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# The influence of agile leadership, motivation of entrepreneurial, and organizational culture on the performance of creative economy MSMEs on Lombok Island

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## ABSTRACT

The Covid-19 pandemic has driven national economic recovery efforts through the MSME sector, which is important to the economy. This sector, although vital, has also been negatively impacted by the pandemic. The purpose of this study is to determine the relationship between Agile leadership, entrepreneurial motivation, and organizational culture on the performance of creative economy MSMEs on Lombok Island. The research uses quantitative methods by taking respondents from entrepreneurs or owners of creative economy MSMEs, especially food and beverage (culinary). The results of the study are Agile Leadership has a significant effect on the performance of MSMEs, Entrepreneurial Motivation also has a significant effect on the performance of MSMEs, organizational culture has a significant effect on the performance of MSMEs. In this case, organizational culture has the strongest influence compared to Agile Leadership and Entrepreneurial Motivation. Therefore, it is recommended that the management of organizational culture has a very important role, because a positive culture will have a positive effect and support the improvement of the performance of creative MSMEs on Lombok Island.



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## Introduction

One of the sectors that has been hit hard by the Covid-19 pandemic is Micro, Small and Medium Enterprises (MSMEs), which have also lifted the decline in the national economy. This can be understood because MSMEs have a very large contribution to the national economy. The creative economy has become one of the fastest growing sectors in recent years. This increase is in line with the increasing role of Micro, Small and Medium Enterprises (MSMEs) in driving the economy.

According to data from the Ministry of Cooperatives, Small and Medium Enterprises (KUKM) in 2018, the number of MSME actors was 64.2 million or 99.99% of the number of business actors in Indonesia. The absorption of MSME workers is as many as 117 million workers or 97% of the absorption of the business world's workforce. Meanwhile, the contribution of MSMEs to the national economy (GDP) amounted to 61.1%, and the remaining 38.9% was contributed by large business actors, which amounted to only 5,550 or 0.01% of the number of business actors.

In 2019, the creative economy sector was able to absorb 17 million workers. This potential is huge to alleviate the problem of employment in Indonesia. Creative economy is the production and distribution of goods and services, which in the process requires creativity and intellectual ability (Siagian, et al., 2020). Quoted from the official website of the Ministry of Tourism and Creative Economy, there are 17 subsectors of the creative economy in Indonesia, in full as follows: Game Developer Architecture Interior Design Music Fine Art Product Design Fashion Culinary Film, Animation and Video Photography Visual Communication Design Television and Radio Crafts Advertising Performing Arts Publishing Application (Anwar, 2020).

The economic survival of creative industry players is uncertain during the pandemic. Economic resources from events, programs, exhibitions, bazaars, and others that have been stopped amid restrictions on activities by the government due to the COVID-19 pandemic, which began in the city of Wuhan, precisely in China. This new type of virus has spread to various parts of the world which causes the onset of corona virus disease 2019 or also called COVID-19. The World Health Organization (WHO) has also determined the COVID-19 pandemic since March 11, 2020 (Bank, 2020). This outbreak made the government implement a Large-Scale Social Restriction (PSBB) policy to prevent the spread of the virus. This has made all business actors, as well as the community limit activities to stay at home, so that the pandemic has a negative impact on business productivity and profits, forcing many businesses to close physically permanently (Alessa et al., 2021). Until now, everyone is still wondering, until when this crisis and pandemic will end. Maybe we all understand that we will not go back to "normal" times. In the future, what will happen is the so-called "new normal", a time full of uncertainty (Sunarsihanto., et al. 2022).

