteristics include age factors, educational profile, as well as background and motivation for entrepreneurship (Mueller & Thomas, 2000). The relationship between individual characteristics and entrepreneurial behavior is often discussed in entrepreneurship theory and research. Meta-analyses and recent studies provide evidence of the predictive validity of individual characteristics in entrepreneurship research (Rauch & Frese, 2007). For employees interested in becoming entrepreneurs, this highlights the importance of not only focusing on the technical aspects of business but also on developing individual characteristics and managerial abilities. This may include taking specialized courses or training in leadership, strategic planning, or risk management, in addition to gaining valuable work experience.

Research findings indicate that there is a strong influence between managerial ability and the development of entrepreneurial skills. This finding is in line with the results of other research conducted by Tripopsakul and

Charupongsopon (2017). Management abilities that promote successful independent work, often referred to as leadership skills, include planning, organizing, leading and controlling (Griffin et al., 2016). This capability is very necessary to process the organization's operations (Arifin et al., 2022; Retnowati, 2022). Leader figures have reliable and effective managerial abilities (Lestari, 2020; Al Hakim, 2021; Hariani, 2022). Lowden (1990) recognizes the existence of purpose in the formulation of leadership goals, resource allocation, conflict management, communication, performance measurement, action and self-discipline usually acquired through education as managerial abilities that promote successful independent work. Papulova (2007) states that the managerial abilities needed to run a business are technical skills, interpersonal skills, conceptual skills and communication skills. The existence of effective managerial abilities will cause the organization to run effectively (Djazilan, 2020; Mardikaningsih & Halizah, 2022). In the recruitment or team development process, managers must pay attention to the managerial abilities of prospective team members. Looking for individuals with strong managerial skills can help strengthen the team and produce a more positive impact on business development.

CONCLUSIONS

From the study results, it is proven that individual characteristics and managerial abilities play a significant role in the development of entrepreneurial skills. This means greater opportunities to develop as an entrepreneur with the suitability of the characteristics of individuals who have good managerial abilities.

Before deciding to enter the world of entrepreneurship, it is very important for individuals to understand their characteristics and suitability for the business world. This is a critical step that aims to identify the extent to which personal inclinations, interests and competencies are in line with the demands and challenges that exist in entrepreneurship. Knowing your own characteristics well will help you choose the right type of business and avoid potential incompatibility that could result in business failure. With a better understanding of themselves, individuals can plan more effective steps to achieve success in their business.

Apart from that, a prospective entrepreneur also needs to measure their managerial abilities carefully. Good management is one of the key aspects of managing a business successfully. It involves resource management, strategic planning, sound decision making, and the ability to face challenges that may arise in the entrepreneurial journey. Building strong managerial skills through education, training, and experience can help mitigate business risks and increase the chances of success.

The development of entrepreneurial skills must also be seen from a self-assessment perspective. A prospective entrepreneur must have the ability to realistically assess their potential in developing and managing an independent business. This includes the ability to identify viable business opportunities, measure the associated risks, and plan the strategic steps needed to achieve business objectives. An honest and objective self-assessment of potential and opportunities will help individuals prepare themselves more effectively to become successful entrepreneurs.

Thus, understanding self-characteristics, developing managerial skills, and proper self-assessment of entrepreneurial potential are crucial steps that must be taken by individuals before they decide to enter the world of entrepreneurship. This will help reduce the potential for failure and increase the chances of success in business.

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