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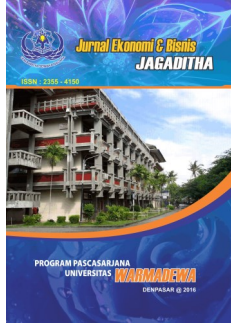
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Improving Business Performance and Sustainability of SMEs Through Moderating Role of Local Culture

Ida Ayu Putu Widani Sugianingrat¹, I Made Astrama¹, Ni Wayan Alit Erlina Wati¹, Putu Sri Hartati¹

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Abstract—One of the determining factors for the success rate of a business is the motivation of the owner, in this case, micro, small and medium enterprises. This research is to determine the effect of business motivation on MSME performance and the moderating role of the Tri Hita Karana dimension in improving business performance so as to have an impact on business sustainability. The population used in this study were 32,226 units of MSMEs in Denpasar City. To obtain the sample, the slovin formula was used with a precision of 10%. Based on the calculation results of the Slovin formula, a sample of 99.69 is obtained (rounded up becomes 100) respondents. The determination of the research sample was carried out in a simple random based on clusters. Data collection was carried out by distributing questionnaires to MSME owners in the city of Denpasar who were the research samples directly or through google forms. The research results obtained motivation has a significant positive effect on business performance, business performance has a significant positive effect on business continuity, and the Tri Hita Karana dimension which consists of Parahyangan, Pawongan, and Palemahan is unable to play a moderating role in the effect of business motivation on MSME business performance in Denpasar Bali.

Keywords: business performance; motivation; MSME; THK culture

Introduction

It is a challenge for MSMEs in both developed and developing countries to survive in today's global competition. Micro, Small, and Medium Enterprises (MSMEs) are the foundation of a populist economic system aimed at reducing the problem of income inequality between groups and between communities, or problems of poverty and employment (Siagian et al., 2019). The growth of MSMEs is very important not only because they absorb the most labor but also because of their contribution to the formation or growth of the Gross Domestic Product (GDP), the contribution they make is the largest compared to the contribution of large businesses (Tambunan, 2012). Based on previous studies, MSMEs are considered to have not achieved the desired success trajectory, despite being positioned to be the center of attention by the government with massive support. Because for many years, MSMEs have had to grapple with the risk of failure, survive adversity, and thrive in an environment characterized by market uncertainty (Ng and Kee, 2018).

The sustainability of MSME businesses is no less important than performance, because every MSME definitely wants a sustainable business. Research Maulana et al. (2022) shows that business performance affects business sustainability. This can be interpreted that good

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business performance can determine business continuity in MSMEs. Competitive advantage is able to improve business performance through the application of local culture. Cultural values play an important role in many parts of human life, including building living systems and shaping individual behavior and also having a positive influence on business activities, which in turn has the potential to help maintain company performance (Tamar, 2019). Tri Hita Karana (THK) culture is a local wisdom that has become the cultural identity of the Balinese people in various sectors. The goal of THK is to achieve happiness by prioritizing the principles of togetherness, harmony and balance between economic motives for environmental preservation, culture, aesthetics, and spirituality (Ariani et al., 2022). These values underlie the behavior of entrepreneurs and the business world in improving their performance. So that the implementation of Parahyangan (human relation with God), Pawongan (human relation with each other), and Palemahan (human relation with the environment) can make a real contribution to business performance. These values underlie the behavior of entrepreneurs and the business world in improving their performance. So that the implementation of Parahyangan, Pawongan and Palemahan can make a real contribution to business performance. These values underlie the behavior of entrepreneurs and the business world in improving their performance. So that the implementation of Parahyangan, Pawongan and Palemahan can make a real contribution to business performance.

Literature Review

Business Sustainability

Business sustainability is a form of consistency from the conditions of a business, where sustainability is a process of ongoing good business including growth, development, strategies to maintain business sustainability and business development where all of this leads to business sustainability and existence (Verdú et al., 2015). Handayani (2007), says that business sustainability is a condition of a business, in which there are ways to maintain, develop and protect resources and meet the needs that exist within a business. The methods used are sourced from one's own experience, that of other people, and are based on current economic conditions or circumstances in the business world so that business sustainability is a form of consistency in business conditions. To measure the sustainability of an MSME business in this study, indicators are used that refer to Yanti et al. (2018), which consists of: income, business growth, product quality, competitiveness, and business environmental conditions.

A number of research results have found that business sustainability can be influenced by various factors, one of which is business performance. According to Pramudiaty et al. (2019), business performance influences the sustainability of MSMEs. Furthermore, previous research conducted by Gainau et al. (2021) it is known that business performance has a positive and significant influence on business continuity. Research Maulana et al. (2022) shows that business performance affects business sustainability. This can be interpreted that good business performance can determine business continuity in MSMEs.

