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Reviewer suggestion	Response
<p>Edit according to the pjms standards Add study results discussion including implication to management and comparison to foreign studies Add Conclusion section</p> <p>It can be more then 12 pages</p>	<p>Revised've done according the PJMS standart. Study result and discussion added including the managerial implications, comparison to foreign studies and conclusion section as well.</p> <p>Number of pages of the paper reduced, become 10 pages.</p>
<p>Add study novelty description</p>	<p>The novelty description added at the abstract.</p>
<p>??? improve citation style</p>	<p>Citacion style improve as PJMS, using APA style</p>
<p>Do not use subtitles</p>	<p>Subtitles in literature review is removed</p>
<p>Cite more sources from WoS Consider</p> <p>http://www.ramp.ase.ro/en/ http://ojs.wsb.edu.pl/index.php/fso/issue/archive https://jots.cz/index.php/JoTS https://www.ijek.org/index.php/IJEK http://mnje.com/</p>	<p>The citation from WoS are already done taken from reviewer suggestion webs.</p>

Operational Performance of SME : The Impact of Entrepreneurial Leadership, Good Governance and Business Process Management

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ABSTRACT

The purpose of this study is examines the impact of entrepreneurial leadership and good governance of the entrepreneurs to the operational performance through business process management. The object of this research is SME of Batik product, which is one of the fastest growing SME in Indonesia. This research is also intended to strengthen the findings of previous studies that have proven that good governance has a strong influence on operating performance. This study adds entrepreneurial leadership variables as predictor variables.

The method of this study is explanatory research, analyze the relationship of entrepreneur leadership, good governance to operational performance and business process management as an intermediate variable. This research conducted in 67 batik entrepreneurs in the center of batik industry in Surabaya and surrounding.

The results indicated that entrepreneurial leadership and good governance affect business process management and operational performance. However, business process management has no direct impact on operating performance. Based on these findings, concluded that it is important for entrepreneurs to develop entrepreneurial leadership and build a good governance as well in managing their business.

Key words: *Business Process, Entrepreneurial Leadership, Good Governance, Management; Operational Performance*

INTRODUCTION

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Add Conclusion section

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Small and Medium Enterprises (SMEs) are one of the economic foundations of a country (Cook, 2001)[5]. In an SME, the owner concurrently functions as owner and corporate leader. One of the factors that determine the success of a company is the leader's leadership style. Different leadership style entails different strategy (O'Reilly et al. 2005)[15]. Rapid environmental change, competence development gearing to global competence, and the complexity of stakeholder's demands require not only entrepreneurial leader, but also good governance. Nowadays, assessment of company's performance and operational performance become important matters to management, especially to assess company's performance and planning in the future. Some information is garnered so that a performed work can be controlled and held accountable. It is done to reach efficiency and efficacy in the whole process of company business. In Business Process Management (BPM) perspective a manager must identify the most critical phases of process in order to achieve value improvement for customers and shareholders. Production is core and critical value adding process especially for SMEs manufacturer for their survival and growth. SMEs are more motivated with doing rather than measuring it (Ahmed, S and Sun Hong, 2012:62)[2]. Small Medium enterprise, especially batik industry in Indonesia is classified as a crafting industry. Indonesian batik. Batik is a craft that has high artistic value and has been a part of Indonesian culture (especially Java) since a long time. In Java, Indonesia, batik is part of an ancient tradition, and some of the finest batik cloth in the world is still made there. The word batik originates from the Javanese *tik* and means to dot. Indonesian batik has been established by UNESCO as a heritage of culture on October 2th 2009. UNESCO recognition are includes techniques, technology and motifs on Indonesian batik. SMEs are one of the contributors to the economy of a developing country (Cook, 2001)[5]. But the performance improvement of SMEs is uncertain. Various problems faced by SMEs are technological obsolescence, capital limitations, high interest rates from banks, difficult raw materials, ambiguous policies of the government, tight competition, lack of skilled human resources, and easy to imitate due to high capital. The phenomenon in the medium-sized enterprises is characterized by the weak, product competitiveness seems to make business performance decline. So the ability to design product competition strategy should be further improved, for example by establishing and applying the right synergy with group business unit to improve competitiveness and increase productivity. The purpose of this study are examines the impact of entrepreneurial leadership and good governance of the entrepreneurs to the operational performance through business process management of Batik industry.