The MSME sectors that were shaken during the Covid-19 pandemic, in addition to food and beverages, were the creative and agricultural industries. In this pandemic situation, according to the Ministry of Cooperatives and MSMEs, there are around 37,000 MSMEs who report that they are very seriously affected by this pandemic, marked by around 56 percent reporting a decrease in sales, 22 percent reporting problems in the financing aspect, 15 percent reporting problems in the distribution of goods, and 4 percent reporting difficulties in obtaining raw materials (Thaha, 2020)

Performance is a key factor in developing a business organization effectively and efficiently, because there are better policies or programs to improve the quality of existing resources in the organization. Improving individual performance is very beneficial for the dynamics of growth of a small and medium business as a whole, through this assessment it can be known the actual condition of how business performance can develop and survive well and be able to increase its competitiveness (Echdar, 2012). Factors that affect business performance are internal and external factors, where internal is a matter of human resources (Purwaningsih, 2015), (Munizu et al., 2016). Human Resources are people who are ready, willing and able to contribute to efforts to achieve organizational goals (Samsuni, 2017).

In the midst of uncertain business world conditions, according to Sunarsihanto., et al (2022) that agility is the key. Agility is the ability to learn other fields in order to exist, survive, and perform, when there are changes that occur in the business occupied. Especially for a leader, it takes a leader who has an agility leadership style (Agile Leadership). This is supported by research (Gomezelj & Kušce, 2013); (Munizu et al., 2016) One of the problems that hinder the development of MSMEs in the country is the low human resources and management. According to (Andrini & Susanto, 2022), the leadership style of an organization has significant interaction with the effectiveness of an organization's performance

Human resource factors are also the motivation of entrepreneurs affect business performance (Nyang'au et al., 2014), this is also supported by Yunal and Indriyani (2013) and Machmud (2017) that motivation affects business growth and performance. Entrepreneurial motivation is very important because motivation is a drive both from within a person and from outside, thus making someone do something (Owens (1993). According to Hartono in (Soetrisno, 2016): "Motivation is a person's desire to try as much as possible to achieve the goals of the organization, where this is influenced by the ability to satisfy individual needs. influenced by the ability to satisfy individual needs.

Organizational culture has become an important concept in running a business (Deal and Kennedy, 1982; Denison, 1990). Organizational culture is so important because it is a business asset that has great potential impact on organizational performance (Musselwhite, 1999); Organizations need to recognize "who they are" through an understanding of the characteristics of their organizational culture in order to have the ability to intervene in efforts to improve organizational performance (Zwaan, 2006). Nier (2004) states that although organizational culture is often seen as an intangible asset, organizational culture has a strong influence because it can be a major obstacle in achieving long-term organizational goals. So Organizational culture has a strong personality that influences individual behavior, both inside and outside the company (Haninda & Hermawan,

2022). Therefore, this study will examine the influence of agile leadership, motivation of entrepreneurship, and organizational culture on the Performance of Creative Economy MSMEs on Lombok Island.

## Method

This research focuses on the influence of agile leadership, entrepreneurial motivation, and organizational culture on the performance of creative economy MSMEs on Lombok Island. A quantitative approach was used in this study, with respondents being leaders or business owners in the Small and Medium Industry (IKM) sector of the creative economy, especially in the culinary sector. According to (Sugiyono, 2019), research with quantitative methods is a research method based on the philosophy of positivism, quantitative methods are used in research with a determined population or sample, data is collected using research instruments, quantitative or statistical data analysis is carried out, aimed at testing predetermined conjectures. Samples were taken from the city of Mataram, West Lombok Regency, Central Lombok Regency, and East Lombok Regency, with a total of 100 entrepreneurs. Data was collected through surveys using questionnaires filled out by MSME owners. The variables studied include MSME performance, agile leadership, entrepreneurial motivation, and organizational culture. Data processing was carried out by multiple linear regression analysis using SPSS application version 22, to see the relationship between independent variables (agile leadership, entrepreneurial motivation, and organizational culture) with bound variables (MSME performance).