Business Performance

Fahmi (2018: 02) states that performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is produced over a period of time. Business performance is an accumulation of the results of activities carried out within the company itself (Prasetyo and Harjanti, 2013). Business performance is an important element of company performance in general because a company's performance can be seen from its business performance. Performance refers to the level of achievement or achievement of the company in a certain period of time. Company performance is very decisive in the development of the company. The company's goals to continue to exist, earn profits, and be able to develop (growth) can be achieved if the company has good performance (Ariani et al., 2022). Mutegi, et al., (2015) defines MSME performance as the

work achieved by individuals and adapts to the role or task of the individual in a company at a certain time period associated with a certain standard value measure of the MSME itself.

To measure business performance in this study refers to Aliyu et al. (2015) which consists of two dimensions, namely: financial and non-financial dimensions. The financial dimension is measured from the perception of MSME owners on the achievements that have been achieved related to the assets of a company, the level of sales and profits as well as the resources currently owned. While the non-financial dimension is measured through the perceptions of MSME owners on the achievements that have been achieved related to the number of customers, internal business processes, learning and current business growth.

Business performance is an important factor in influencing business sustainability. This is evident from a number of studies which state that business performance has a significant effect on business sustainability (Pramudiati et al., 2019; Gainau and Mustafa, 2021; Maulana et al., 2022). Based on this argument, the first hypothesis of this study can be formulated as follows:

Hypothesis 1: Business performance has a significant positive effect on business sustainability

Apart from affecting business performance, business performance is also influenced by a number of variables, including work motivation. Research from Gemina and Ginanjar (2019), Purnamasari, et al. (2019), and Roroh, et al. (2021) found that business performance can be influenced by work motivation.

Business Motivation

Widodo (2015: 187) says that motivation is a series of forces that exist within a person, to encourage his behavior to be able to take action. Fahmi (2016: 87) reiterates that motivation is a series of behavioral activities that work in an effort to meet the desired needs. Motivation refers to something that drives a person both internally and externally so that a person has strong reasons for doing something and is also a very influential factor for a person to determine what he wants and his efforts to realize his desire (Ariani et al., 2022). Business motivation in this study is reflected by three indicators, namely: need for achievement, need for power, and need for affiliation.

Business motivation plays a very important role in encouraging better business performance. A number of research results have found that business performance is positively and significantly affected by business motivation. Business motivation is one of the determinants of business success (Ardiyanti, 2019). Someone starting a business is not only based on one motivation, but always has a combination of several reasons and goals to get involved in a business (Toscher, et al., 2020). This opinion is in line with several research results from Safitri (2020) which obtained the result that motivation has an influence on business performance. The same results were obtained by Mulyanti and Kaukab (2020) that motivation has a positive effect on MSME performance so that to obtain maximum MSME performance one must have the motivation to make progress.

Hypothesis 2: Business motivation has a significant effect on MSME business performance

Local Culture

One of the local cultures in Bali is Tri Hita Karana (THK) which is a local wisdom that has become the cultural identity of the Balinese people in various sectors. Tri Hita Karana (THK) has the concept that harmonious relationships are important in carrying out an activity or organization. The core and essence of THK teachings is good cooperation and harmony of all components related to an activity or organization. These values underlie the behavior of entrepreneurs and businesses in improving their performance. The results of the analysis of THK culture variables on company performance show a positive and significant influence. It is

proven that the proper implementation of Parahyangan, Pawongan and Palemahan has an important role in supporting the achievement of the implementation of THK culture. so that it can make a real contribution to company performance (Surya, et al., 2017). In addition, Mulyawan (2017) states that THK has been implemented in all social systems and is basically measurable and this philosophy is also very relevant to business or business activities.

The relevant THK is raised as an issue in the midst of a decline in the quality of human life as a result of over-exploitation of nature. THK culture is a concept implemented by SMEs and is based on how to build a harmonious relationship between themselves and God, with employees and customers and with their business environment. The dimensions used in this study are: Parahyangan, Pawongan, and Palemahan. In addition, Mulyawan (2017) states that THK has been implemented in all social systems and is basically measurable and this philosophy is also very relevant to business or business activities. The relevant THK is raised as an issue in the midst of a decline in the quality of human life as a result of over-exploitation of nature. THK culture is a concept implemented by SMEs and is based on how to build a harmonious relationship between themselves and God, with employees and customers and with their business environment.