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LITERATURE REVIEW

Entrepreneurial Leadership

Entrepreneurial leadership is important to be implemented in small medium and micro-scale enterprises (Zyl and Helm, 2007)[22]. Building entrepreneurial leadership characteristic is very important step to reach to improvement, creativity, innovation, intuition, leadership capability, motivation in organization. A leader must be able to influence the behavior of his/her subordinates so that they want to cooperate and work productively in order to achieve organization goals. Gupta et al (2004)[8] also stated that an entrepreneurial

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leader needs to do two interrelated things to face any challenges. Firstly, he/she needs to make scenarios to face all possibilities that might occur in the future and affect well-planned condition. It is addressed as scenario enactment. Secondly, an entrepreneurial leader also needs cast enactment to restore trust from his/her subordinates and all stakeholders that all transformation processes of the planned transactions will be carried out by utilizing all available resources. Cast enactment in this context is to build characters with sufficient capability in order to reach shared goals. Chew (2012)[4] stated that Entrepreneurial Leadership affects the creation of sustainable value creation that encourages companies to be able to have good business performance and be able to survive in the long run. The role of a listening leader, avoiding conflict, showing empathy to others is an influential aspect of the company's success (Agbin, Oriawero and Qwutuamor, 2013)[1].

TABLE 1. Assessment of Entrepreneurial Leadership

Dimension	Roles	Attributes
Scenario Enactment	Framing the challenge (specifying high challenges but realistic outcomes for the cast of actors to accomplish)	Performance oriented Ambitious Informed Has extra insight
Scenario Enactment	Absorbing uncertainty (taking the burden of responsibility for the future)	Visionary Foresight Confidence builder
Scenario Enactment	Path clearing (negotiating opposition and clearing the path for scenario enactment)	Diplomatic Effective bargainer Convincing Encouraging
Cast Enactment	Building commitment (building as inspired common purpose)	Inspirational Enthusiastic Team builder Improvement-oriented
Cast Enactment	Specifying limits (building a common understanding and agreement of what can and cannot be done)	Integrator Intellectually Stimulating Positive Decisive

Good Governance

Good governance is a terminology that emerged as the result of high demand on the running of good and clean business. The principle of good governance by State-Owned Enterprises related to the decree

of Ministry of State-Owned Enterprises Number Kep-117/M-MBU/2002 consists of five components as follows:

1. Fairness, meaning equality in the fulfillment of stakeholder's rights based on the agreement and existing laws.
2. Transparency, meaning openness in decision-making process and material and relevant information disclosure of a company.
3. Accountability, meaning function clarity, execution and organizational accountability so that a company's management can be run effectively.
4. Openness, meaning a situation where a company can be managed professionally without interest disputes and influences or pressures from any parties that do not comply with existing laws and healthy corporation principles.
5. Responsibility and Participation, meaning compliance in company's management with existing laws and corporation principles.

Operational Performance

The operational performance is a performance that can be achieved by a person or a group of people in an organization according to respective authority and responsibility in order to achieve organizational goals. Simatupang dan Sridharan (2002)[18] explained three criteria of organization operational performance assessment, which are fulfillment, inventory, and responsiveness. Bunse et al. (2011)[3] argued production performance measurement works for providing information on the current situation of production, and the information can be used by company managers to improve their production processes.

Fulfillment is identifying how far company's collaboration practice is able to meet consumers' demands such as punctuality of good delivery, good specification accuracy and good quality congruence. Inventory is the ability to manage supply and supply cost reduction. Responsiveness is the ability to respond consumers' demands, for example waiting time reduction, flexibility in accommodating demand, and sensitivity towards consumers' demands.

Business Process Management

Business Process Management (BPM) is a discipline of management science that focuses on organization performance improvement through continuous improvement and business control of the management process itself (Jeston and Nelis 2006). Smith & Fingar (2003) said that BPM is a structured-understanding, documentation process, model provision, analysis, simulation, and continuous performance of business whose resources are relevant with the organization's ability to add business value as well as to reach company operational efficiency.

Business Process Management (BPM) is often discerned from various perspectives. Hence, there has been no consensus on the uniform definition of Business Process Management. Nonetheless, it has been proven by some studies that optimal Business Process Management (BPM) is effective when it is implemented in SME (Hale & Cragg 1996; Raymond et al. 1998; Fu et al. 2001; Riley & Brown, 2001)[16].

Indicator of BPM in this study consist of the innovation frequencies and the increase of production process in case of product design and efficiency of production by simplifying the business process. Good business processes can create value chains and create value for customers (Rothmael, 2013)[17].