## Results and Discussions

### Descriptive Analysis

**Table 1.** Descriptive Statistics of MSME Performance Variables (Y)

Statistics		
MSME Performance (Y)		
N	Valid	100
	Missing	0
Mean		26.46
Std. Error of Mean		.426
Median		26.00
Mode		23
Std. Deviation		4.256
Variance		18.109
Range		21
Minimum		14
Maximum		35
Sum		2646

The results of the data calculation were obtained on average of 26.46; standard deviation of 4.256; variance of 18.109; median of 26 and mode of 23. The data from the MSME Performance variable (Y) research is grouped based on frequency distribution, the presentation of data can be seen in the frequency distribution table as in the following table:

**Table 2.** MSME Performance Frequency Distribution

No	Interval Class			Border		Frequency		
				Below	Above	Absolute	Cumulative	Relative
1	14	-	16	13,5	16,5	1	1	1,00%
2	17	-	19	16,5	19,5	4	5	4,00%
3	20	-	22	19,5	22,5	9	14	9,00%
4	23	-	25	22,5	25,5	29	43	29,00%
5	26	-	28	25,5	28,5	23	66	23,00%
6	29	-	31	28,5	31,5	21	87	21,00%
7	32	-	34	31,5	34,5	12	99	12,00%
8	35	-	37	34,5	37,5	1	100	1,00%
						100		100,00%

**Table 3.** Descriptive Statistics of Leadership Agility Variables (X1)

Statistics		
Agilitas Leadership (X1)		
N	Valid	100
	Missing	0
Mean		47.60
Std. Error of Mean		.692
Median		48.00
Mode		49
Std. Deviation		6.922
Variance		47.919
Range		28
Minimum		32
Maximum		60
Sum		4760

The data from the research variable Agility Leadership (X1) is grouped based on frequency distribution, the presentation of data can be seen in the frequency distribution table as in the following table:

**Table 4.** Frequency Distribution of Leadership Agility

No	Interval Class			Border		Frequency		
				Below	Above	Absolute	Cumulative	Relative
1	32	-	35	31,5	35,5	4	4	4,00%
2	36	-	39	35,5	39,5	13	17	13,00%
3	40	-	43	39,5	43,5	10	27	10,00%
4	44	-	47	43,5	47,5	17	44	17,00%
5	48	-	51	47,5	51,5	27	71	27,00%
6	52	-	55	51,5	55,5	12	83	12,00%
7	56	-	59	55,5	59,5	15	98	15,00%
8	60	-	63	59,5	63,5	2	100	2,00%
						100		100,00%

**Table 5.** Descriptive Statistics of Motivation of Entrepreneurial Variables (X2)

Statistics		
Motivation of Entrepreneurial (X2)		
N	Valid	100
	Missing	0
Mean		34.96
Std. Error of Mean		.473
Median		35.00
Mode		38
Std. Deviation		4.727
Variance		22.342
Range		22
Minimum		23
Maximum		45
Sum		3496

The Motivation of Entrepreneurial (X2) instrument used in the study obtained 9 valid statements on a scale of 1-5, so that a theoretical score between 9 to 45 was obtained and an empirical score range between 23 to 45 so that the score range was 22. The results of the data calculation were obtained on average of 34.96; standard deviation of 4.727; variance of 22.342; The median is 35 and the mode is 38. The data from the Motivation of Entrepreneurial (X2) variable research are grouped based on frequency distribution, the presentation of data can be seen in the frequency distribution table as in the following table:

**Table 6.** Frequency Distribution of Motivation of Entrepreneurship (X2)

No	Interval Class			Border		Frequency		
				Below	Above	Absolute	Cumulative	Relative
1	23	-	25	22,5	25,5	1	1	1,00%
2	26	-	28	25,5	28,5	9	10	9,00%
3	29	-	31	28,5	31,5	14	24	14,00%
4	32	-	34	31,5	34,5	24	48	24,00%
5	35	-	37	34,5	37,5	14	62	14,00%
6	38	-	40	37,5	40,5	26	88	26,00%
7	41	-	43	40,5	43,5	10	98	10,00%
8	44	-	46	43,5	46,5	2	100	2,00%
						100		100,00%

**Table 7.** Descriptive Statistics of Organizational Culture Variables (X3)

Statistics		
Budaya Organisasional (X2)		
N	Valid	100
	Missing	0
Mean		35.27
Std. Error of Mean		.446
Median		35.00
Mode		33 <sup>a</sup>
Std. Deviation		4.456
Variance		19.856
Range		21
Minimum		24
Maximum		45
Sum		3527

a. Multiple modes exist. The smallest value is shown

The Organizational Culture Instrument (X3) used in the study obtained 9 valid statements on a scale of 1-5, so that a theoretical score between 9 to 45 was obtained and an empirical score range between 24 to 45 so that the score range was 21. The results of the data calculation were obtained on average of 35.27; standard deviation of 4.456; variance of 19.856; The median is 35 and the mode is 33. Data from the research variable Organizational Culture (X3) is grouped based on frequency distribution, the presentation of data can be seen in the frequency distribution table as in the following table:

**Table 8.** Frequency Distribution of Organizational Culture

No	Interval Class			Border		Frequency		
				Below	Above	Absolute	Cumulative	Relative
1	24	-	26	23,5	26,5	4	4	4,00%
2	27	-	29	26,5	29,5	6	10	6,00%
3	30	-	32	29,5	32,5	13	23	13,00%
4	33	-	35	32,5	35,5	30	53	30,00%
5	36	-	38	35,5	38,5	22	75	22,00%
6	39	-	41	38,5	41,5	19	94	19,00%
7	42	-	44	41,5	44,5	5	99	5,00%
8	45	-	47	44,5	47,5	1	100	1,00%
						100		100,00%

## Analysis Requirements Testing

Table 9. Regression Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized X1,X2,X3 -Y	Residual
N		100	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	3.21439242	
Most Extreme Differences	Absolute	.059	
	Positive	.049	
	Negative	-.059	
Test Statistic		.059	
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>	
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

The table above shows that based on the normality test with the Kolmogorov-Smirnov test, a Statistical Test value of 0.059 and an Asymp.Sig of 0.200 is greater than 0.05 or p value > 0.05. which means that the residual data is normally distributed or can be said to have passed the normality test.

Table 10. Multicollinearity Assumption Test

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.645	3.345		-.492	.624		
	Agilitas Leadership (X <sub>1</sub> )	.194	.057	.315	3.402	.001	.693	1.443
	Motivation of Entrepreneurial (X <sub>2</sub> )	.252	.092	.264	2.755	.007	.646	1.547
	Budaya Organisasional (X <sub>3</sub> )	.286	.072	.317	3.945	.000	.919	1.089
a. Dependent Variable: Kinerja UMKM (Y)								

Based on the SPSS output, it is known that there is no multicollinearity between independent variables in the regression model. This can be seen in the VIF table, the VIF value is 1.443; 1.547; 1.089 (VIF < 10) with a tolerance value of 0.693; 0.646; 0.919 (Tolerance > 0.1). Thus, it can be concluded that there is no multicollinearity between the independent variables Agility of Leadership (X1), Motivation of Entrepreneurship (X2), and Organizational Culture (X3) in the regression model.

Table 11. Linearity Test Regression equation X1 to Y

ANOVA Table								
				Sum of Squares	df	Mean Square	F	Sig.
Kinerja (Y) * Leadership (X1)	UMKM Agilitas	Between Groups	(Combined)	631.332	26	24.282	1.526	.082
			Linearity	437.950	1	437.950	27.525	.000
			Deviation from Linearity	193.382	25	7.735	.486	.977
		Within Groups		1161.508	73	15.911		
		Total		1792.840	99			

The results of the linearity test from the regression equation of Agility Leadership (X1) with MSME Performance (Y) obtained a significance of 0.977 in accordance with the specified rules, if the significance value > 0.05, the regression equation of Agility Leadership (X1) with MSME Performance (Y) in the linear category.

**Table 12.** Linearity Test Regression equation X2 to Y

ANOVA Table								
				Sum of Squares	df	Mean Square	F	Sig.
Kinerja UMKM (Y) * Motivation of Entrepreneurial (X <sub>2</sub> )	Between Groups	(Combined)		602.804	19	31.727	2.133	.010
		Linearity		322.697	1	322.697	21.693	.000
		Deviation from Linearity		280.107	18	15.561	1.046	.421
	Within Groups			1190.036	80	14.875		
	Total			1792.840	99			

The results of the linearity test of the Motivation of Entrepreneurial (X<sub>2</sub>) regression equation with MSME Performance (Y) obtained a significance of 0.421 in accordance with the specified rules, if the significance value > 0.05, the regression equation of Motivation of Entrepreneurial (X<sub>3</sub>) with MSME Performance (Y) in the linear category.