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A culture that develops in an area is sometimes able to encourage an increase in business motivation so that it performs better (Surya, et al., 2017 and Mulyawan, et al., 2017). Dharmaningsih (2017) obtained similar results that THK's organizational culture has a positive and significant effect on organizational performance. But on the other hand, there is a culture that inhibits business motivation to produce maximum performance. Therefore, local culture (Tri Hita Karana culture which consists of Parahyangan, Pawongan and Palemahan) is thought to strengthen or weaken one's business motivation. Based on this description, the hypothesis used in this study is:

Hypothesis 3: Parahyangan acts as a moderator on the relationship between motivation and business performance

Hypothesis 4: Pawongan acts as a moderator on the relationship between motivation and business performance

Hypothesis 5: Palemahan acts as a moderator on the relationship between motivation and business performance

Research Concept Framework

Based on empirical studies, where business continuity can be influenced by business performance (Pramudiati et al., 2019; Gainau and Mustafa., 2021; and Maulana et al., 2022), and business performance is influenced by work motivation (Ardiyanti, 2019; Toscher et al.,

2020; Safitri, 2020; Mulyanti and Kaukab, 2020). Furthermore, local culture (Culture Tri Hita Karana which consists of Parahyangan, Pawongan and Palemahan) is thought to strengthen or weaken work motivation in relation to business performance, so based on this a conceptual framework can be built as shown in the figure 1:

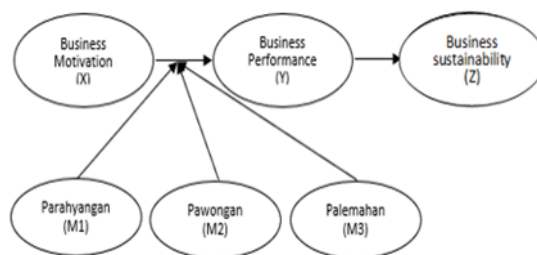


Figure 1. Research Conceptual Framework

Methods

Population and Research Sample

This study limits the scope of research on the subject as a respondent, namely MSMEs in the Province of Bali, especially the City of Denpasar. The total population is 32,226 based on data from the Denpasar City Cooperative Micro, Small and Medium Enterprises Office LKJIP in 2020. Determination of the number of research samples is based on the Slovin formula with a precision of 10%. Based on the calculation results of the Slovin formula, a sample of 99.69 (rounded up to 100) respondents was obtained. Sampling will be carried out using the cluster method which will be divided into 4 groups based on the sub-district and then the respondents will be randomly selected from MSME owners. Denpasar City which is the object of research has 4 sub-districts whose distribution can be seen in the following table. The population and research samples are shown in Table 1.

Table 1. Total Population and Research Sample

No	Subdistrict	Number of MSMEs		
		Population	Percentage (%)	Sample
1	North Denpasar	9,913	30,76	31
2	West Denpasar	11,104	34,46	35
3	South Denpasar	7,206	22,36	22
4	East Denpasar	4,003	12,42	12
	Total	32,226	100	100

Source: Processed data, 2022

Data Collection and Analysis

The data collection technique in this study was carried out by sending questionnaires directly and via Google form to MSME owners who were research samples in Denpasar City. The research questionnaire was designed in such a way using a Likert scale of 5, where 1 (strongly disagree/s), 2 (disagree/s), 3 (disagree/s), 4 (agree/s), and 5 (strongly agree) /ss).

Research data analysis was carried out descriptively and inferentially. Descriptive analysis was performed with the SPSS application program, while inferential analysis was carried out with the SmartPLS application program. Descriptive analysis is intended to determine the description of the respondents' answers to the characteristics and descriptions of each research variable. Inferential analysis is intended to determine the accuracy of the research model, the effect of business motivation on business performance, the effect of business performance on business continuity, and the role of local culture Tri Hita Karana (Parahyangan, Pawongan, Palemahan) as a moderator on the effect of business motivation on business performance.

Data analysis was carried out in several stages, namely validity and reliability testing, testing the accuracy of the research model, and testing the research hypothesis. Validity and reliability testing was carried out through convergent validity and Cronbach's alpha. Testing the accuracy of the research model was carried out through R-Square (R2) and Goodness of Fit (GoF). Testing the research hypothesis is based on a p-value of 5%.

Results And Discussion

Based on the results of data collection, it can be shown the characteristics of the research respondents, as shown in Table 2. Looking at Table 2, the number of male respondents was 66% more dominant than the female 34%. In terms of age, most of the respondents were in the age group of 31-40 years, namely as much as 40%. When viewed from the education of the respondents, most of the respondents had bachelor degree as much as 49%. Details can be seen in Table 2.