Entrepreneurial Leadership and Business Process Management

The literature has conceptualized human capital in terms of intangible resource that greatly contributes to the performance and competitive advantage of the firm (Ismail, 2014). Gupta (2004)[8] asserted that entrepreneurial leadership is an ability to set high expectation and restore confidence in employees so that their skills can help reach the shared expectation. Sensitivity of a businessman toward opportunities, innovation skill, and ability to excel has been a standard measurement of company in business process today. Through his/her leadership, many things are established, for example: management, innovation, research and development efficacy, job creation, competitiveness, productivity, and new industry creation (Kuratko & Hodgetts, 2007)[12].

Entrepreneurial leadership can be observed from the values and hopes of owner-manager that influence company management and cast tangible impact on operational performance of company in particular. Characters, values, and expectations of owner-manager affect company management. It is inevitable that they have direct impact on operational performance of company in particular. Business process management itself has impact on operational performance. This has been proven by a study on relation between business process management and operational performance conducted by M.Z. Elbashir et al (2008), who discovered that there is a positive and significant relation between the two variables.

H1 : *Entrepreneurial leadership has significant impact on business process management.*

Good Governance and Business Process Management

Widodo (2001) mentioned that good governance is a standard parameter of good corporate governance. In similar light, DeBruin (2009)[6] elaborated that good governance can be a key factor in business process management, so the system and real condition in company can run accordingly, resulting in more effective business process management. Good governance is a terminology that emerged after more people demand good and clean governance.

H2 : *Good Governance has significant impact on Business Process Management.*

Entrepreneurial leadership and Good Governance to Operational Performance

Entrepreneurial leadership, which have two dimensions Scenario Enactment, (Framing the challenge, absorbing uncertainty, path clearing) and Cast Enactment (Building commitment, Specifying limits), moreover the Characters, values, and hopes of owner-manager affect the management of company, have a direct impact on operational performance in particular (Blackman, 2003). According to the study conducted by Black, Jang, and Kan (2002), company with good governance will have better operational performance. Yeh, Lee, and Ko (2002)[21] said that the major contribution of good governance to company is to improve operating performance and to prevent fraud. According to the study of Black, Jang, and Kan (2002), company with good corporate governance has better operational performance than company with poor corporate governance.

- H3** : *Entrepreneurial leadership has significant impact on operational performance.*
- H4** : *Good Governance has significant impact on operational performance.*

Business Process Management and Operational Performance

Business process that covers operation effectiveness is related to the profit earned from the use of business intelligence system to support various activities in value chain. M.Z. Elbashir et al (2008) stated that there is a positive and significant relationship between business process management and operational performance. The finding of the study is supported with other similar studies carried out by Subrmani (2004), Barua and Mukhopadhyay (2000), and Barua et al., (1995), who found that business process can augment organizational performance in general and operational performance in particular. Thus, business process has some advantages that can increase operational performance, as explained by Melville et al., (2004) and Tallon et al. (2000)[14].

- H5** : *Business Process Management has positive and significant impact on operational performance*

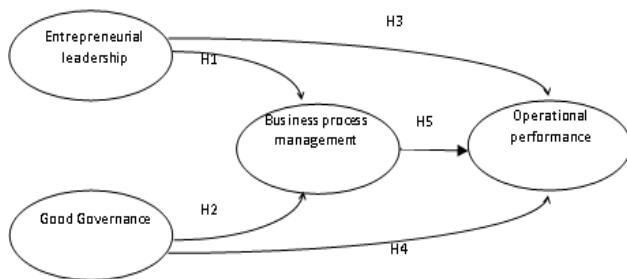


Figure 1. Conceptual model Framework

METHODOLOGY

This study is an explanatory research design supported by quantitative approach. The variables used in the study consist of exogenous and endogenous variables. There are two exogenous variables, which were entrepreneurial leadership and good governance. The endogenous variables were operational performance and business process management. Data analysis was carried out using Partial Least Square (PLS). PLS is equation model of Structural Equation Modeling (SEM) that is competent or variant-based. The study was performed in 67 SMEs of Batik Tulis (Batik with hand-drawn painting technique). The questionnaires were distributed to owners who also the leaders of Batik industry SME in Surabaya Indonesia.

RESULT AND DISCUSSION

In outer model, analysis of indicator validity and reliability of PLS took place. Indicator validity encompassed convergent validity and discriminant validity, while reliability could be seen from composite reliability or Cronbach's alpha. Discriminant Validity is assessed based on the cross loading measurement with the construct or comparison of AVE square root for each construct with the correlation between one construct and another in the model. Table 2 below shows the AVE value and square roots of the model. A model can be considered to have adequate discriminant validity if the AVE root for each construct is bigger than the correlation between one construct and another in the model.