**Table 13.** Linearity Test Regression equation X3 to Y

ANOVA Table								
				Sum of Squares	df	Mean Square	F	Sig.
Kinerja UMKM (Y) * Budaya Organisasional (X <sub>3</sub> )	Between Groups	(Combined)		707.984	20	35.399	2.578	.002
		Linearity		497.169	1	497.169	36.204	.000
		Deviation from Linearity		210.815	19	11.096	.808	.691
	Within Groups			1084.856	79	13.732		
	Total			1792.840	99			

The results of the linearity test from the regression equation of Organizational Culture (X<sub>3</sub>) with MSME Performance (Y) obtained a significance of 0.691 in accordance with the specified rules, if the significance value > 0.05, the regression equation of Organizational Culture (X<sub>3</sub>) with MSME Performance (Y) in the linear category.

### Hypothesis Testing

The results of the t test with the help of Program SPSS version 22 as below.

**Table 14.** Regression Coefficient

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	-1.645	3.345		-.492
	Agilitas Leadership (X <sub>1</sub> )	.194	.057	.315	3.402
	Motivation of Entrepreneurial (X <sub>2</sub> )	.252	.092	.264	2.755
	Budaya Organisasional (X <sub>3</sub> )	.286	.072	.317	3.945

a. Dependent Variable: Kinerja UMKM (Y)

Based on the output in the coefficient table above, the multiple regression equation model can be known as follows:

$$Y = a + bX_1 + bX_2 + bX_3$$

$$Y = -1.645 + 0.194 X_1 + 0.252 X_2 + 0.286 X_3$$

A constant of -1.645 means that if Leadership Agility and Organizational Culture have a score of 0, then the MSME Performance score is -1.645

The regression coefficient of the Agilitas Leadership variable is 0.194, meaning that if the Agilitas Leadership score increases by 1 point, it will cause an increase in the MSME Performance score of 0.194

The regression coefficient of the Motivation of Entrepreneurial variable is 0.252, meaning that if the Motivation of Entrepreneurial score increases by 1 point, it will cause an increase in the MSME Performance score of 0.252.

The regression coefficient of the Organizational Culture variable is 0.286, meaning that if the Organizational Culture score increases by 1 point, it will cause an increase in the MSME Performance score of 0.286.

F or ANOVA test results with the help of SPSS Program version 22 as below.

**Table 15.** Anova

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	769.940	3	256.647	24.087	.000 <sup>b</sup>
	Residual	1022.900	96	10.655		
	Total	1792.840	99			

a. Dependent Variable: Kinerja UMKM (Y)

b. Predictors: (Constant), Motivation of Entrepreneurial (X<sub>2</sub>), Agilitas Leadership (X<sub>1</sub>), Budaya Organisasional (X<sub>3</sub>)

Test F or ANOVA is conducted to determine whether or not there is an influence of independent variables (Agile Leadership, motivational of entrepreneurial, and Organizational Culture) together on MSME Performance.

The results of the Coefficient of Determination test with the help of SPSS Program version 22 are as below.

**Table 16.** Model Summary: Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655 <sup>a</sup>	.429	.412	3.264

a. Predictors: (Constant), Agilitas Leadership (X<sub>1</sub>), Motivation of Entrepreneurial (X<sub>2</sub>), Budaya Organisasional (X<sub>3</sub>)

If R<sup>2</sup> is greater or closer to 1, then the model is more precise. For survey data which means cross section data obtained from many respondents at the same time, then the value of R<sup>2</sup> = 0.429 or 42.9% is good enough.

An R<sup>2</sup> value of 0.429 is good enough. From this value, it can be seen that MSME performance is influenced by Agile Leadership (X<sub>1</sub>) and Motivation of Entrepreneurship (X<sub>2</sub>), and Organizational Culture (X<sub>3</sub>) by 0.429 (42.9%) and the remaining 57.1% is influenced by other things that are not careful.