Table 2. Characteristics of Research Respondents

	Classification	Frequency	Percentage
Gender	Man	66	66%
	Woman	34	34%
	Amount	100	100%
Age (Th)	<20	3	3%
	21 - 30	34	34%
	31 -40	42	42%
	41 - 50	21	21%
	Amount	100	100%
Education	junior high school	9	9%
	High school	14	14%
	Diploma	27	27%
	Bachelor degree	49	49%
	Master degree	1	1%
	Amount	100	100%

Source: Processed data, 2022

Validity and Reliability

Testing the validity and reliability of research data is shown in Table 3. Based on Table 3, the validity of the data tested through the outer loading coefficient shows a value greater than 0.50 so that it can be declared valid. Testing the reliability of the data was tested through the Cronbach's alpha coefficient, where each variable has a Cronbach's alpha value greater than 0.60 so that it can be declared reliable.

Table 3. Validity and Reliability Test Results

Variable	Dimensions	Indicator	Outer Loading	Cronbach's Alpha	
Business Motivation (X)		need for achievement (X1)	0.939	0.888	
		need for power (X2)	0.950		
		need for affiliation (X3)	0.821		
Business Performance (Y)	Financial Performance (Y1)	Increased Sales	0.959	0.918	
		Increased profits	0.955		
	Non-Financial Performance (Y2)	Financial Stability	0.938		
		Operational activities	0.972		
		Customer growth	0.965		
Business Sustainability (Z)		Employee Satisfaction	0.941	0.901	
		Income	0.906		
		Business growth	0.892		
		Consumer trust	0.874		
Local Culture (Tri Hita Karana) (M)	Parahyangan (Panca Sradha) (M1)	Competitiveness	0.840	0.898	
		Belief in god	0.901		
		Belief in aman	0.727		
		Belief in karmapala	0.582		
		Belief in punarbhawa	0.543		
	Pawongan (Tri Kaya Parisudha) (M2)	Believe in moksah	0.599	0.777	
		Think good	0.598		
		Well said	0.531		
	Palemahan (Sad Keruh) (M3)		Do good	0.581	0.879
			Spiritual balance	0.543	
			Social balance	0.546	
			Sea balance	0.601	
		The purity of food sources	0.559	0.879	
		Water balance	0.572		
		Devoted to ancestors	0.562		

Source: Processed data, 2022

Because the test results state that it is valid and reliable, further processing can be carried out. The next process is to test the accuracy of the research model. Testing the accuracy of the research model is done through the R-square coefficient (R²), and Goodness of Fit (GoF). GoF testing is based on Table 4 below.

Table 4. R-Square (R²) and Average Extracted Variance (AVE)

Variable	R-Square (R ²)	Average Extracted Variance (AVE)
Business Motivation (X)		0.819
Business Performance (Y)	0.328	0.709
Business Sustainability (Z)	0.435	0.718
Parahvangan (M1)		0.898
Pawongan (M2)		0.777
Palemahan (M3)		0.879

Source: Processed data, 2022

Based on Table 4, the R² value of work motivation on business performance is 0.328, meaning that business motivation contributes 32.8% to business performance, the other side (67.8%) is a factor outside the research model. The R² value of business performance on business sustainability shows a value of 0.435, meaning that business sustainability contributes 43.5% of business performance, the rest are factors outside the research model.

Evaluation of the accuracy of the research model through Goodness of Fit can be calculated through the following formulation:

$$\begin{aligned}
 \text{GoF} &= \sqrt{(\text{average R}^2) \times (\text{average AVE})} \\
 &= \sqrt{(0.3815) \times (0.8)} \\
 &= \sqrt{0.3052} \\
 &= 0.5524 \text{ (large)}
 \end{aligned}$$

The assessment of the level of accuracy of the research model through GoF shows a value of 0.5524 which is classified as a strong level of accuracy. Furthermore, testing the research hypothesis was carried out.

Research Hypothesis Testing

The results of testing the research hypothesis are shown in Figure 2 and Table 5 as shown below.