TABLE 2. AVE Values and AVE Square Roots

	AVE	AVE Square Root
EL	0.41747	0.6461191841
GG	0.720765	0.8489787983
OP	0.550583	0.7420128031
BPM	0.567921	0.7536053344

Source: Processed Result of SmartPLS

In addition to comparison of AVE square value with the correlation of latent variables, discriminant validity test can also be done by reading the cross loading value. The criterion in cross loading is that every indicator that measures the construct must have higher correlation with its own construct than with the other constructs. Convergent Validity of the indicators depends on the type of the indicator itself. The item of indicator of each variable is reflective, so if there is any invalid indicator found, it will be eliminated. The indicator of each variable is valid if the T-value of the statistic is ≥ 1.96 (Ghozali, 2008). Table 3 and 4 shows cross loading value and outer loading value of entrepreneurial leadership, good governance, operational performance, and management process business variables. Firstly, the variable of business process management has four indicators which all original sample values were > 0.5 , so none of the items was eliminated. Next, for entrepreneurial leadership variable, where cross loading was previously performed and some indicators were eliminated, there are two indicators which original sample values were < 0.5 , EL3 (0.578304) and EL4, after reading the outer loading result (0.674848). As a result, those indicators had to be eliminated.

TABLE 3 Cross Loading Values

	BPM	EL	GG	OP
BPM 1	0.716281	0.514314	0.489679	0.436098
BPM 2	0.725342	0.488581	0.509649	0.336175
BPM 3	0.685535	0.402534	0.444535	0.393328
BPM 4	0.873239	0.692448	0.78036	0.515266
EL 1	0.343193	0.586192	0.434529	0.317401
EL 10	0.45153	0.7107	0.500353	0.522333
EL 11	0.196193	0.539626	0.439953	0.371119

EL 12	0.241011	0.632883	0.437964	0.529788
EL 13	0.395623	0.657457	0.574009	0.261201
EL 14	0.614881	0.708294	0.607746	0.536908
EL 15	0.583367	0.713986	0.634406	0.633805
EL 18	0.504311	0.549403	0.531672	0.477461
EL 2	0.410491	0.564074	0.401035	0.363926
EL 20	0.63488	0.791841	0.782752	0.64459
EL 6	0.489313	0.621006	0.53869	0.385822
EL 9	0.391221	0.626736	0.561997	0.447812
GG 1	0.674585	0.729334	0.866603	0.590438
GG 3	0.613297	0.66701	0.837754	0.525217
GG 6	0.556356	0.72921	0.829185	0.659007
GG 7	0.724554	0.752692	0.861789	0.685295
OP 2	0.438169	0.61962	0.597728	0.82369
OP 3	0.359385	0.543945	0.507202	0.735345
OP 4	0.501619	0.515868	0.524752	0.699574
OP 5	0.379847	0.497643	0.528085	0.70266

Source : Processed result of SmartPLS

In good governance variable, in which one indicator was eliminated in cross loading, according to the outer loading result, there are two indicators, GG4 (0.281032) and GG2 (1.29738), which original sample obtained values of < 0.5, resulting in the elimination of both indicators. Lastly, one indicator was eliminated in cross loading in operational performance. After reading the outer loading result, all indicators obtained the value of > 0.5 for their own original sample values, so none of them was eliminated.

TABLE 4. Outer Loading Value (Mean, STDEV, T-Values)

	Original Sample (O)	T Statistics (O/STERR)
BPM 1 <- BPM	0.716874	13.94218
BPM 2 <- BPM	0.726179	10.81526
BPM 3 <- BPM	0.68405	10.26984
BPM 4 <- BPM	0.873195	26.20498
EL 1 <- EL	0.586256	5.336044
EL 10 <- EL	0.711036	14.33399
EL 11 <- EL	0.537536	4.035871
EL 12 <- EL	0.63416	6.612561
EL 13 <- EL	0.655553	11.03415
EL 14 <- EL	0.710002	10.6569

EL 15 <- EL	0.714774	12.16694
EL 18 <- EL	0.549122	5.259951
EL 2 <- EL	0.564289	6.116847
EL 20 <- EL	0.79137	11.86038
EL 3 <- EL	0.118038	0.578304
EL 4 <- EL	0.14354	0.674848
EL 6 <- EL	0.622755	6.670139
EL 9 <- EL	0.623192	9.416232
GG 1 <- GG	0.862143	18.25207
GG 2 <- GG	0.386082	1.29738
GG 3 <- GG	0.843987	9.177268
GG 4 <- GG	0.06526	0.281032
GG 6 <- GG	0.824781	13.32196
GG 7 <- GG	0.859799	12.45676
OP 2 <- OP	0.823187	29.37401
OP 3 <- OP	0.73515	11.52076
OP 4 <- OP	0.699744	6.375892
OP 5 <- OP	0.703287	8.373039

Source : Processed Data with SmartPLS

Reliability Test

Reliability test as seen in table 5 is needed to assess the stability and consistency of an instrument in measuring a concept or variable. A construct can be deemed as a reliable construct if the applied rule of thumb is > 0.7 .