Based on the multiple regression analysis testing above, hypothesis testing can be explained as follows:

**The first hypothesis: there is an influence of Agile Leadership (X<sub>1</sub>) on MSME Performance (Y)**

The statistical hypothesis tested is the direct positive effect of Agile Leadership (X<sub>1</sub>) on MSME Performance (Y).

Statistical hypothesis:

H<sub>0</sub>:  $\beta_{y1} = 0$  (No Effect of Agile Leadership (X<sub>1</sub>) on MSME Performance (Y))

H<sub>1</sub>:  $\beta_{y1} \neq 0$  (There is an Effect of Leadership Agility (X<sub>1</sub>) on MSME Performance (Y))

Based on the results of the analysis of the influence of Agile Leadership (X<sub>1</sub>) on MSME Performance (Y), a regression coefficient of  $\beta_{y1}$  was obtained of 0.194 with tcount = 3.402, while the value of ttable = 1.98 ( $\alpha = 0.05$ ; dk = 96). Because tcount > ttable, then H<sub>0</sub> is rejected, H<sub>1</sub> is accepted. Thus, it can be concluded that Leadership Agility has a positive effect on MSME Performance or the better the respondent's Leadership Agility, the better the respondent's MSME performance and vice versa, the worse the respondent's Leadership Agility will cause the worse the respondent's MSME Performance.

**Second hypothesis: there is an influence of Motivation of Entrepreneurship (X<sub>2</sub>) on MSME Performance (Y)**

The statistical hypothesis tested is a direct positive effect of Motivation of Entrepreneurship (X<sub>2</sub>) on MSME Performance (Y).

Statistical hypothesis:

H<sub>0</sub>:  $\beta_{y2} = 0$  (No Effect of Motivation of Entrepreneurial (X<sub>2</sub>) on MSME Performance (Y))

H<sub>1</sub>:  $\beta_{y2} \neq 0$  (There is an Effect of Motivation of Entrepreneurship (X<sub>2</sub>) on MSME Performance (Y))



Based on the results of the analysis of the effect of Motivation of Entrepreneurial (X2) on MSME Performance (Y), a regression coefficient of  $\beta_2$  was obtained of 0.252 with  $t_{count} = 2.755$ , while the value of  $t_{table} = 1.98$  ( $\alpha = 0.05$ ;  $dk = 96$ ). Because  $t_{count} > t_{table}$ , then  $H_0$  is rejected,  $H_1$  is accepted. Thus, it can be concluded that the Motivation of Entrepreneurial has a direct positive effect on the Performance of MSMEs or the better the Motivation of Entrepreneurial Respondents, the better the Performance of Respondents' MSMEs and vice versa, the worse the Motivation of Entrepreneurial respondents will cause the worse the Performance of Respondents' MSMEs.

***Third hypothesis: there is an influence of Organizational Culture (X3) on MSME Performance (Y)***

Based on the results of the analysis of the influence of Organizational Culture (X3) on MSME Performance (Y), a regression coefficient  $\beta_3$  of 0.286 was obtained with  $t_{count} = 3.945$ , while the table  $t$  value = 1.98 ( $\alpha = 0.05$ ;  $dk = 96$ ). Because  $t_{count} > t_{table}$ , then  $H_0$  is rejected,  $H_1$  is accepted. Thus it can be concluded that Organizational Culture has a direct positive effect on MSME Performance or the better the Respondent's Organizational Culture, the better the Respondent's MSME Performance and vice versa, the worse the respondent's Organizational Culture will cause the worse the Respondent's MSME Performance.

The discussion of analysis and testing of research hypotheses is described as follows:

***Agile Leadership has a direct positive effect on MSME performance***

The results of hypothesis testing show that Agile Leadership has a significant influence on MSME Performance, the regression coefficient value of 0.194 means that Agile Leadership has a significant positive influence on MSME Performance.

The results of this study are in line with the opinions of several experts, including Azahari et al., (2021) explaining various kinds of leadership styles that can affect business performance during this millennial period, one of which is to have the best leadership style called the agile concept. By having this leadership style, the resulting effort can follow existing developments so that performance will be better.