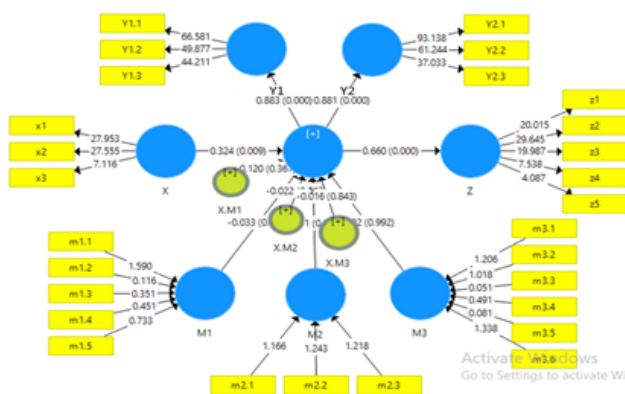


Figure 2. Result SmartPLS Analysis

Table 5. Research Hypothesis Testing Results

Influence Between Variables		Koef. Path	p-values	Information
Business Performance	Business Sustainability	0.660	0.000	H1 accepted
Business Motivation	Business Performance	0.324	0.000	H2 accepted
Parahvangan x Motivation	Business Performance	-0.120	0.367	H3 rejected
Pawongan x Motivation	Business Performance	0.022	0.824	H4 rejected
Palemahan x Motivation	Business Performance	-0.016	0.843	H5 rejected

Source: Processed data, 2022

Based on Figure 1 and Table 5 it can be explained as follows:

1) Business performance (Y) has a significant positive effect on business continuity (Z), this can be seen from the path value of 0.660 with a p-value of 0.000 < 0.05. This means that hypothesis 1 which states that business performance (Y) has a significant positive effect on business continuity (Z) is accepted. The results of this study provide the meaning that increased business performance is able to create better business sustainability, and vice versa. The results of this study show that the business performance indicator that has the biggest role is operational activities, where business operations are carried out better (more effectively and efficiently) can save costs (costs) so that profits are bigger, so the opportunity to develop is bigger. Next is customer growth, where more and more customers can increase sales and business profits, this will guarantee that the business will be able to develop better in the long term. The results of this study are in line with a number of previous research results including Hanaysha, et al. (2022); Mahaputra, & Saputra (2021); Hu & Kee (2022); and Rupa & Saif (2022).

2) Business motivation (X) has a significant positive effect on business performance (Y), where the path coefficient is 0.234 with a p-value of 0.009 < 0.05, meaning that hypothesis 2 states that business motivation (X) has a significant positive effect on business performance (Y) accepted. Better business motivation can encourage better business performance. The indicator that has the strongest role is the need for power, namely the need to be better than others. This motivation can create high work enthusiasm, so trying to show better work results. Higher work enthusiasm can arise because of the desire to meet increasing needs. The results of this study were able to confirm a number of previous research results such as the results of Purwaningrum & Chamidah's research (2020); Cape & Musa (2022); and Burhanuddin (2022).

3) The Parahvangan dimension (M1) is not significant as a moderator on the effect of work motivation (X) on business performance (Y), this result is shown through a path value of -0.120 with a p-value of 0.367 > 0.05. The Pawongan dimension (M2) is also not significant as a moderator on the effect of work motivation (X) on business performance (Y). This is shown from the path value of 0.022 with a p-value of 0.824 > 0.05. Likewise, the Palemahan dimension (M3) is not significant as a moderator on the influence of work motivation (X) on business performance (Y), this result is shown from the path value of -0.016 with a p-value of 0.843 > 0.05. This result means that hypotheses 3, 4 and 5 are rejected. The Tri Hita Karana local culture which consists of parahvangan, pawongan, and Palemahan does not show a significant role as a moderator in the relationship between business motivation and business performance. The role of each is very weak in accumulating business motivation associated with business performance. Strong application of the parahvangan dimension which is reflected in the five sradha components tends to weaken the motivation to work. There is an impression of surrender (nrimo) to what is part that must be received from the creator (God). The application of the pawongan dimension, which is reflected in the components of the Tri Kaya Parisudha (thinking, saying, and doing good), also plays a very weak role in accumulating business motivation. Likewise, the weakness dimension (which is reflected sadly) shows a very small role in accumulating the role of business motivation on business performance.

So, the application of local culture Tri Hita Karana in this study does not significantly show a moderating role in the relationship between business motivation and business performance.

Conclusion

Based on the results and analysis as described, it can be concluded that the concept of local culture is Tri Hita Karana which consists of the dimensions of Parahyangan (reflected by the concept of Panca Sradha), Pawongan (reflected by the concept of Tri Kaya Parisudha), and Palemahan (reflected by the concept of Sad Kerti) does not have a real role as a driving force for strengthening business motivation in achieving better business performance. However, the business motivation itself has a real influence in relation to business performance. Likewise, business performance has a very strong influence in relation to business continuity.

Through the results of this study it can be suggested that it is wise to apply local culture, especially in an effort to encourage increased business performance through business motivation. However, it is highly recommended to provide encouragement to increase work motivation, because with good work motivation, business performance can be improved. Likewise, it is also very important to always strive to improve business performance, because increased business performance has a very high impact on business continuity.

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