TABLE 5 Composite Reliability Values

	Composite Reliability
BPM	0.838937
EL	0.894587
GG	0.911671
OP	0.829876

Source : Processed result with SmartPLS

Inner Model (Structural Model Testing)

TABLE 6. R-Square Values and Communalities

	R-Square	Communalities
BPM	0,594232	0,567921
EL		0,41747
GG		0,720765
OP	0,580633	0,550583

	0.5874325	0.56418475
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Source: Processed result with SmartPLS

According to the table 6 above, communalities average value of 0.56418475 was obtained, and R-square average value was 0.5874325. Thus, the value of GoF was obtained from the following calculation: $\sqrt{0.5874325 \times 0.56418475} = 0.5756912872$ (large GoF). The next testing could be administered by reading the path coefficient value or inner model that displays significance level in hypothesis testing as seen at table 7 below. The relation of path between variables is considered significant if it has T-statistics of more than 1.64.

TABLE 7. Path Coefficient Values (Mean, Standard Deviation, T-Values)

	Original Sample (O)	T Statistics (O/STERR)	Information
EL -> BPM	0.238644	1.828857	Significant
EL -> OP	0.431915	2.916586	Significant
GG -> BPM	0.557802	3.077878	Significant
GG -> OP	0.393403	2.461002	Significant
BPM -> OP	-0.04211	0.47579	Not significant

Source : Processed result with SmartPLS

Entrepreneurial leadership and business process management has positive and significant result. It is in line with the supporting theories that stated businessman's sensitivity towards opportunities, innovation skill, and ability to excel have become a general standard for company in current business process (Kuratko & Hodgetts, 2007)[12]. Good governance and business process management has positive and significant result. This converges with one of the supporting theories stated by DeBruin (2009)[6]. Good governance becomes an important key factor in business process management, so the system and real condition in company run accordingly and business process management becomes more effective. Entrepreneurial leadership and operational performance has positive and significant outcome. It is similar to Wilkund's study (2005)[20] about the impact of entrepreneurial on performance of small businesses. Good governance and operational performance has positive and significant result. It confirms the study by Yeh, Lee, and Ko (2002)[21], who found that the primary contribution of good governance to company is to improve operating performance and prevent fraud.

Business process management and operational performance has insignificant result. This finding diverges with the study of Elbashir et al (2008). Instead, this finding is in line with the findings of Dehning and Richardson (2002)[7]; Melville et al.,(2004), who explained that the relationship between business process management and operational performance is not significant because some factors were not assessed in those studies, such as competitor business strategy, external circumstance change, and competitiveness level with their competitor that belong to external environment. Entrepreneurial leadership and operational performance is not supported with business process management as intervening variable. Based on the result, business process management does not mediate entrepreneurial leadership and operational

performance. It is caused by business process management that does not have positive and significant impact on operational performance although there is a positive and significant relationship between entrepreneurial leadership and operational performance. The relationship between business process management is not have significant impact to operational performance although there is a positive and significant relationship between good governance and entrepreneurial leadership to operational performance.

Business process management is known as an integral factor in creating the operational performance as told by Porter (1996), M.Z. Elbashir et al (2008), and Subrmani (2004), Barua and Mukhopadhyay (2000), and Barua et al., (1995) as well. The result of this study is also not support some studies which stated that an optimal business process management is effective when its implemented in SME, by Hale & Cragg 1996; Raymond et al. 1998; Fu et al. 2001; Riley & Brown, 2001. [16]

Most of the hypothesis are supported and proved significantly, except the relationship between business process management and the operational performance is not proved. The further analysis is done and realized the fact that most of the human resources in the batik industries are have their own way to make batik. The main process is standard but the way they draw batik is different from one to another, each individu have their own style. Batik is an art product which have a uniqe process, especially handmade batik.

The future research can be conduct with another art products such as wood carving products or other handmade products to examine the relationship between business process management to the operations performance. Another research with behavioral perspective both for the leader and employee also interesting in implementing business process management for entrepreneur.

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Year 2020, Volume 21, No. 1

🕒 2020-06-30

📄 33

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