According to Kurniawan et al., (2020) in the research conducted shows that leadership agility has a positive influence on performance. Where if someone has agile leadership, the resulting performance will also be better, it can happen because of the best leadership, having a tough and agile leadership style, this will make the business that is run will also continue to grow because it continues to move quickly and creatively so that it can face various conditions.

According to (Dabić et al., 2021) obtained research results that say leadership agility has a positive influence on business performance. Motivation of Entrepreneurship has a direct positive effect on MSME performance.

***Motivation of Entrepreneurship has a direct positive effect on MSME performance***

The results of hypothesis testing show that Motivation of Entrepreneurship has a significant influence on MSME performance. The value of the regression coefficient coefficient of 0.252, gives the meaning of Motivation of Entrepreneurship has a significant positive influence on MSME Performance.

The results of this study are in line with the opinions of several experts including Zlate & Cucui (2015) in their research said that performance is closely related to motivation of Entrepreneurial. In meeting business targets / goals can be done through employees, by fostering entrepreneurial motivation. Therefore, motivation is a top priority for entrepreneurs. In developing business strategies to motivate employees is the main goal of entrepreneurship in order to improve business performance. By having entrepreneurial motivation, there is a growing drive in yourself to continue to make his best business with that encouragement that will produce the resulting performance will also be good.

Megracia (2021) states that factors that can affect entrepreneurial business performance are motivation/drive. Motivation of entrepreneurship or entrepreneurial motivation is the drive or strength in an individual to maintain the entrepreneurial spirit in all his actions. Idris, (2012) also revealed that entrepreneurial motivation factors have a direct relationship with the resulting performance. Both of these factors will affect the resulting performance. Because of the position and relationship, it is very strategic if the development of individual employee performance starts from increasing entrepreneurial motivation. According to Mangkunegara, (2007) that work motivation factors affect performance. Motivation is formed from the attitude (attitude) of an employee in dealing with work situations (situations). Motivation is a condition that moves employees to achieve work goals.

Knippenberg, (2000) revealed in the results of his research that entrepreneurial motivation has a positive and significant effect on performance.

*Organizational Culture has a direct positive effect on MSME Performance*

The results of hypothesis testing show that organizational culture has a significant influence on MSME performance. The value of the regression coefficient of 0.286 gives the meaning of organizational culture has a significant positive influence on MSME performance. The value of the influence of organizational culture on the performance of MSMEs on Lombok Island is the highest compared to the influence of Agile Leadership and Motivation of Entrepreneurial. Organizational culture is an invisible social force that can move people in an organization to carry out work activities. Even if the person's inner strength is high, without any outside support, it will not have any effect on performance.

The results of this study are in line with research conducted by Suryana et al (2019) which examined the influence of marketing communication strategies, organizational culture, innovative individual characteristics and organizational commitment to the performance of SMEs in facing the ASEAN Economic Community (AEC) in West Java, this study shows that organizational culture affects the performance of SMEs.

The research conducted by Piantara et al., (2021) is to analyze and obtain findings on the factual conditions of organizational culture, motivation, work environment and performance of Cooperative and SME Office Partners of Karawang Regency. The results showed that organizational culture affects the performance of Cooperative and SME Office Partners in Karawang Regency. Therefore, it is recommended that the management of organizational culture has a very important role, because a positive culture will have a positive effect and support the improvement of the performance of creative MSMEs on Lombok Island.

## Conclusions

Based on the results of data analysis and discussion, the following conclusions can be drawn: First, Agile Leadership has a significant effect on MSME performance, showing a significant positive effect on MSME performance. Second, Entrepreneurial Motivation also has a significant effect on the performance of MSMEs, showing a significant positive effect. Third, organizational culture has a significant effect on the performance of MSMEs, showing a significant positive effect. In this case, organizational culture has the strongest influence compared to Agile Leadership and Entrepreneurial Motivation. Therefore, it is recommended that the management of organizational culture has a very important role, because a positive culture will have a positive effect and support the improvement of the performance of creative MSMEs on Lombok Island.

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